RELATIONSHIP BETWEEN SUPERVISORS' FAMILY SUPPORTIVE BEHAVIORS, SEXISM, AND SUBORDINATES' WORK-FAMILY CONFLICT: MODERATING ROLES OF ORGANIZATIONAL SEXISM, AND SUBORDINATES' GENDER

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ABSTRACT

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This study examined the role of supervisors' sexist attitudes and family-supportive supervisor behaviors (FSSB) in shaping employees' experiences of work–family conflict (WFC), with a focus on the moderating effects of organizational sexism and employee gender. Before the main study, the FSSB scale developed by Hammer (2009) was adapted to Turkish with a pilot study (N = 501). The Turkish version of the FSSB scale was predominantly perceived as a single-factor construct, with items showing cross-loadings across the original four dimensions, reflecting a more holistic understanding of supervisor support in the Turkish context. Higher FSSB scores were associated with reduced WFC, lower negative work-family and negative family-work spillover, and increased leader–member exchange and job satisfaction, supporting the scale's criterion-related validity. In the main study, it was proposed that hostile and benevolent sexism would differentially predict subordinates' WFC, both directly and indirectly through FSSB. Data were collected from a Turkish sample including working adults (N = 479) across diverse sectors. Results of the Structural Equation Modeling (SEM) analysis showed that SHS was positively related to subordinates' WFC both directly and indirectly by reduced FSSB, which highlights the universal adverse impact of its on employees' work-family balance regardless of gender. On the

other hand, supervisors' benevolent sexism did not show a significant direct relationship with WFC; however, SEM analysis showed that benevolent sexism was positively associated with FSSB, which predicts lower WFC. Moderation analysis indicated that organizational hostile sexism (OHS) weakened the positive association between SHS and FSSB, whereas organizational benevolent sexism (OBS) amplified the expression of FSSB among benevolent sexist supervisors. Furthermore, gender moderated the relationship between supervisors' benevolent sexism and subordinates' WFC, with male employees reporting higher levels of conflict when supervisors uphold benevolent sexism. These findings extend cross-cultural work-family research by validating the Turkish adaptation of the FSSB scale and highlighting the complex nature of individual attitudes and organizational climates. This study indicates the importance of both hostile and benevolent sexism to promote equitable and legitimately supportive work environments that encourage employees' well-being and sustainable work-life balance.

Keywords: work–family conflict, family-supportive supervisor behaviors, hostile sexism, benevolent sexism, organizational sexism, gender

ÖZET

YÖNETİCİLERİN AİLE DESTEKLEYİCİ DAVRANIŞLARI, İŞ YERİNDEKİ CİNSİYETÇİ TUTUMLARI VE ÇALIŞANLARIN İŞ-AİLE ÇATIŞMASI: KURUMSAL CİNSİYETÇİLİĞİN VE ÇALIŞAN CİNSİYETİNİN DÜZENLEYİCİ ROLÜ

SALİMOĞLU SATGUN, ESİL
PSİKOLOJİ YÜKSEK LİSANS TEZİ

Danışman: Prof. Dr. Aslı GÖNCÜ-KÖSE
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Bu çalışma, yöneticilerin cinsiyetçi tutumları ve aileyi destekleyici yönetici davranışlarının (ADYD) çalışanların iş–aile çatışması (İAÇ) deneyimleri üzerindeki rolünü, örgütsel cinsiyetçiliğin ve çalışan cinsiyetinin moderatör etkileri bağlamında incelemiştir. Ana çalışmadan önce, Hammer (2009) tarafından geliştirilen ADYD ölçeği Türkçeye uyarlanmış ve pilot çalışma (N = 501) ile test edilmiştir. Türkçe ADYD ölçeği, katılımcılar tarafından ağırlıklı olarak tek faktörlü bir yapı olarak algılanmış; maddeler orijinal dört boyut arasında çapraz yükler göstermiştir; bu durum Türkiye bağlamında yönetici desteğinin daha bütüncül bir biçimde algılandığını ortaya koymaktadır. Yüksek ADYD puanları, İAÇ'nin azalması, negatif iş–aile ve aile–iş yayılımının düşmesi, lider–üye etkileşiminin güçlenmesi ve iş doyumunun artması ile ilişkilendirilmiş; bu da ölçeğin ölçüt geçerliliğini desteklemiştir. Ana çalışmada, yöneticinin düşmanca ve korumacı cinsiyetçiliğinin çalışanların İAÇ düzeylerini hem doğrudan hem de ADYD aracılığıyla dolaylı olarak etkileyebileceği öngörülmüştür. Veri, Türkiye'de farklı sektörlerde çalışan yetişkinlerden (N = 479) toplanmıştır. Yapısal eşitlik modeli (YEM) sonuçları, düşmanca cinsiyetçi yönetici tutumlarının çalışanların İAÇ ile doğrudan ve ADYD'nin azalması aracılığıyla dolaylı olarak pozitif ilişkili olduğunu göstermiştir; bu durum, yöneticinin düşmanca

cinsiyetçiliğinin (YDC) çalışanların iş–aile dengesine evrensel olarak olumsuz etkisini vurgulamaktadır. Buna karşılık, yöneticilerin korumacı cinsiyetçiliği (YKC), İAÇ ile doğrudan anlamlı bir ilişki göstermemiş; ancak YEM analizleri, YKC'nin ADYD'yi artırdığını ve bunun da İAÇ'nı düşürdüğünü ortaya koymuştur. Moderasyon analizleri ayrıca, kurumsal düşmanca cinsiyetçiliğin (KDC) YDC ile ADYD arasındaki pozitif ilişkiyi zayıflattığını, kurumsal korumacı cinsiyetçiliğin (KKC) ise korumacı cinsiyetçi yöneticilerde ADYD'nin ortaya çıkışını güçlendirdiğini göstermiştir. Ayrıca, cinsiyet, YKC ile çalışanların İAÇ arasındaki ilişkide moderatör rolü oynamıştır; erkek çalışanlar, YKC ile daha yüksek çatışma seviyeleri bildirmiştir ve bu durum görev dağılımında cinsiyete dayalı farklılaşmayı yansıtmıştır. Bu bulgular, ADYD'nin Türkçe uyarlamasını doğrulamanın yanı sıra, bireysel tutumlar ile kurumsal iklimler arasındaki karmaşık doğayı da vurgulayarak, iş–aile araştırmalarına kültürlerarası bir katkı sunmaktadır. Bu çalışma hem düşmanca hem de korumacı cinsiyetçiliğin ele alınmasının, çalışanların refahını artıran ve sürdürülebilir iş–yaşam dengesini destekleyen adil ve gerçekten destekleyici iş ortamlarının sağlanmasında önemini ortaya koymaktadır.

Anahtar Kelimeler: iş-aile çatışması, aile destekleyici yönetici davranışları, düşmanca cinsiyetçilik, korumacı cinsiyetçilik, kurumsal cinsiyetçilik, cinsiyet

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LIST OF ABBREVIATIONS

BS	: Benevolent Sexism
FIW	: Family Interference with Work (FIW)
FSSB	: Family-Supportive Supervisor Behaviors
FWC	: Family-Work Conflict:
HS	: Hostile Sexism
OBS	: Organizational Benevolent Sexism
OHS	: Organizational Hostile Sexism
SHS	: Supervisor’s Hostile Sexism
SBS	: Supervisor’s Benevolent Sexism
WIF	: Work Interference with Family

CHAPTER I

INTRODUCTION

1.1 OVERVIEW

Work life, which occupies a significant and large part of people's lives, also has an essential part in daily life. Especially for individuals who have started a family, live with their family, or have most of the responsibilities of household duties, it becomes difficult to strike a balance between work and family life. When it comes to failures to achieve this balance, it may lead to conflicts. In addition, an important component of work life who are supervisors, has also an impact on subordinates by affecting their experiences in these conflicts. Hammer et al. (2009) found that that with supervisors who display family-supportive behaviors, the detrimental effects of work-family conflict (WFC) decreases. However, when supervisors exhibit sexist attitudes or fail to provide family-supportive behaviors (FSSB), subordinates may feel more stressed in both work and home settings.

There are many studies conducted about FSSB in Western settings, however, studies about the nature of supervisor support are not very universal. The definition of support can be shaped by cultural expectations about family responsibilities, gender norms and authority structures. Türkiye, with its collectivist nature and gender norms, remains understudied about FSSB. Moreover, the complex relationship between supportive behaviors, gendered attitudes, and employees' work-family dynamics remains underappreciated.

This study aims to bridge that gap by examining how supervisors' behaviors influence employees' experiences of work-life balance in Türkiye. Before moving to the main analysis, a pilot adaptation study was conducted to assess the relevance of Family-Supportive Supervisor Behaviors Scale (Hammer et al. 2009), for Turkish employees. Findings showed that the scale functions reliable in Türkiye, but employees tend to interpret supervisor support more holistically. There are four subdimensions in the original scale that are emotional support, instrumental support,

role modelling, and creative work-family management. In the Turkish sample, supervisors are evaluated less on specific supportive actions and more on whether they embody a general caring. This observation provides important conceptual grounding for the main study: understanding support in Türkiye may require looking beyond categories and toward broader relational dynamics.

In the main study, the central question was how supervisors' sexist attitudes translate into employees' experience of work-family conflict. Rather than treating these attitudes as interpersonal biases, the study conceptualizes them as part of a broader relational pattern that becomes especially damaging in contexts where family-supportive supervisor behaviors are weak or inconsistent.

In this case, FSSB positions as a mechanism that intensify the negative implications of sexism. The model (Figure 1) assumes that supervisors with stronger hostile sexist views are less likely to provide family-related support, whereas benevolent sexism may produce inconsistent forms of support. These dynamics are expected to influence employees' work-family conflict, making FSSB a key mediating pathway in understanding how gender-related attitudes displays in employees' experiences.

At the same time, organizational norms about gender determine how acceptable or visible sexist behaviors become. For this reason, the study incorporates organizational hostile sexism (OHS) and organizational benevolent sexism (OBS) as moderators. In organizations where organizational sexism normalized, the impact of supervisors' own attitudes may become more pronounced. Subordinates' gender further shapes these processes, as men and women may interpret supervisor behaviors differently, especially in cultures where gender roles are socially salient.

Thus, I expect that supervisors' hostile sexism (SHS) is negatively related to FSSB, and supervisors' benevolent sexism are positively associated with FSSB, which in turn, FSSB is negatively associated with subordinates' WFC. Moreover, these relationships are moderated by OHS and OBS, and subordinates' gender (Figure 1).

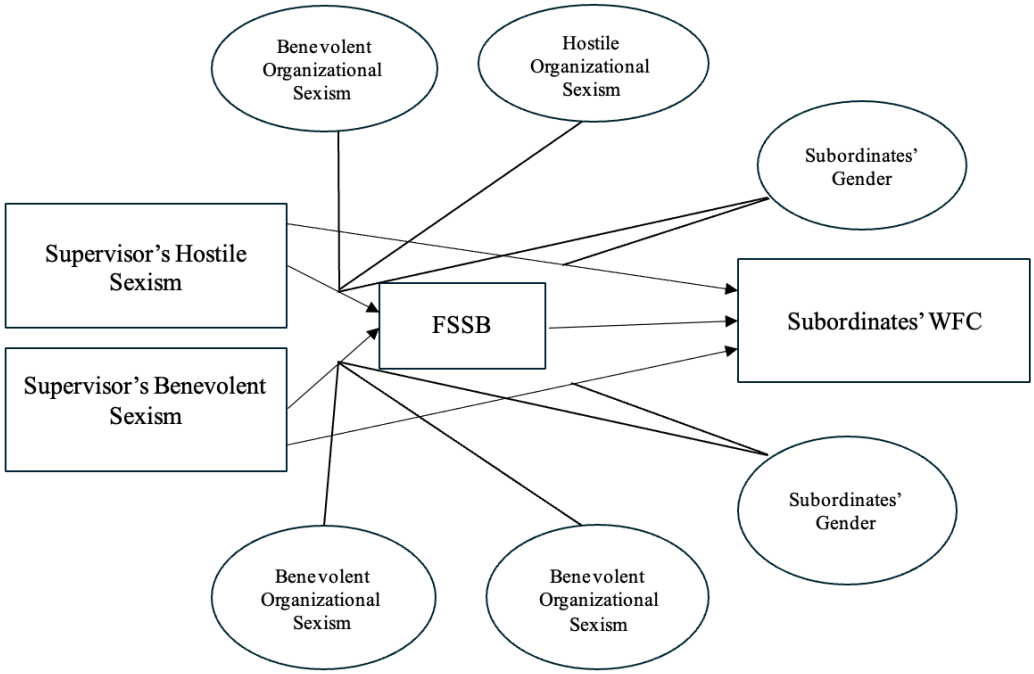

Figure 1: The Proposed Theoretical Model

1.2 HOSTILE AND BENEVOLENT SEXISM AND THEIR REFLECTIONS IN WORKPLACE

Sexism is a form of prejudice that puts women in a lower position than men (Allport 1954). It can show up as open hostility, but it is not always negative. For example, "women are wonderful" effect describes how women are often seen as positive (Eagly and Mladinic 1994), though usually highlights traits like warmth and kindness (Badura et al. 2018). In contrast, men are more often linked with competence and agency, which are essential in social power dynamics (Fiske et al. 2007). Ambivalent sexism theory (Glick and Fiske 2001) was developed to explain these complexities. It suggests that sexism includes both hostility (hostile sexism) and a kind of positive attitude (benevolent sexism) toward women, both of which help maintain men's dominance over women.

Gender relations are not shaped by hostility alone. They often include a mix of male dominance, cooperation, and intimacy. In this context, benevolent sexism (BS) refers to attitudes that seem kind or protective but still support traditional gender roles. It presents women as pure, fragile, or in need of male guidance (Glick and Fiske 1996). BS can be seen in actions such as overprotective comments, polite but patronizing language, or compliments that based on stereotypes.

Hostile sexism (HS) involves openly negative attitudes toward women who challenge traditional roles or assert independence (Glick and Fiske 1996). HS can involve verbal aggression, discrimination, or other forms of hostility grounded in beliefs about male superiority.

King and his colleagues (2012) argue that benevolent forms of sexism can actually strengthen both BS and HS in organizations. Because BS appears caring, comments that reinforce stereotypes, such as “some girls struggle with this”, may be interpreted as supportive rather than patronizing (Jones et al. 2013).

Furthermore, Gaunt (2013) found that HS leads to more negative judgements of women who act outside of traditional family roles, such as being the main earner while their male partner stays at home. In contrast, BS is associated with more positive evaluations of women who fit traditional caregiving roles. These findings show that sexist attitudes influence not only general stereotypes about women but also how individuals judge women whose family arrangements reveal details about their lives.

1.3 SUPERVISOR’S HOSTILE AND BENEVOLENT SEXIST ATTITUDES AT WORKPLACE AND SUBORDINATES’ WORK-FAMILY CONFLICT (WFC)

Vescio and colleagues (2005) found that men in positions of power tend to show more patronizing behavior than women. In work settings, supervisors may try to “protect” women from difficult tasks. Yet these protections can limit women’s opportunities to grow (King et al. 2012). This also suggests that female supervisors might, in some cases, restrict challenging tasks for women as well.

However, men and women may express ambivalent sexist beliefs in different ways. For example, women who endorse benevolent beliefs usually do not perform protective behaviors such as holding doors for other women. Men, on the other hand, often do so because it fits their benevolent ideas. Men who hold benevolent views may actively try to protect women, while women with similar beliefs may passively expect protection. Women generally do not see protecting other women as their role, and they view male benevolence as the norm. Because of this, BS may push men to assign fewer demanding tasks to women, while women’s beliefs about other women may affect their behavior far less (King et al. 2012). In short, BS rewards women who follow traditional gender expectations, whereas HS criticizes or punishes women who show independence or authority (Glick and Fiske 2001).

Research also shows that BS can have an impact on work-family conflict (WFC). By reinforcing traditional gender roles, BS can limit women's career opportunities and increase their caregiving responsibilities (Kacmar et al. 2009; Hoyt and Blascovich 2007). WFC refers to the tension experienced when work demands interfere with family demands (Kahn et al. 1964; Greenhaus and Beutell 1985). It has two directions: work interference with family (WIF) and family interference with work (FIW) (Greenhaus and Beutell 1985; Netemeyer et al. 1996). A study conducted with couples married for fewer than five years showed that maintaining a balanced work-family life is one of the biggest challenges that they struggle with (Risch et al 2003).

WFC has wide-ranging consequences for well-being, job satisfaction, family functioning, and organizational outcomes (Sirgy et al. 2005). As more parents participate in the workforce, and as work arrangement change continuously the importance of WFC increases. Organizations often try to reduce WFC through policies like flexible schedules, childcare support, and family friendly cultures (Frone 2003). To address WFC effectively, it is a requirement to recognize the complex relationship of work, family, personal factors, organizational factors and cultural context.

In this study the main focus is the impact of supervisors' sexist attitudes on subordinates' WFC. Based on the theoretical background and prior findings, the first set of hypotheses is developed as follows:

Hypothesis 1a: Supervisor's hostile sexism (SHS) is positively associated with subordinates' WFC, in such a way that supervisors high in hostile sexism may belittle or undermine female subordinates, assign tasks unfairly, or restrict their access to supportive resources. Such behaviors heighten stress and increase workload, which can spill over into employees' family lives and intensify work-family conflict.

Hypothesis 1b: Supervisor's benevolent sexism (SBS) is negatively associated with subordinates' WFC, in such a way that supervisors high in benevolent sexism may adopt a protective, paternalistic approach, such as offering flexibility or lowering work demands for female subordinates. These practices can temporarily ease the tension between work and family roles, thereby reducing work-family conflict.

1.4 MEDIATING EFFECTS OF FSSB ON THE RELATIONSHIP BETWEEN SUPERVISOR'S HOSTILE AND BENEVOLENT SEXIST ATTITUDES AND SUBORDINATES' WFC

Sloan and Grant (2012) found that when people feel unfairly treated by supervisors, coworkers, or customers their job satisfaction decreases while their psychological stress rise. Supervisors have a big impact on how subordinates experience work (Rainey and Melzer 2021). Literature shows that negative or abusive supervisor behaviors lowers job satisfaction and commitment to the organization (Tepper 2000; Ampofo et al. 2022). These negative behaviors also affect family life, causing stress, and making it harder to recover emotionally after work (Carlson et al. 2012; Wang et al. 2023). Such behaviors can even harm relationships at home (Wu et al. 2012).

On the other hand, supervisors who show family-supportive supervisor behaviors (FSSB) help subordinates handle work and family responsibilities. This support can decrease WFC and increase job satisfaction, commitment and performance (Carlson et al. 2011; Hammer et al. 2011; Wang et al. 2023). FSSB has four dimensions:

- **Emotional support:** Listening to subordinates and showing empathy for their feelings (Hammer et al. 2007).
- **Instrumental support:** Providing resources or adjusting schedules to help manage work and family tasks (Hammer et al. 2007).
- **Role Modelling:** Being a role model with examples from their own experiences for balancing work and family effectively (Hammer et al. 2007).
- **Creative Work-Family Management:** Finding solutions that meet both subordinates' needs and organizational goals (Hammer et al. 2007).

Studies show that employees with family-supportive supervisors perform better, are more engaged and feel more committed to their organizations (Rofcanin et al. 2017). Furthermore, a study in automative sector which examined the relationships between heavy workload, work-family conflict, and supervisor's support, found that supervisor's support has a significant and negative relationship with work-family conflict (Altaş 2022). The developers of FSSB Scale, Hammer et al. (2009) found that FSSB significantly reduces work-family conflict and helps subordinates to manage stress alongside with social support, including spouses, friends, and coworkers (Cohen and Willis 1985).

FSSB can also help reduce the negative effects of HS. Supervisors who show high levels of FSSB creates a supportive environment that lowers WFC even when sexism presents (Talamala 2023). However, FSSB has its limits. If it is based on BS, it might seem helpful in the short term but can limit women's autonomy and contribute to long-term WFC. Hostile sexist supervisors may punish women seeking accommodations which directly increases WFC.

Research in work-family studies emphasizes that supervisors strongly influence whether diversity, equity, and work-family policies succeed or fail (Blair-Loy and Wharton 2002; Brinton and Mun 2016; Rainey and Melzer 2021; Rofcanin et al. 2017). Many employees report that using work-family programs can result in being placed on the "mommy track" or experiencing "flexibility stigma" (Briscoe and Kellogg 2011; Rainey and Melzer 2021; Williams et al. 2013). Mother often receive lower and more subjective performance evaluations than fathers, even with the same qualifications (Correll et al. 2007). Supportive supervisors can help protect subordinates from such backlash and encourage them to use work family programs (Blair-Loy and Wharton 2022).

As more women enter the workforce and take leadership positions, they may face resistance from those who feel threatened by changing norms (Cockburn 1991; Rainey and Melzer 2021). Nalçacı-İkiz (2020) have found that structural limitations and gendered expectations can impact women's employment continuity and work-family balance. For instance, women returning from maternity leave often face pressure to resume work quickly, while leaving childcare to others.

In line with this, supervisors with hostile sexist attitudes toward women are more likely to act in discriminatory or undermining ways, which reduces their engagement in FSSB. Supervisors with benevolent sexist attitudes may act protective and supportive, which increases their FSSB.

Therefore, the next set of hypotheses are generated as follows:

Hypothesis 2a: SHS is negatively associated to FSSB, in such a way that supervisors who score high on HS are less likely to engage in behaviors that support their subordinates' work-family balance than supervisors who score low on HS.

Hypothesis 2b: SBS is positively associated to FSSB, in such a way that supervisors who score high on BS are more likely to engage in behaviors that support their subordinates' work-family balance than supervisors who score low on BS.

Hypothesis 3: FSSB are negatively related to subordinates' WFC.

1.5 MODERATING EFFECTS OF ORGANIZATIONAL SEXISM ON THE RELATIONSHIP BETWEEN SUPERVISOR'S HOSTILE AND BENEVOLENT SEXIST ATTITUDES AND FSSB

Organizational sexism shows up in policies, promotion rules, and workplace cultures that favor men and maintain gender inequality (Acker 1990; Sümer et al. 2022). Many workplaces expect employees to be the "ideal worker", who fully dedicated to their job, always available, and with no caregiving responsibilities. This expectation assumes usually women to handle domestic duties (Acker 1990). Women, especially those with families, often do not fit with this model. As a result, they may get lower performance evaluations, fewer promotions, and face more work-family conflict.

Even in households where both partners have careers, women handle more family duties than men (Bartley et al. 2005). They even sometimes give up their career opportunities to meet the family needs (Becker and Moen 1999). Men's roles as fathers often align more easily with their work roles (Hodges and Park 2013). When workplaces support family responsibilities, it can reduce the pressure that women feel to match the "ideal worker" standard. Benevolent beliefs, such as, women are naturally nurturing, often shape these policies. Organizations may offer support that seems helpful for women but still reinforce these ideas.

Women carry most of the childcare, eldercare, and housework while they also earn money. Hochschild (1989) names this as the "second shift." These responsibilities reinforce traditional gender roles and are planted in workplace structures (Acker 1990). When women are in need or asked for flexibility or family support, they may be seen as less committed or capable, which can diminish their career growth (Correll et al. 2007; Williams et al. 2013).

Workplaces with strict gender norms may also lead to bullying of gender minorities (Cortina et al 2013). Programs like mentoring, diversity boards, or work-family policies can help reduce inequalities (Kalev et al. 2006). However, they do not always succeed (Berrey 2014; Castilla 2008). Most of the research focuses on whether these programs reduce pay, or management gaps (Kalev et al. 2006; Abendroth et al. 2017; Huffman et al. 2016). Policies that supportwork-family balance can help women return to work after having children (Bächmann et al. 2020; Rainey and Melzer 2021). However, women still use them more than men, which can lead to negative reactions

from supervisors (Blair-Loy and Wharton 2004; Glass 2004; Leslie et al. 2012; Munsch et al. 2014; Rainey and Melzer 2021).

FSSB help women use these policies safely by reducing fear of punishment and career penalties (Hammer et al. 2007; Hammer et al. 2009; Hammer et al. 2011). FSSB is expected to mediate the link between having policies and using them. Gender-related organizational practices often reflect hostile or benevolent sexist attitudes, which can increase work-family conflict (Sümer et al. 2022). For example, giving only one month of maternity leave may pressure women to return quickly to work. Restricting new mothers' responsibilities may reflect BS, pushing them into traditional caregiver roles.

Therefore, OHS and OBS can moderate how supervisors' sexist attitudes affect FSSB. Hostile sexist attitudes reduce FSSB, especially when HS is common, leaving women with less support and higher work-family conflict. Benevolent attitudes may appear supportive but still reinforce traditional gender roles.

In organizational contexts where BS is institutionally endorsed, supervisors may be more inclined to grant flexibility or reduce work demands for female subordinates, assuming that women should prioritize caregiving responsibilities. While such practices are rooted in stereotypical assumptions, they nonetheless increase the likelihood that supervisors will engage in family-supportive supervisor behaviors (FSSB). Therefore, the next set of hypotheses is generated as follows:

Hypothesis 4a: OHS moderates the negative relationship between the SHS and FSSB in such a way that supervisors with high hostile sexism scores are less likely to perform FSSB when they work in organizations with high OHS scores than supervisors with high hostile sexism scores but work in organizations with low OHS scores.

Hypothesis 4b: OBS moderates the positive relationship between the SBS and FSSB in such a way that supervisors with high benevolent sexism scores are more likely to perform FSSB when they work in organizations with high OBS scores than supervisors with high benevolent sexism scores but work in organizations with low OBS scores.

1.6 MODERATING EFFECTS OF SUBORDINATES' GENDER ON THE RELATIONSHIP BETWEEN SUPERVISORS' HOSTILE AND BENEVOLENT SEXIST ATTITUDES AND SUBORDINATES' WFC

Women consistently face discrimination in multiple domains of the workplace, including pay rates (Budig et al. 2012) and access to higher-status or managerial

positions (Gorman and Kmec 2009; Stainback and Tomaskovic-Devey 2009). Moreover, evidence highlights gender discrimination in the workplace, with women earning, in Türkiye. According to the Turkish Statistical Institute (TÜİK), in 2023, women earned between 12% and 17.4% less than men, depending on their level of education. Women face fewer high-earning opportunities (Cotter et al. 2001), and experience unfair treatment such as higher performance standards, limited promotion chance, and exclusion from administrative decisions (Coombs and King 2005). This can lead to feelings of isolation, having fewer mentors, and missing out on important social activities outside of work (Geller and Hobfoll 1994). They also have to manage work and family duties simultaneously and are at higher risk of sexual harassment compared to men (Rainey and Melzer 2021; Uggen and Blackstone 2004). These factors increase work-family conflict, especially when supervisors hold sexist attitudes.

Gender is an important aspect in workplace because it intersects with traditional roles at home and work (Eagly and Karau 2002). Women are expected by society to handle domestic tasks and men are expected to earn income. These expectations influence how support is given or withheld in the organizations. Studies show women may receive less support by organizations than men (Sosik and Godshalk 2000). This is because, HS can make supervisors less likely to offer support (Morrison 1992). BS can finely push women toward traditional gender roles and discourage them from pursuing nontraditional career paths (Hebl et al 2007).

There are some mixed findings in the research on gender differences and family-related support. Some studies found that women get more support (McBey et al. 2017; Selvarajan et al. 2016). Other suggest they get less (Behson 2002; Shoss et al. 2013), and some find no significant differences (Carvalho and Chambel 2014). Even with these results there is evidence that the link between HS and WFC is stronger for women, while BS can reduce conflict more for women than for men.

1.6.1 Cultural Context: The Case of Türkiye

Sexist beliefs remain common in Türkiye, reinforcing deep gender inequalities (Tekkaş et al. 2020). Studies show that both HS and BS are higher in Türkiye compared to Western countries (Glick et al. 2000). Many organizations have paternalistic cultures, where benevolent sexism seems protective but conclusively keeps women in subordinate roles. Research also indicates that Turkish men show higher levels of BS, HS and traditional masculinity compared to women (Acar and Sümer 2018). Overall,

the gender hierarchy in Türkiye often accepts inequality and punishes women who challenge traditional roles.

Women in Türkiye may also be perceived as violating gender norms by not prioritizing their caregiving roles or by entering roles traditionally reserved for men (Benard and Correll 2010). While this may expose them to discrimination in general, it does not always apply to family-related support. In fact, men who seek family-related accommodations such as leave, or flexible hours may be penalized more harshly. Research shows that men requesting family leave face negative perceptions of their work ethic (Wayne and Cordeiro 2003), are less likely to be recommended for rewards (Allen and Russell 1999) and may be seen as less masculine (Vandello et al. 2013). They may also be penalized more than women for prioritizing family over work (Rudman and Mescher 2013). These findings suggest that female subordinates may receive more support in family-related matters, not because of gender equality, but because traditional norms assign caregiving to women and penalize men for diverging from this script.

Therefore, subordinates' gender is suggested to moderate the relationship between supervisors' hostile sexist attitudes and benevolent sexist attitudes and subordinates' WFC in such a way that female subordinates face greater work-family conflict under supervisors with high HS due to increased discrimination and exclusion than male subordinates. Conversely, under supervisors with high BS, female subordinates may experience lower levels of WFC compared to their male counterparts, as benevolent sexist attitudes can reduce work demands and provide protective support in the work context. Male subordinates, on the other hand, may encounter WFC when BS leads supervisors to expect them to prioritize work over family responsibilities, limiting their flexibility and reinforcing traditional gender roles.

Since gender roles shape how people experience and perceive work-family balance, it is important to look at how subordinates gender affects the link between HS, BS and WFC. In workplaces where HS is common, men may face fewer barriers and less discrimination. Therefore, they often experience lower levels of WFC. On the other hand, women are more likely to encounter stereotyping and discriminatory behaviors, which can increase their WFC. BS, while seeming positive, reinforces traditional gender roles, limits support for women and contributes to higher conflict.

These patterns show that gender dynamics are crucial when studying how supervisors' sexist attitudes impact subordinates' work-family experiences.

Consequently, the next set of hypotheses are generated as follows:

Hypothesis 5a: Subordinates' gender moderates the relationship between supervisors' hostile sexist attitudes and subordinates' WFC in such a way that female subordinates experience greater WFC under supervisors with high HS scores than male subordinates in the same context.

Hypothesis 5b: Subordinates' gender moderates the relationship between supervisors' benevolent sexist attitudes and subordinates' WFC in such a way that female subordinates experience less WFC under supervisors with high BS scores than male subordinates in the same context.

Hypothesis 5c: Subordinates' gender moderates the relationship between SHS and FSSB, such that female subordinates perceive lower levels of FSSB when supervisors exhibit higher levels of SHS, whereas this relationship is nonsignificant for male subordinates.

Hypothesis 5d: Subordinates' gender moderates the relationship between SBS and FSSB, such that supervisors with higher BS scores display greater FSSB toward female subordinates, whereas this relationship is nonsignificant for male subordinates.

CHAPTER II

METHOD

2.1 PILOT STUDY: ADAPTATION OF FSSB SCALE INTO TURKISH

Prior to conducting the main study, a thorough adaptation and validation study was carried out to translate and culturally adapt the Family Supportive Supervisor Behaviors (FSSB) scale (Hammer et al. 2009) into Turkish. The original FSSB scale consists of 14 items across four factors—emotional support, role modeling, instrumental support, and creative work-family management—capturing various approaches supervisors use to support subordinates' work–life balance.

This initial study was essential to conclude that the scale is valid and reliable while measuring the intended constructs within the Turkish context. Given the increasing importance of work–life balance and supervisors' roles in supporting subordinates' family and personal lives, having a culturally appropriate measurement tool was critical for the success and relevance of the present research.

2.1.1 Participants and Procedure

Data for the pilot study were collected online (via Qualtrics) from 501 subordinates who had been working with the same supervisor for at least six months. Among the participants, 64.1% were women (N = 321), 35.1% were men (N = 176), and 0.8% did not disclose their gender (N = 4) (see Table 1). The average age of the participants was 37.89 years (SD = 11.04). In terms of parental status, 50.7% (N = 254) reported having children, while 49.3% (N = 247) did not.

A large proportion of parents are living with their children: 46.3% (N = 232) are married and cohabit with their children, while 3.8% (N = 19) were divorced, separated, or widowed but living with their children. In total, participants living with their children constituted 50.1% of the sample (M = 0.72, SD = 0.86). The number of children participants had and the number of children they lived with ranged from one

to three. The mean age of the youngest child living in the household was 6.43 years (SD = 7.98).

Additionally, 22.4% (N = 112) of the participants were single and living with their family of origin, while 11% (N = 55) were married without children. Other household categories (e.g., living with a partner, living alone) were represented at rates below 10%.

Regarding supervisor characteristics, 67.9% (N = 340) of participants reported having a male supervisor, whose average age was 46.03 years (SD = 6.89). On average, participants had been working at their current organizations for 14.2 years (SD = 5.46), and had been working with their current supervisors for an average of 5.02 years (SD = 2.82).

Most participants were full-time subordinates (92%) and classified as white-collar workers (80%). A majority worked in the private sector (69.5%), followed by the public sector (25.7%), non-governmental organizations (1%), and other sectors (3.8%).

In terms of industry distribution, the highest proportions were in finance (24.4%) and education (21.8%), followed by services (9.6%), technology (6.4%), healthcare and pharmaceuticals (5.6%), engineering (4.6%), construction and materials (3.4%), automotive (2.4%), textiles (1.4%), media (1.2%), fast-moving consumer goods (1%), and durable goods (0.6%). A total of 17.8% of participants were employed in industries categorized as “other.”

As an initial step, participants were presented with an informed consent form, which they were required to read and approve before proceeding. The Turkish version of the FSSB scale, that is developed by using the translation and back-translation method, as well as the Work-Family Conflict Scale, Work-Family Enrichment Scale, Job Satisfaction Scale, Turnover Intention Scale, and Leader-Member Exchange Scale were included in the data collection survey. In addition, a Demographic Information From was given, with the items asking for participants’ age, gender, level of education, tenure at current organization, tenure with their current supervisor, their supervisor’s gender, and age, the type of employment and the sector they are working in.

Information about marital status, number of children, number of children living together, and the age of the youngest child living in the household was also collected, as these variables are considered particularly relevant for assessing work–family and

family–work conflict (Akkaş et al. 2015; Nomaguchi and Fettro 2019; Tokat and Göncü-Köse 2022).

Table 1: Demographics of the Pilot Study Participants

Age		
	Minimum	19
	Maximum	61
	Mean	37.89
	Standard Deviation	11.04
Gender [N (%)]		
	Female	321 (64.1%)
	Male	176 (35.1%)
	Not specified	4 (0.8%)
	Total	501
Education Level [N (%)]		
	Primary School	2 (0.4%)
	High School	60 (12%)
	Associate's degree	52 (10.4%)
	Bachelor's degree	306 (61.1%)
	Master's degree	65 (13%)
	Doctorate degree	16 (3.2%)
	Total	501
Status [N (%)]		
	Married, lives with child	232 (46.3%)
	Single, lives with family	112 (22.4%)
	Married, no children	55 (11%)
	Single, living alone	46 (9.2%)
	Divorced/separated/lost spouse, lives with child	19 (3.8%)
	Married, does not live with child	11 (2.2%)
	Divorced/separated/lost spouse, does not live with child	10 (2%)
	Single, lives with partner	10 (2%)
	Total	501
Status of having children [N (%)]		
	Yes	254 (50.7%)
	No	247 (49.3%)
Number of children		
	Minimum	1
	Maximum	3
Number of children living together		
	Minimum	1
	Maximum	3
Age of the youngest child living in the household		
	Minimum	0
	Maximum	29
	Mean	6.43
	Standard Deviation	7.98

Table 1 Continued

Supervisor's gender [N (%)]		
	Female	161 (32.1%)
	Male	340 (67.9%)
	Total	501
Supervisor's age		
	Minimum	22
	Maximum	70
	Mean	46.03
	Standard Deviation	6.89
Tenure with the organization		
	Minimum	6 months
	Maximum	35 years
	Mean	14.2
	Standard Deviation	5.46
Tenure with the supervisor		
	Minimum	1 year
	Maximum	28 years
	Mean	5.02
	Standard Deviation	2.82
Employment type [N (%)]		
	Full-time	461 (92%)
	Part-time	40 (8%)
	Total	501
Collar [N (%)]		
	White-collar	401 (80%)
	Blue-collar	100 (20%)
Sector [N (%)]		
	Private	348 (69.5%)
	Public	129 (25.7%)
	Other	19 (3.8%)
	NGO	5 (1%)
	Total	501
Field [N (%)]		
	Finance	122 (24.4%)
	Education	109 (21.8%)
	Other	89 (17.8%)
	Service	48 (9.6%)
	Technology	32 (6.4%)
	Health and Pharmaceuticals	28 (5.6%)
	Engineering	23 (4.6%)
	Construction and Material	17 (3.4%)
	Automotive	12 (2.4%)
	Textile	7 (1.4%)
	Media	6 (1.2%)
	Fast-moving Consumer Goods	5 (1%)
	Durable Goods	3 (0.6%)
	Total	501

2.2 MEASURES

Data was collected online via the Qualtrics web application, and participation was entirely voluntary. The study was approved by the Scientific Research and Publication Ethics Committee of Çankaya University, and participants' confidentiality was maintained. At the beginning of the survey, participants were provided with a Consent Form, which they were required to read and approve; forms not approved were automatically terminated by the system. Participants completed the Turkish-adapted Family Supportive Supervisor Behaviors (FSSB) scale, translated and back-translated for this study, alongside the Work–Family Conflict (WFC) Scale, Work–Family Spillover Scale, Job Satisfaction Scale, Turnover Intention Scale, and Leader–Member Exchange (LMX) Scale. A Demographic Information Form were presented to collect data on age, gender, education level, organizational tenure, tenure with supervisor, supervisor's age and gender, job type, and sector. Marital status, number of children, number of children they are living together, and age of the youngest cohabiting child were specifically included to contextualize WFC and FWC measures (Akkaş et al. 2015; Nomaguchi and Fettro 2019; Tokat and Göncü-Köse 2022).

2.2.1 Family Supportive Supervisor Behaviors (FSSB)

The survey included the translated Turkish version of the FSSB scale (developed via a translation-back-translation process), alongside measures of work–family conflict, work-family enrichment, job satisfaction, turnover intentions, and leader-member exchange. Sample items include: "My supervisor makes time to learn about my personal needs" (emotional support), "My supervisor is a good role model for work–life balance" (role modeling), and "I can rely on my supervisor to handle work responsibilities when unexpected events occur in my personal life" (instrumental support). Responses were rated on a 5-point Likert scale (1 = Strongly disagree, 5 = Strongly agree). The scale was translated into Turkish by two psychologists and back-translated into English by another two psychologists with domain expertise. Before finalizing the Turkish form of the scale, minor disparities in the translations and back-translations were orally discussed by all of the four psychologists. In the present study, the overall Cronbach's alpha internal reliability coefficient of the Turkish form of the scale was .97, with subscale reliabilities ranging from .87 to .91.

2.2.2 Work–Family Conflict and Family–Work Conflict

The bidirectional work–family conflict scale developed by Netemeyer et al. (1996) and adapted into Turkish by Efeoğlu and Özgen (2006) which includes 10 items, with two subscales (WFC and FWC), each consisting of five items, was used to measure WFC and FWC. Sample items include: “The demands of my work interfere with home and family life” (WFC) and “The demands of my family interfere with work-related activities” (FWC). Responses were recorded on a 5-point Likert scale ranging from “1 = Strongly disagree” to “5 = Strongly agree”. Cronbach’s alpha was .91 for WFC and .86 for FWC subscales in this study.

2.2.3 Work–Family Spillover

The 14-item scale developed by Grzywacz and Marks (2000) which measures positive and negative spillover across work and family domains and adapted to Turkish by Polatcı (2014) was used to measure work-family spillover. Sample items include: “What I do at work helps me deal with personal and practical issues at home” (positive WFS), and “Problems at work make it hard for me to concentrate at home” (negative WFS). The scale was used in its original 14-item form, rated on a 5-point Likert scale ranging from “1 = Definitely Not” to “5 = Definitely”. Internal consistencies ranged from .68 to .84 across the four subscales.

2.2.4 Job Satisfaction

To measure job satisfaction, the Faces Scale developed by Kunin (1955) and validated in Turkish by Erol-Korkmaz (2010), which assesses overall job satisfaction through the selection of one of seven facial expressions, ranging from very dissatisfied to very satisfied, was used.

2.2.5 Turnover Intention

The 4-item scale developed by Rosin and Korabik (1995) and adapted to Turkish by Tanrıöver (2005) was used to assess the intention to leave one's job. A sample item is: “Lately, I have been thinking more about quitting my job.” Participants responded on a 5-point Likert scale ranging from “1 = Rarely” to “5 = Always”. Cronbach’s alpha was .82 in this study.

2.2.6 Leader–Member Exchange (LMX)

The 7-item LMX scale developed by Graen and Uhl-Bien (1995) and adapted into Turkish by Çalışkan (2015), was used to evaluate the quality of leader–member relationships. Responses were given on a 5-point Likert scale (1 = Rarely, 5 = Always). A sample item is: “My supervisor is aware of my potential.” The Cronbach’s alpha for the scale in this study was .91.

2.2.7 Demographic Information

Participants reported their age, gender, education level, marital status, number of children, age of youngest child, number of children living together, educational background, sector and industry of employment, supervisor’s gender and age, tenure at their organization, and length of time working with their current supervisor.

2.3 RELIABILITY AND DEMOGRAPHIC CORRELATIONS

The original FSSB scale (Hammer et al. 2009) reported a Cronbach’s alpha of .94 for the overall scale, with subscale alphas of .90, .86, .73, and .86 for Emotional Support, Role Modeling, Instrumental Support, and Creative Work–Family Management, respectively. In the present study, reliability analyses indicated a Cronbach’s alpha of .97 for the Turkish-adapted FSSB, confirming high internal consistency. Subscale reliabilities were similarly strong: Emotional Support (.91), Role Modeling (.90), Instrumental Support (.87), and Creative Work–Family Management (.91). Item analyses showed that removing any item did not significantly increase reliability. For WFC/FWC scales (Efeoğlu and Özgen 2006), Cronbach’s alphas were .91 (WFC) and .86 (FWC). For Work–Family Spillover, alphas were .69 (Positive Work–Family), .68 (Positive Family–Work), .84 (Negative Work–Family), and .72 (Negative Family–Work). Turnover Intention had an alpha of .82 (previously reported as .93; Metin 2021), and LMX showed .91. Correlational analyses indicated that FSSB was negatively associated with employees’ age ($r = –.15$, $p < .01$) and positively associated with having children ($r = .14$, $p < .01$), while no significant relationships were observed with gender, education level, or supervisor characteristics. Additionally, FSSB was negatively correlated with organizational tenure ($r = –.13$, $p < .01$).

2.4 RESULTS

The original Family Supportive Supervisor Behaviors (FSSB) Scale consists of 14 items with a four-factor structure (emotional support, role modeling, instrumental support, and creative work–family management). In line with recommendations that factor analysis requires at least five participants per item (Gorsuch 1983; Hatcher 1994), the present study utilized data from 501 employees. For the construct validity assessment, exploratory factor analyses (EFA) were conducted for the full sample (N = 501) and it is observed that the four subdimensions were not clearly separated. The items were loaded into one-factor and it explains the 69.31% of the total variance. This concludes that participants perceive support as a single dimension. For instance, the item "develops suggestions to help employees balance work and nonwork demands" loaded not only on emotional support (.64) but also on creative work–family management (.43) and role modeling (.33). Similarly, the item "talks effectively to solve conflicts between work and nonwork issues" loaded on emotional support (.60), role modeling (.49), and creative work–family management (.37). Moreover, the item "develops suggestions to help employees balance work and nonwork demands" loaded not only on emotional support (.64) but also on creative work–family management (.43) and role modeling (.33). Similarly, the item "talks effectively to solve conflicts between work and nonwork issues" loaded on emotional support (.60), role modeling (.49), and creative work–family management (.37).

Despite the lack of clear factorial distinction, the internal consistency coefficients for both the total scale and its subdimensions were high. Thus, the Turkish version of the FSSB Scale can be reliably used both to measure the overall level of family-supportive supervisor behaviors and to examine the relationships between its subdimensions and other research variables.

Correlation analyses revealed that FSSB was negatively associated with employee age ($r = –.15$, $p < .01$) and tenure within the organization ($r = –.13$, $p < .01$), and positively associated with having children ($r = .14$, $p < .01$). No significant relationships were found with gender, education, or supervisors' demographic characteristics.

To further examine criterion validity, a structural equation model (SEM) was tested using maximum likelihood estimation in AMOS 25.0. The model demonstrated good fit, $\chi^2(3, N = 501) = 5.847$, $p = .119$, CMIN/df = 1.95, CFI = .998, TLI = .987,

NFI = .996, RMSEA = .044, 90% CI [.000, .096]. Path coefficients indicated that FSSB was negatively associated with negative family-to-work spillover (β = –.11, p = .011), negative work-to-family spillover (β = –.26, p < .001), work–family conflict (β = –.31, p < .001), and family–work conflict (β = –.18, p < .001). In contrast, FSSB was positively associated with leader–member exchange (β = .76, p < .001) and job satisfaction (β = .52, p < .001) (Figure 2).

Taken together, these results support the reliability and criterion validity of the Turkish version of the FSSB Scale. Employees' perceptions of higher supervisor support were linked to reduced work–family and family–work conflict, lower negative work-family and family-work spillover, stronger leader–member relationships, and greater job satisfaction.

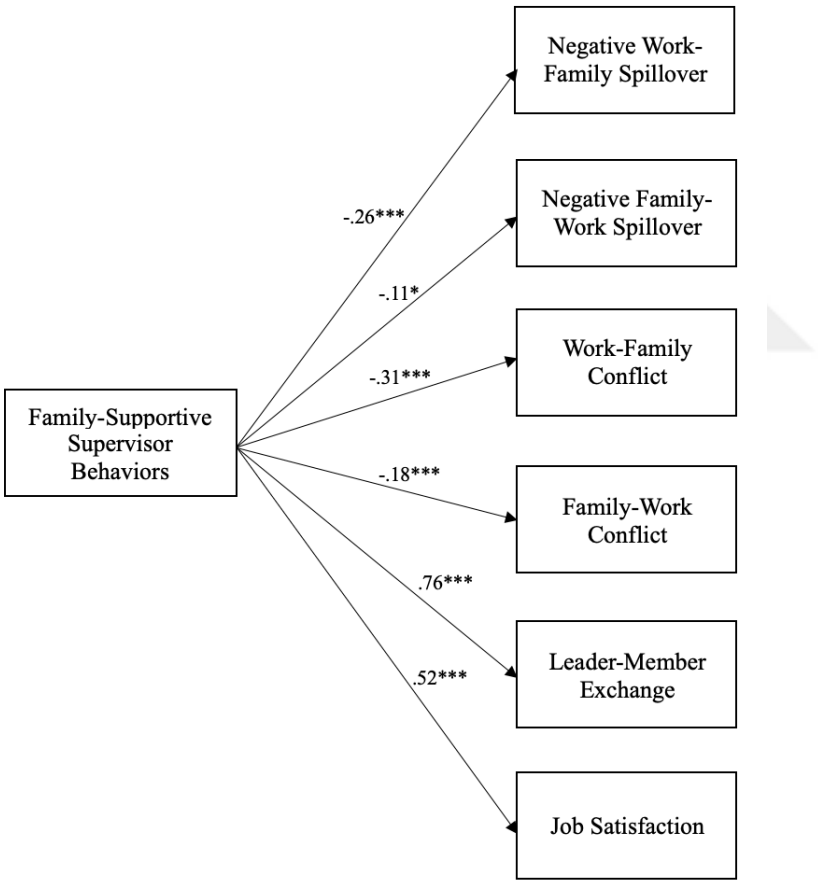

Figure 2: The standardized parameter estimations of the pilot study
Note. p < .05 (*), p < 01 (**), p < .001 (***)

Table 2: Bivariate Correlations among the Pilot Study Variables

	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Age	-												
2. Gender	-.09	-											
3. Education	-.03	-.07	-										
4. Children	-.73**	.14**	.05	-									
5. Number of Children	.69**	-.12**	-.07	-.89**	-								
6. Number of Children Living Together	-.62**	-.11*	-.05	-.85**	.94**	-							
7. Age of the Smallest Child	.76**	-.12**	-.08	-.81**	.74**	.67	-						
8. Organizational Tenure	-.34**	-.12**	.03	-.21**	.21**	.18**	.30**	-					
9. Tenure with Supervisor	.06	-.01	-.09*	.01	.00	-.02	.04	.10*	-				
10. Supervisor's Age	.35**	.03	.00	-.22**	.24**	.22*	.25**	.18**	.08	-			
11. Supervisor's Gender	-.03	.29**	-.03	.05	.02	.02	.05	-.09*	-.04	.15**	-		
12. FSSB	-.15**	.06	-.01	.14**	-.14**	-.13**	-.13**	-.13**	.01	-.04	-.03	*(.97)*	
13. FSSBES	-.12**	.06	.01	.12**	-.13**	-.11*	-.13**	-.12**	.00	-.02	-.05	.93**	*(.91)*
14. FSSBIS	-.15**	.08	.00	.14**	-.15**	-.16**	-.12**	-.12**	.01	-.04	-.03	.94**	.85**
15. FSSBRM	-.13**	.01	-.01	.11*	-.11*	-.09*	-.11*	-.11*	.03	-.04	-.04	.91**	.78**
16. FSSBCWFM	-.17**	.08	-.03	.14**	-.14**	-.13**	-.12*	-.12**	.01	-.05	-.01	.95**	.81**
17. WFC	.00	-.17**	.02	-.06	.05	.05	.01	.08	-.03	-.06	-.13**	-.31**	-.26**
18. FWC	.02	-.08	.01	-.08	.12**	.12**	.00	.00	.00	-.03	-.03	-.18**	-.14**
19. NWFS	-.07	-.20**	.06	-.01	.04	.04	-.07	.05	-.04	-.03	-.10*	-.26**	-.23**
20. PWFS	-.16**	.00	-.05	.07	-.05	-.06	-.08	-.13**	-.02	-.00	.00	.30**	.27**
21. NFWS	-.03	-.05	-.04	-.07	.11*	.09	-.00	-.00	-.07	-.02	-.00	-.11*	-.08
22. PFWS	-.10*	-.14**	.01	.00	-.03	.02	-.01	-.05	.05	.02	-.03	.26**	.17**
23. Job Satisfaction	-.03	.09*	-.02	.01	-.03	-.03	.05	-.10*	.11*	-.03	.11*	.52**	.45**
24. Turnover Intention	-.08	-.06	.02	.04	-.05	-.03	-.12**	.00	-.07	-.08	-.13**	-.39**	-.33**
25. LMX	-.16**	.08	-.06	.13**	-.14**	-.13**	-.13**	-.11**	.04	-.03	-.05	.76**	.72**

Note. * = p < .05., ** = p < .01. Gender coding, 0 = Female, 1 = Male. ***Child coding, 1 = Yes, 2 = No. FSSBES = Emotional Support Subscale of FSSB, FSSBIS = Instrumental Support Subscale of FSSB, FSSBRM = Role-Modelling Subscale of FSSB, FSSBCWFM = Creative Work-Family Management Subscale of FSSB. WFC = Work-Family Conflict, FWC = Family-Work Conflict, WFC = Work-FamilySpillover, NWFS = Negative Work-Family Spillover, NFWS = Negative Family-Work Spillover, PWFS = Positive Work-Family Spillover, PFWS = Positive Family-Work Spillover. LMX = Leader-Member Exchange.

Table 2 Continued

	14	15	16	17	18	19	20	21	22	23	24	25
1. Age												
2. Gender												
3. Education												
4. Children												
5. Number of Children												
6. Number of Children Living Together												
7. Age of the Smallest Child												
8. Organizational Tenure												
9. Tenure with Supervisor												
10. Supervisor's Age												
11. Supervisor's Gender												
12. FSSB												
13. FSSBES												
14. FSSBIS	(.87)											
15. FSSBRM	.78**	(.90)										
16. FSSBCWFM	.88**	.83**	(.91)									
17. WFC	-.31**	-.28**	-.32**	(.91)								
18. FWC	-.20**	-.14**	-.19**	.49**	(.86)							
19. NWFS	-.25**	-.27**	-.25**	.71**	.40**	(.84)						
20. PWFS	.27**	.26**	.31--	-.03	-.07	.01	(.69)					
21. NFWS	-.12**	-.12**	-.12**	.43**	.60**	.56**	.18**	(.72)				
22. PFWS	.20**	.24**	.24**	-.06	-.17**	.02	.34**	-.06	(.68)			
23. Job Satisfaction	.47**	.49**	.53**	-.48**	-.23**	-.44**	.22**	-.22**	.14**	-		
24. Turnover Intention	-.36**	-.38**	-.40**	.48**	.22**	.40**	-.11**	20**	-.12	-.61**	(.82)	
25. LMX	.71**	.66**	.73**	-.29**	-.20**	-.25**	.28**	-.15**	.20**	.46**	-.33**	(.91)

Note. * = p < .05., ** = p < .01. Gender coding, 0 = Female, 1 = Male. ***Child coding, 1 = Yes, 2 = No. FSSBES = Emotional Support Subscale of FSSB, FSSBIS = Instrumental Support Subscale of FSSB, FSSBRM = Role-Modelling Subscale of FSSB, FSSBCWFM = Creative Work-Family Management Subscale of FSSB. WFC = Work-Family Conflict, FWC = Family-Work Conflict, NWFS = Negative Work-Family Spillover, NFWS = Negative Family-Work Spillover, PWFS = Positive Work-Family Spillover, PFWS = Positive Family-Work Spillover. LMX = Leader-Member Exchange.

2.5 MAIN STUDY

2.5.1 Participants and the Procedure

The initial sample consisted of 608 participants from various occupational sectors. Following data screening procedures, 126 participants were excluded due to failing attention-check items, reporting a tenure of less than six months with their current supervisor, or being identified as outliers through statistical analysis. During the course of data cleaning and preparation, it was observed that three participants did not provide information regarding their gender. Given that one of the central aims of the present study was to investigate gender as a moderating variable in the relationship between supervisors' sexist attitudes and subordinates' work–family conflict, the absence of gender data from these participants posed a limitation for moderation analyses. Therefore, these three cases were excluded from all analyses. No separate subgroup analysis was conducted for participants with very small number, as this would not provide meaningful statistical insights and could create inconsistencies in the model (Tabachnick and Fidell 2013). Therefore, the final sample consisted of 482 participants whose data were used in all analysis.

Participants' demographic information distributions are as follows: 57% were women (N = 273) and 43% were men (N = 206). The average age was 34.47 years (SD = 11.52). Regarding marital status, 46.7% (N = 225) were married, and 41.5% (N = 200) had children. A detailed information shows that 32.4% (N = 156) were married and living with their children, 4.4% (N = 21) were divorced, separated, or widower and living with their children, 1.2% (N = 6) were divorced, separated, or widowed and not living with their children, and 0.8% (N = 4) were divorced, separated, or widowed and do not have any children.

In addition, 33.6% (N = 162) were single and living with their family, 10.8 (N = 52) were married and do not have any children. 9.8% were living alone, and 4.6% were cohabiting with a partner or roommate.

The number of children reported ranged from one to four. The mean age of the youngest cohabiting child was 157 months (approximately 13 years; SD = 89.06).

Regarding supervisors, 71% (N = 342) of participants reported having a male supervisor. The average age of the supervisors was 46.22 years (SD = 9.55). Participants had been working at their current organizations for an average of 70 months (approximately 5 years and 10 months; SD = 92.15) and had been working

with their current supervisors for an average of 134 months (approximately 11 years and 2 months; SD = 136.98).

Most of the participants were full-time subordinates (86.9%) and classified as white-collar workers (69.9%). In terms of employment sectors, 72.2% were employed in the private sector, 26.8% in the public sector, and 5% in non-governmental organizations (NGOs). The highest representation among industries was in services (24.5%) and education (19.3%), followed by healthcare and pharmaceuticals (12.9%), finance (8.9%), technology (8.9%), construction and materials (8.1%), automotive (3.5%), textiles (2.5%), defense (2.5%), media (1.7%), metal industries (1.7%), fast-moving consumer goods (1%), durable consumer goods (0.4%), and agriculture (0.2%). Additionally, 3.9% of participants were employed in other unspecified industries.

When asked about gender distribution in their organizations, 37.3% of participants stated that the number of male and female employees is almost equal. Meanwhile, 33.6% indicated that there are more male employees than female employees, and 29% reported that there are more female employees than male employees.

2.6 MEASURES

2.6.1 Family Supportive Supervisor Behaviors (FSSB) Scale

The Turkish form of Family Supportive Supervisor Behaviors Scale, originally developed by Hammer et al. (2009), which was validated and found to be reliable in pilot study was used. This scale assesses subordinates' perceptions of their supervisor's support for balancing work and family responsibilities.

2.6.2 Work–Family Conflict / Family–Work Conflict Scale

The same version of the Work–Family Conflict / Family–Work Conflict Scale utilized in the pilot study was employed in the current study to measure the extent to which work, and family roles interfere with one another.

2.6.3 Supervisor's Sexist Attitudes Scale

Sümer et al. (2019) developed the Organizational Sexism Scale, and Supervisor's Sexist Attitudes Scale is a modified version to assess participants' perceptions of their supervisors' behaviors and attitudes in the workplace. Participants

given their responses on a 5-point Likert scale (1 = Strongly disagree, 5 = Strongly agree).

The scale has two subdimensions: supervisor's hostile sexist behaviors (SHS) and supervisor's benevolent sexist behaviors (SBS).

An example item from the SHS subscale is: "My supervisor would not believe female subordinates are able to be good leaders." An example item for SBS subscale is: "My supervisor does not assign heavy work to female employees in order to protect them."

2.6.4 Organizational Sexism Scale

The Organizational Sexism Scale developed by Sümer et al. (2019) was used to assess perceived institutional attitudes. The scale consists of two subdimensions: hostile organizational sexism (OHS) and benevolent organizational sexism (OBS). Participants rated their agreement on a 5-point Likert scale (1 = Strongly disagree, 5 = Strongly agree).

A sample item from the OHS subscale is: "(In the organization I work at...) It is believed that females subordinates have lower capabilities"

A sample item from the OBS subscale is: "(In the organization I work at...) Female subordinates are given more tolerance for coming to work late and leaving work early."

2.6.5 Demographic Information

A series of demographic information questions were included in the survey to collect more comprehensive insights about the participants. These questions aim to bring out further information about individuals and determine any potential correlations between their responses and the demographic data. The inquiries encompass the following aspects and presented in the Table 2: (1) age, (2) gender, (3) education level, (4) sector, (5) work type, (6) collar, (7) field, (8) income, (9) marital status, (10) child, (11) number of children, (12) number of children they are living together, (13) age of the smallest child they are living with, (14) ratio of subordinates' gender working in the organization, (15) tenure, (16) tenure in current organization, (17) tenure with current supervisor, (18) supervisor's age, (19) supervisor's gender, (20) supervisor's education level.

Table 3: Table of Detailed Demographics of the Main Study Participants

Age		
	Minimum	18 years
	Maximum	64 years
	Mean	34.5
	Standard Deviation	11.5
Gender [N (%)]		
	Female	273 (57%)
	Male	206 (43%)
	Total	479
Education Level [N (%)]		
	Other	7 (1.5%)
	Primary School	3 (0.6%)
	Middle School	5 (1%)
	High School	68 (14.2%)
	Associate's degree	43 (9%)
	Bachelor's degree	275 (57.4%)
	Master's degree	57 (11.9%)
	Doctorate degree	21 (4.4%)
	Total	479
Marital Status		
	Married	223 (46.6%)
	Single	256 (53.4%)
	Total	479
Status [N (%)]		
	Married, do not have children.	52 (10%)
	Married, have children and living with children.	154 (32.2%)
	Married, have children and not living with children.	12 (2.5%)
	Divorced/separated/lost spouse, have children and living with children.	21 (4.4%)
	Divorced/separated/lost spouse, have children and not living with children.	6 (1.3%)
	Divorced/separated/lost spouse, do not have children.	4 (0.8%)
	Single, living with parents.	161 (33.6%)
	Single and living alone.	47 (9.8%)
	Single, not living with parents and living with a housemate/partner.	22 (4.6%)
	Total	479
Income [N (%)]		
	0 TL – 22.104 TL	55 (11.5%)
	22.104 TL – 32.104 TL	84 (17.5%)
	32.104 TL – 42.104 TL	60 (12.5%)
	42.104 TL – 52.104 TL	68 (14.2%)
	52.104 TL – 62.104 TL	71 (14.8%)
	62.104 TL – 72.104 TL	36 (7.5%)
	72.104 TL – 82.104 TL	26 (5.4%)
	82.104 TL and more	79 (16.5%)
	Total	479

Table 3 Continued

Status of having children [N (%)]		
	Yes	198 (41.3%)
	No	281 (58.7%)
Number of children		
	Minimum	1
	Maximum	4
Number of children living together		
	Minimum	0
	Maximum	4
Age of the youngest child living in the household		
	Minimum	0
	Maximum	384 months (32 years)
	Mean	157
	Standard Deviation	89.1
Supervisor's gender [N (%)]		
	Female	133 (27.8%)
	Male	341 (71.2%)
	Not specified	5 (1%)
	Total	479
Supervisor's age		
	Minimum	21 years
	Maximum	74 years
	Mean	46.2
	Standard Deviation	9.6
Tenure		
	Minimum	6 months
	Maximum	720 months (60 years)
	Mean	72
Tenure with the organization		
	Minimum	1 month
	Maximum	540 months (45 years)
	Mean	70
	Standard Deviation	92
Tenure with the supervisor		
	Minimum	6 months
	Maximum	49.2 months (4 years)
	Mean	42.9
	Standard Deviation	57.6
Employment type [N (%)]		
	Full-Time	416 (86.8%)
	Part-Time	63 (13.2%)
	Total	479
Collar [N (%)]		
	White-collar	336 (70.1%)
	Blue-collar	143 (29.9%)
	Total	479
Sector [N (%)]		
	Private	346 (72.2%)
	Public	128 (26.7%)
	NGO	5 (1%)
	Total	479

Table 3 Continued

Field [N (%)]		
	Other	19 (4%)
	Finance	42 (8.8%)
	Technology	43 (9%)
	Fast-moving Consumer Goods	5 (1%)
	Construction and Material	39 (8.1%)
	Health and Pharmaceuticals	61 (12.7%)
	Media Engineering	8 (1.7%)
	Automotive	17 (3.5%)
	Textile	12 (2.5%)
	Metal	8 (1.7%)
	Education	93 (19.4%)
	Durable Goods	2 (0.4%)
	Service	117 (24.4%)
	Defense	12 (2.5%)
	Agriculture	1 (0.2%)
	Total	479
Ratio [N (%)]		
	The ratio of female subordinates is higher than the ratio of male subordinates.	139 (29%)
	The ratio of female and male subordinates is almost the same.	179 (37.4%)
	The ratio of male subordinates is higher than the ratio of female subordinates.	161 (33.6%)
	Total	479

CHAPTER III

RESULTS

3.1 DATA SCREENING AND DATA CLEANING PROCESS

The present study employed a non-experimental, correlational, and cross-sectional research design. Data was collected through self-report surveys from subordinates working under the same supervisor for at least six months. The study aimed to examine the relationships among supervisors' hostile and benevolent sexist attitudes, FSSB, and subordinates' WFC, as well as the moderating roles of organizational sexism and subordinates' gender. To test the hypothesized mediation and moderation effects, the PROCESS macro (version 4.2; Hayes 2022) was utilized within IBM SPSS Statistics 25. Moreover, Structural Equation Modeling (SEM) was used to analyze the proposed comprehensive theoretical model. SEM was conducted with AMOS 25.0 software (Arbuckle 2017).

The analysis initially included data from 608 participants. Participants who failed the attention check items, who submitted duplicate responses, and who did not meet the criterion of working with the same supervisor for at least 6 months were not included in the data set. Afterwards, to detect multivariate outliers, a Mahalanobis distance analysis was conducted. This analysis resulted in the exclusion of an additional 49 participants. As a result, the final sample consisted of 479 valid cases.

3.2 RELIABILITY ANALYSES

The statistical analysis was conducted using SPSS Statistics 25. Firstly, Cronbach's alpha coefficients were determined to assess the internal consistency of the study measures. The FSSB scale indicated excellent reliability with a Cronback's alpha of .96. The WFC / FWC Scale also showed high internal consistency with a Cronbach's alpha of .90. The OHS / OBS Scale demonstrated a Cronbach's alpha of .82, while the SHS / SBS Scale validated an alpha of .86, suggesting acceptable to good reliability. Cronbach's alpha values were interpreted based on a criterion, where values above .70

are acceptable, .80 are good, and .90 or higher are considered excellent reliability (George and Mallery 2003; Nunnally and Bernstein 1994).

3.3 DESCRIPTIVE STATISTICS

In the Table 4, means, standard deviations, skewness, and kurtosis values for the initial study variables are represented. On average, participants reported moderate levels of FSSB (M = 3.39, SD = 0.92), WFC (M = 2.80, SD = 1.0), and relatively low levels of SHS (M = 1.53, SD = 0.74) and OBS (M = 2.68, SD = 0.89).

Table 4: Descriptive Statistics of the Variables

Variables	Mean	N	SD	Min.	Max.	Kurtosis	Skewness
Family Supportive Supervisor Behaviors	3.4	479	.92	1	5	-.33	-0.41
Work-Family Conflict	2.8	479	1.0	1	5	-.72	.08
Supervisor's Hostile Sexism	1.5	479	.74	1	5	3.3	1.8
Supervisor's Benevolent Sexism	2.5	479	.98	1	5	-.3	.33
Organizational Hostile Sexism	1.7	479	.75	1	5	2.4	1.5
Organizational Benevolent Sexism	2.7	479	.89	1	5	-.13	.3

3.4 BIVARIATE CORRELATIONS AMONG THE STUDY VARIABLES

To examine the relationship between the key study variables, Pearson correlation coefficients were calculated. Bivariate correlations among the study variables are presented in the Table 5. At the below, there is a summary of the results directly relevant to the tested hypothesis:

As predicted, SHS was positively and significantly associated with subordinates' WFC (r = .30, $p < .001$), supporting Hypothesis 1a. However, supervisor's benevolent sexism (SBS) was not significantly associated with WFC, providing no support for Hypothesis 1b.

Consistent with our expectations, SHS was significantly and negatively correlated with FSSB (r = -.46, $p < .001$), indicating that as supervisors' hostile sexist attitudes increase, their family-supportive behaviors decrease considerably.

In this case, Hypothesis 2a was supported.

On the other hand, SBS was significantly and positively correlated with FSSB, though the strength of the association was weak ($r = .10$, $p < .005$), which means Hypothesis 2b was supported. This correlation suggests that supervisors who hold more benevolent sexist views may exhibit a slightly greater tendency toward FSSB.

Moreover, FSSB was significantly negatively correlated with WFC, $r = -.40$, $p < .001$, suggesting that subordinates who perceive their supervisors as more supportive of their family responsibilities tend to experience less conflict between work and family demands, lending support to Hypothesis 3.

These correlations are in the expected directions and provide support for the proposed associations. However, given the correlational nature of the data, further regression and mediation analyses were conducted to test these relationships in more detail.

Table 5: Bivariate Correlations among the Study Variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Age	-													
2. Gender	-,02	-												
3. Education	-,09	-,09*	-											
4. Sector	-,25**	,07	-,12**	-										
5. Job type	,13**	,09	-,02	-,07	-									
6. Collar	-,12*	,14**	-,35**	,18**	-,11*	-								
7. Field	,09	-,07	-,03	-,09*	-,10*	,12**	-							
8. Ratio	-,02	,30**	-,20**	,13**	,16**	,18**	-,15**	-						
9. Income	,35**	,23**	,21**	-,20**	,33**	-,23**	-,10*	,07	-					
10. Marital Status	-,62**	,01	,09*	,23**	-,12*	,09	-,10*	,06	-,31**	-				
11. Child	,82**	-,04	-,14**	-,28**	,11*	-,04	,11*	,00	,26**	-,70**	-			
12. Number of Children	,16*	,01	-,11	,03	-,06	,15*	-,05	-,06	-,17*	-,06	.c	-		
13. Number of Children Living Together	,10	-,08	,03	-,07	-,12	-,09	,00	-,02	-,03	,13	.c	-,05	-	
14. Age of the Smallest Child	,79**	,02	-,12	,10	-,01	,09	,00	,11	,00	,24**	.c	-,02	,17*	-
15. Tenure	,82**	,08	-,06	-,21**	,13**	-,08	,05	,01	,40**	-,50**	,67**	,06	-,05	,51**
16. Organizational Tenure	,63**	,01	-,03	-,24**	,13**	-,10*	,04	,01	,32**	-,44**	,51**	,02	-,01	,26**
17. Supervisor's Tenure	,37**	,05	-,11*	,01	,08	,03	,00	,07	,21**	-,24**	,36**	,08	-,11	,09
18. Supervisor's Age	,38**	,06	-,04	-,11*	,13**	-,03	,06	,05	,29**	-,27**	,28**	,10	,03	,17*
19. Supervisor's Gender	,04	,20**	-,08	,06	,03	,02	-,01	,25**	,06	,05	,03	,03	-,01	,06
20. Supervisor's Education	,03	-,09	,39**	-,20**	,05	-,26**	-,02	-,17**	,17**	,00	-,01	,00	,04	-,04
21. FSSB	-,08	,08	,04	,10*	-,03	-,08	-,02	-,04	-,02	,01	-,03	-,02	,07	-,03
22. WFC	-,08	-,12**	,00	,03	,08	,04	-,05	-,01	-,02	,07	-,11*	,09	-,06	,00
23. FWC	-,07	-,12**	,03	,00	-,03	,05	-,03	,04	-,11*	,00	,00	,08	-,07	-,19**
24. SHS	,05	-,08	-,11*	-,08	,06	,17**	,02	,13**	-,01	,03	,05	,14	-,05	-,09
25. SBS	,01	,17**	-,09	,04	-,01	,07	-,08	,11*	-,03	,06	,02	,13	-,08	-,03
26. OHS	,05	-,12**	-,08	-,12*	,09	,09*	,01	,12**	-,04	-,04	,04	,07	-,04	-,02
27. OBS	,00	,21**	-,07	,07	,03	,10*	-,04	,12**	,00	,03	,02	,07	,00	-,05

Note: * = p < .05., ** = p < .01. Gender coding, 0 = Female, 1 = Male. Education level coding, 1 = Primary school, 2 = Middle School 3 = High school, 4 = Associate's degree, 4 = Bachelor's Degree, 5 = Master's Degree, 6 = Doctorate Degree. Sector coding, 1 = Public, 2 = Private, 3 = non-governmental (NGOs). Job Type coding, Part-time = 1, Full-time = 2. Collar coding, White collar = 1, Blue collar = 2. Field coding, 1 = Finance, 2 = Technology, 3 = Fast-Moving Consumer Goods 4 = "Construction and Material, 5 = Health and Pharmaceuticals, 6 = Media, 7 = Automotive, 8 = Textile, 9 = Metal, 10 = Education, 11 = Durable Consumer Goods, 12 = Service. Income coding, 1 = 0-22.104, 2 = 22.104-32.104, 3 = 32.104-42.104, 4 = 42.104-52.104, 5 = 52.104-62.104, 6 = 62.104-72.104, 7 = 72.104-82.104, 8 = 82.104+. Marital Status coding, 1 = Married, 2 = Single. Child coding, 1 = Yes, 2 = No. Supervisor's Gender coding, 1 = Female, 2 = Male, 3 = I don't want to specify. Supervisor's education level coding, 1 = Primary school, 2 = Middle School 3 = High school, 4 = Associate's degree, 4 = Bachelor's Degree, 5 = Master's Degree, 6 = Doctorate Degree. Ratio coding, 1 = There are more female employees than male employees, 2 = The number of male and female employees is almost equal, 3 = There are more male employees than female employees. FSSB = Family-Supportive Supervisor Behaviors, WFC = Work-Family Conflict, FWC = Family-Work Conflict, SHS = Supervisor's Hostile Sexism, SBS = Supervisor's Benevolent Sexism, OHS = Organizational Hostile Sexism, OBS = Organizational Benevolent Sexism.

c. Cannot be computed because at least one of the variables is constant.

Table 5 Continued

	15	16	17	18	19	20	21	22	23	24	25	26	27
1. Age													
2. Gender													
3. Education													
4. Sector													
5. Job type													
6. Collar													
7. Field													
8. Ratio													
9. Income													
10. Marital Status													
11. Child													
12. Number of Children													
13. Number of Children Living Together													
14. Age of the Smallest Child													
15. Tenure	-												
16. Organizational Tenure	,65**	-											
17. Supervisor's Tenure	,42**	,58**	-										
18. Supervisor's Age	,31**	,31**	,27**	-									
19. Supervisor's Gender	,06	,06	,09	,15**	-								
20. Supervisor's Education	,02	,03	-,07	-,02	-,12**	-							
21. FSSB	-,06	-,17**	-,02	-,09*	-,03	,10*	-						
22. WFC	-,11*	-,07	-,01	,09*	,01	-,08	-,40**	-					
23. FWC	-,13**	-,06	-,01	,08	,02	-,10*	-,30**	,57**	-				
24. SHS	,02	,06	,05	,08	,06	-,22**	-,46**	,30**	,39**	-			
25. SBS	,00	-,02	,04	,01	,14**	-,13**	,10*	,02	,06	,09*	-		
26. OHS	,01	,09*	,03	,05	,03	-,20**	-,40**	,30**	,34**	,78**	,08	-	
27. OBS	,00	-,05	,05	,04	,10*	-,06	,14**	-,03	,01	,02	,80**	,02	-

Note: * = p < .05., ** = p < .01. Gender coding, 0 = Female, 1 = Male. Education level coding, 1 = Primary school, 2 = Middle School 3 = High school, 4 = Associate's degree, 4 = Bachelor's Degree, 5 = Master's Degree, 6 = Doctorate Degree. Sector coding, 1 = Public, 2 = Private, 3 = non-governmental (NGOs). Job Type coding, Part-time = 1, Full-time = 2. Collar coding, White collar = 1, Blue collar = 2. Field coding, 1 = Finance, 2 = Technology, 3 = Fast-Moving Consumer Goods 4 = "Construction and Material, 5 = Health and Pharmaceuticals, 6 = Media, 7 = Automotive, 8 = Textile, 9 = Metal, 10 = Education, 11 = Durable Consumer Goods, 12 = Service. Income coding, 1 = 0-22.104, 2 = 22.104-32.104, 3 = 32.104-42.104, 4 = 42.104-52.104, 5 = 52.104-62.104, 6 = 62.104-72.104, 7 = 72.104-82.104, 8 = 82.104+. Marital Status coding, 1 = Married, 2 = Single. Child coding, 1 = Yes, 2 = No.
Supervisor's Gender coding, 1 = Female, 2 = Male, 3 = I don't want to specify. Supervisor's education level coding, 1 = Primary school, 2 = Middle School 3 = High school, 4 = Associate's degree, 4 = Bachelor's Degree, 5 = Master's Degree, 6 = Doctorate Degree. Ratio coding, 1 = There are more female employees than male employees, 2 = The number of male and female employees is almost equal, 3 = There are more male employees than female employees. FSSB = Family-Supportive Supervisor Behaviors, WFC = Work-Family Conflict, FWC = Family-Work Conflict, SHS = Supervisor's Hostile Sexism, SBS = Supervisor's Benevolent Sexism, OHS = Organizational Hostile Sexism, OBS = Organizational Benevolent Sexism.

3.5 TESTING THE PROPOSED THEORETICAL MODEL WITH STRUCTURAL EQUATION MODELING

Structural Equation Modeling (SEM) was conducted using AMOS 25.0 to examine the hypothesized relationships among the study variables as indicated by the overall theoretical model. Since the correlation analysis revealed that the relationship between SBS and subordinates' WFC was not significant, this path is removed from the proposed model testing via SEM. The revised proposed model provided a good fit to the data, as indicated by fit indices: $\chi^2(1, N = 479) = 1.08$, $p = .30$, CMIN/df = 1.08, TLI = .99, CFI = .99, NFI = .99, RMSEA = .01. These results suggest that the structural model is a good representation of the observed data (see Figure 4).

Hypothesis 1a posited that SHS would be positively associated with subordinates' WFC. This hypothesis was supported both by regression analysis and SEM results. SEM results indicated a significant positive direct path from SHS to WFC ($\beta = .14$, $p = .003$), confirming Hypothesis 1a and reinforcing the conclusion that supervisors with higher HS scores tend to have subordinates who experience greater difficulty in balancing work and family roles.

In contrast, Hypothesis 1b proposed a negative association between SBS and WFC. As stated above, this path was not included in the SEM model. As reported above, the regression analysis also revealed no statistically significant association between SBS and WFC ($\beta = .02$, $p = .61$), and the model explained only 0.1% of the variance in WFC. These results suggest that supervisors' benevolent sexist attitudes do not directly and significantly predict subordinates' experience of WFC, and therefore, Hypothesis 1b was not supported.

Regarding the proposed antecedents of FSSB, Hypotheses 2a and 2b predicted that SHS would be negatively, and SBS positively, associated with FSSB. These hypotheses were supported by the SEM analysis. SHS was negatively associated with FSSB ($\beta = -.48$, $p < .001$), while SBS was positively associated with FSSB ($\beta = .14$, $p < .001$). These findings were consistent with earlier regression analyses, in which both predictors showed similar directions and levels of significance.

As expected, FSSB was negatively related to employees' experience of WFC ($\beta = -.34$, $p < .001$), supporting Hypothesis 3. This finding further investigates the protective role of supervisor support in encouraging WFC and aligns with the regression results obtained before model testing.

The Sem results demonstrated that SHS had a significant indirect effect on WFC through FSSB (standardized indirect effect = .16), and the bootstrapped confidence intervals did not include zero. Therefore, Hypothesis 4a is supported. For SBS, although the standardized indirect effect was in the expected direction (-.05), the bootstrapped 95% confidence interval included zero, showing that the effect was not statistically significant, demonstrating a weak support for Hypothesis 4b. This shows that the positive association between SBS and FSSB does not translate into a robust reduction for WFC in the current sample.

Altogether, these results demonstrated that both forms of sexist attitudes displayed by supervisors have a substantial implication for employees' work-family dynamics. While SHS increases WFC both directly and indirectly by decreasing supportive behaviors, SBS exerts an indirect protective effect by increasing support, which in turn reduces WFC.

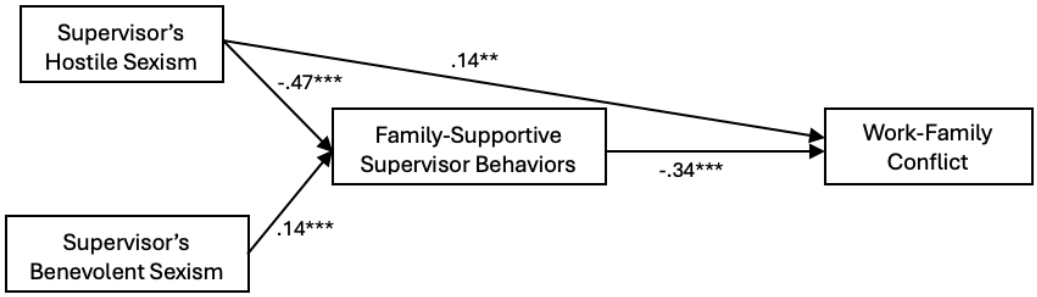

Figure 3: The standardized parameter estimations of the proposed model
Note. $p < .05$ (*), $p < 01$ (**), $p < .001$ (***)

3.6 MODERATION ANALYSES (Hypothesis 4a-5b)

3.6.1 Moderating Role of Organizational Hostile Sexism in the Relationship Between Supervisors' Hostile Sexism and FSSB (Hypothesis 4a)

A moderation analysis was conducted with 479 participants using PROCESS Model 1 (Hayes, 2022), to examine whether OHS moderates the relationship between SHS and FSSB. The overall model was significant, $F(3, 475) = 47.16$, $p < .001$, with an explained variance of $R^2 = .23$. The interaction term between SHS and OHS was statistically significant ($b = 0.14$, $SE = 0.05$, $t = 2.82$, $p = .005$, 95% CI [0.04, 0.23]). This result supports the hypothesized moderation effect. Specifically, when OHS was low (–1 SD), SHS was strongly and negatively associated with FSSB ($b = –.70$, $p <$ .001). This negative association remained significant at the mean level of OHS ($b = –$

.61, $p < .001$) and at high levels of OHS (+1 SD) ($b = –.51$, $p < .001$), although the strength of the association slightly decreased. In other words, at low levels of OHS, the negative association between SHS and FSSB is strongest. As OHS increases, the strength of this negative relationship weakens, though it remains statistically significant across all observed levels of OHS.

We hypothesized that OHS would amplify the negative association between SHS and FSSB. However, the Johnson-Neyman technique indicated the opposite trend: the adverse effect of SHS on FSSB weakened and became non-significant only under extremely high levels of OHS (above 2.75 SD, less than 0.63% of the sample). Thus, Hypothesis 4a was not supported.

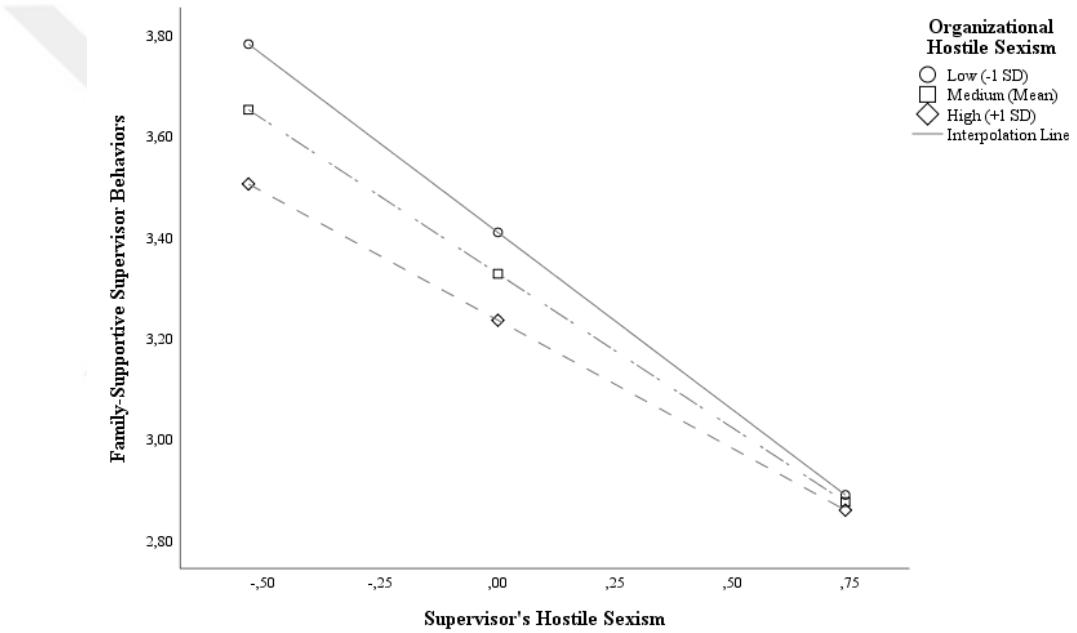

Figure 4: Interaction between SHS and OHS predicting FSSB

3.6.2 Moderating Role of Organizational Benevolent Sexism in the Relationship Between Supervisors' Benevolent Sexism and FSSB (Hypothesis 4b)

A moderation analysis was conducted using PROCESS Model 1 (Hayes, 2022) to examine whether organizational benevolent sexism (OBS) moderates the relationship between supervisors' benevolent sexist attitudes (SBS) and family-supportive supervisor behaviors (FSSB). The overall model was significant, $F(3, 475) = 6.78$, $p < .001$, explaining approximately 4.1% of the variance in FSSB scores ($R^2 = .041$). The interaction term between SBS and OBS was significant ($b = .12$, SE = .04,

t = 3.12, p = .002, 95% CI [0.045, 0.199]), indicating that the effect of SBS on FSSB varies as a function of OBS.

Conditional effects revealed that when OBS was low (–1 SD), SBS was negatively associated with FSSB (b = –.19, p = .03). This relationship became nonsignificant at the mean level of OBS (b = –.08, p = .267), and reversed at high levels of OBS (+1 SD), where SBS was positively but no significantly related to FSSB (b = .03, p = .685). In other words, at low levels of OBS, the negative effect of SBS on FSSB is stronger. This negative association weakens and ultimately becomes positive but nonsignificant, as OBS increases. The impact of supervisors' benevolent sexist attitudes on their supportive behaviors is highly unforeseen on the extensive organizational context, which is proposed by the pattern.

The Johnson-Neyman technique further indicated that the conditional effect of SBS on FSSB became non-significant at OBS = –0.61. These findings support Hypothesis 4b. Specifically, OBS significantly moderated the relationship between supervisors' benevolent sexist attitudes and their engagement in family-supportive behaviors. As expected, when OBS was low, supervisors with higher BS scores tended to engage in fewer family-supportive behaviors than supervisors with low BS levels. However, when OBS was high, this relationship trended positive, suggesting that a benevolently sexist organizational climate might enhance or override the individual-level effects of supervisor attitudes.

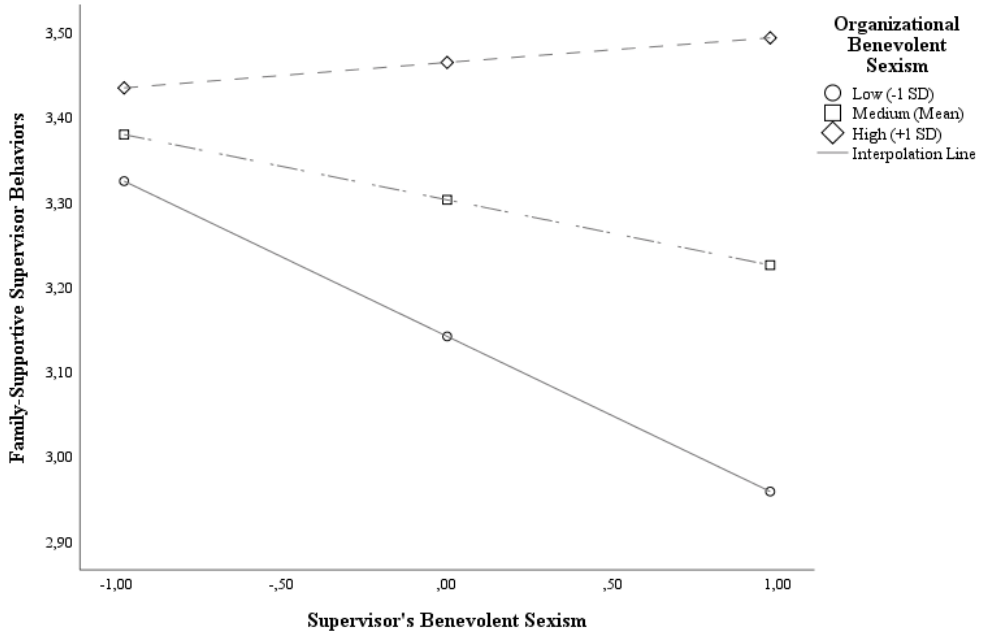

Figure 5: Interaction between SBS and OBS predicting FSSB

3.7 MODERATING ROLE OF GENDER IN THE RELATIONSHIP BETWEEN SUPERVISORS' SEXIST ATTITUDES AND SUBORDINATES' WFC

To test Hypothesis 5a and 5b, which posited that subordinates' gender moderates the relationship between SHS and SBS and subordinates' WFC, a series of moderation analyses were conducted using the PROCESS Macro-Model 1 (Hayes, 2022).

3.7.1 Gender as a Moderator of the Supervisors' Hostile Sexism and Work-Family Conflict Relationship (Hypothesis 5a)

Hypothesis 5a proposed that subordinates' gender moderates the relationship between SHS and subordinates' WFC, such that female subordinates experience greater WFC under supervisors with high HS, whereas male subordinates experience lower levels of WFC in the same context.

To test this hypothesis, a moderation analysis using PROCESS Model 1 (Hayes, 2022) was conducted with SHS as the independent variable (X), subordinates' gender (coded: 0 = male, 1 = female) as the moderator (W), and subordinates' WFC as the dependent variable (Y).

The overall model was significant, $F(3, 475) = 17.07$, $p < .001$, explaining 9.7% of the variance in WFC ($R^2 = .097$). Results indicated a significant main effect of SHS on WFC, $b = 0.39$, $SE = 0.06$, $t = 6.58$, $p < .001$, suggesting that higher levels of SHS were associated with increased WFC among subordinates. There was also a significant main effect of gender, $b = –0.19$, $SE = 0.09$, $t = –2.13$, $p = .034$, indicating that women, on average, reported slightly lower WFC than men when SHS was at the mean level.

However, and most critically for this hypothesis, the interaction effect between SHS and gender was not statistically significant, $b = 0.06$, $SE = 0.12$, $t = 0.49$, $p = .623$, R^2-change = .000. This indicates that the strength or direction of the relationship between SHS and WFC did not significantly differ based on subordinate gender.

Given the non-significant interaction effect, Hypothesis 5a was not supported. Although HS from supervisors significantly increased WFC overall, the effect did not significantly differ between male and female subordinates.

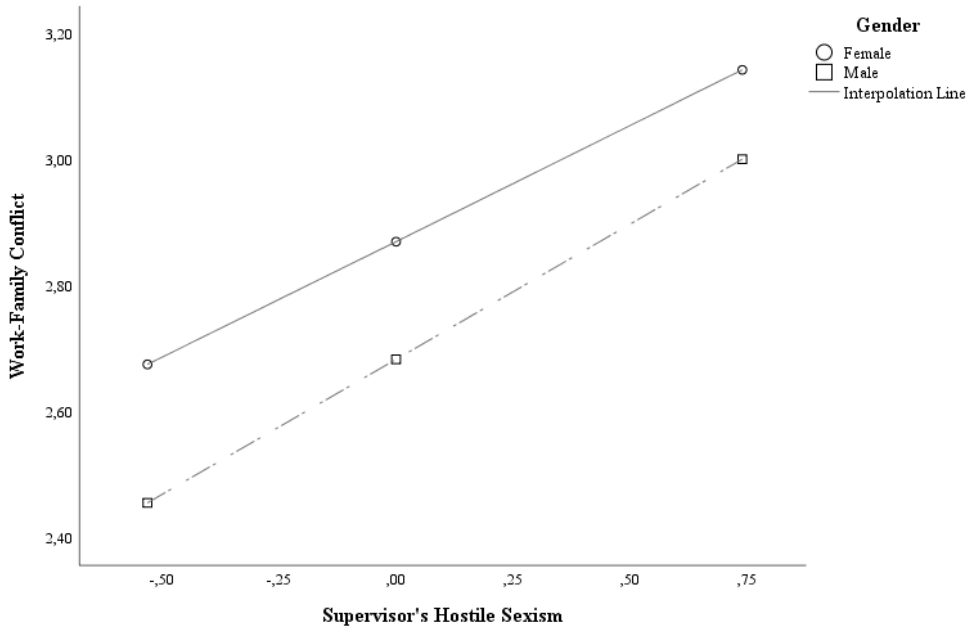

Figure 6: Moderating Effect of Gender on SHS and WFC Relationship

3.7.2 Gender as a Moderator of the Supervisors' Benevolent Sexism and Work-Family Conflict Relationship (Hypothesis 5b)

A moderation analysis using PROCESS Macro Model 1 (Hayes 2022) was conducted to examine whether subordinates' gender moderates the relationship between SBS and subordinates' WFC.

The overall model was significant, $F(3, 475) = 4.41$, $p = .005$, with $R^2 = .027$, indicating that approximately 2.7% of the variance in WFC was explained by the predictors. The interaction term between SBS and gender was statistically significant, $b = 0.22$, $SE = 0.09$, $t = 2.34$, $p = .020$, 95% CI [0.036, 0.405], indicating a moderation effect.

Conditional effects analysis revealed that the relationship between SBS and WFC was nonsignificant among female subordinates ($b = –0.06$, $p = .380$, 95% CI [–0.181, 0.069]), while it was positive and statistically significant among male subordinates ($b = 0.16$, $p = .018$, 95% CI [0.028, 0.301]). This suggests that, as BS increased, male subordinates reported higher levels of work–family conflict, whereas this association was not significant for female subordinates.

The interaction plot (see Figure 7 below) illustrates that the slope of SBS predicting WFC is steeper for males than for females, supporting the proposed gender-based moderation.

These findings support Hypothesis 5b, which proposed that gender moderates the relationship between SBS and subordinates' WFC. Specifically, male subordinates are more likely to report elevated WFC in the context of supervisors' higher BS, potentially due to restrictive expectations that discourage men from seeking family-related support.

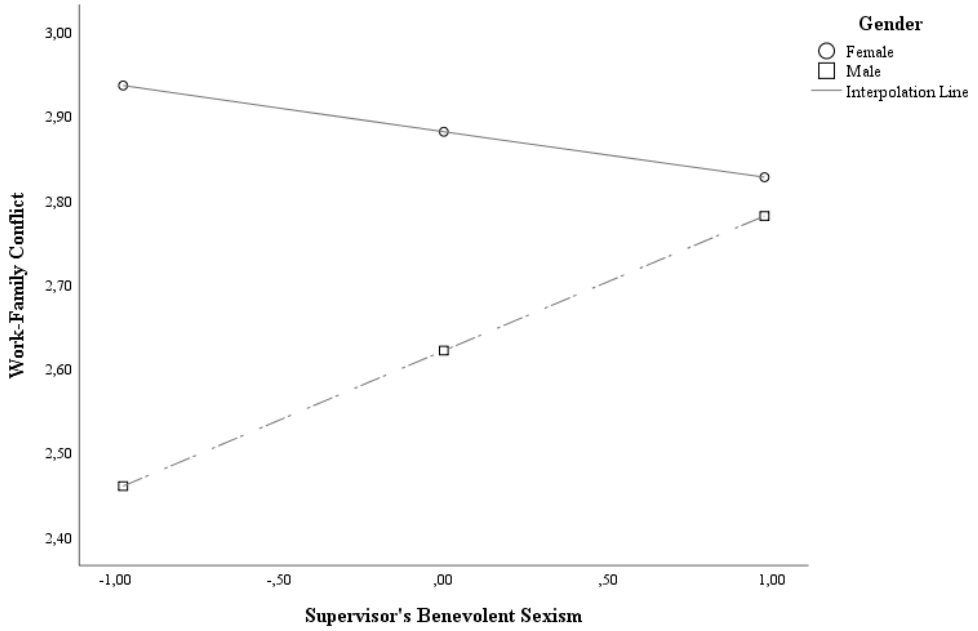

Figure 7: Moderating Effect of Gender on SBS and WFC Relationship

3.8 MODERATING ROLE OF GENDER IN THE RELATIONSHIP BETWEEN SUPERVISORS' SEXIST ATTITUDES AND FAMILY SUPPORTIVE SUPERVISOR BEHAVIORS

To test Hypothesis 5c and 5d, which posited that subordinates' gender moderates the relationship between SHS and SBS and FSSB, a series of moderation analyses were conducted using the PROCESS Macro-Model 1 (Hayes 2022).

3.8.1 Gender as a Moderator in the Relationship between the Supervisors' Hostile Sexism and FSSB (Hypothesis 5c)

A moderation analysis using PROCESS Macro Model 1 (Hayes 2022) was conducted to test whether subordinates' gender moderates the relationship between supervisors' hostile sexist attitudes (SHS) and family-supportive supervisor behaviors (FSSB). The overall model was significant, $F(3, 475) = 43.44$, $p < .001$, with $R^2 = .215$, indicating that approximately 21.5% of the variance in FSSB was explained by the predictors.

The main effect of SHS was significant, $b = –0.57$, $SE = 0.05$, $t = –11.08$, $p < .001$, 95% CI [–0.673, –0.470], such that higher SHS was associated with lower FSSB. However, the interaction between SHS and gender was not significant, $b = –0.02$, $SE = 0.11$, $t = –0.21$, $p = .831$, 95% CI [–0.233, 0.187].

Conditional effects analysis showed that the negative association between SHS and FSSB was consistent across both female (coded 0) and male (coded 1) subordinates. For females, higher SHS significantly predicted lower FSSB ($b \approx –0.57$, $p < .001$). Similarly, for males, SHS also significantly predicted lower FSSB ($b \approx –0.57$, $p < .001$).

The interaction plot (see Figure 8) demonstrates that the slopes for males and females are nearly parallel, suggesting no moderating effect of gender. Therefore, Hypothesis 5c, which proposed that gender would moderate the relationship between SHS and FSSB, was not supported.

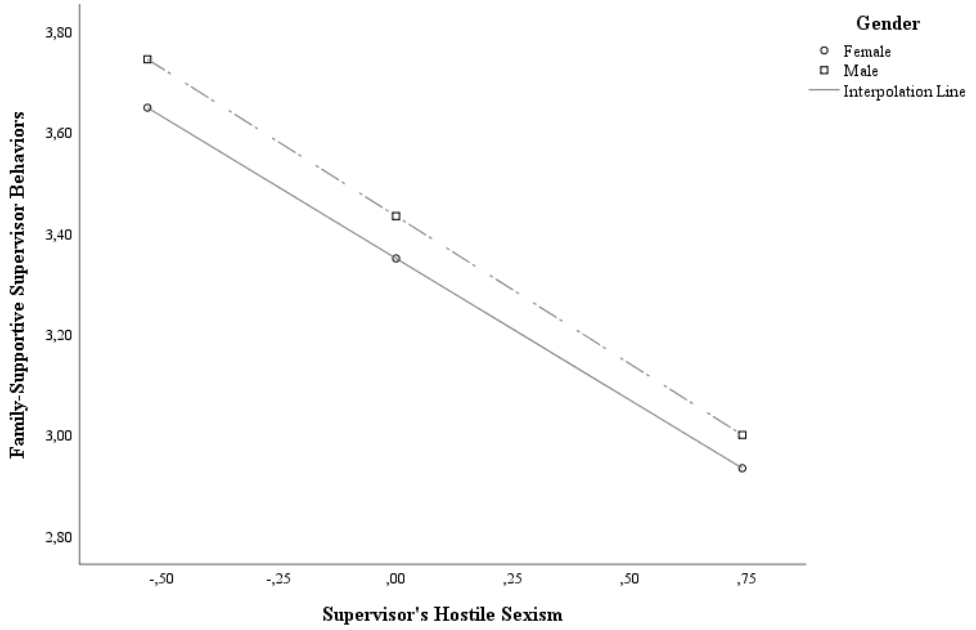

Figure 8: Moderating Effect of Gender on SHS and FSSB Relationship

3.8.2 Gender as a Moderator in the Relationship between Supervisors' Hostile Sexism and FSSB (Hypothesis 5d)

A moderation analysis using PROCESS Macro Model 1 (Hayes, 2022) was conducted to examine whether subordinates' gender moderates the relationship between supervisors' benevolent sexist attitudes (SBS) and family-supportive supervisor behaviors (FSSB). The overall model was significant, $F(3, 475) = 5.85$, $p = .001$, with $R^2 = .036$, indicating that approximately 3.6% of the variance in FSSB was

explained by the predictors. The interaction term between SBS and gender was statistically significant, $b = –0.28$, $SE = 0.09$, $t = –3.27$, $p = .001$, 95% CI [–0.453, –0.113], suggesting a moderation effect.

Conditional effects analysis showed that for female subordinates (female = 0), SBS was positively and significantly associated with FSSB ($b = 0.21$, $SE = 0.06$, $t = 3.58$, $p < .001$, 95% CI [0.094, 0.324]). In contrast, for male subordinates (gender = 1), the relationship between SBS and FSSB was nonsignificant ($b = –0.07$, $SE = 0.06$, $t = –1.16$, $p = .248$, 95% CI [–0.199, 0.052]).

These findings suggest that supervisors' benevolent sexist attitudes are associated with higher levels of FSSB when directed toward female subordinates but do not significantly influence FSSB when subordinates are male. The interaction plot (see Figure 9) illustrates that the slope of SBS predicting FSSB is positive and significant for females but flat and nonsignificant for males.

Taken together, the results support the notion that gender moderates the relationship between supervisors' benevolent sexism and FSSB, providing partial evidence for Hypothesis 5d.

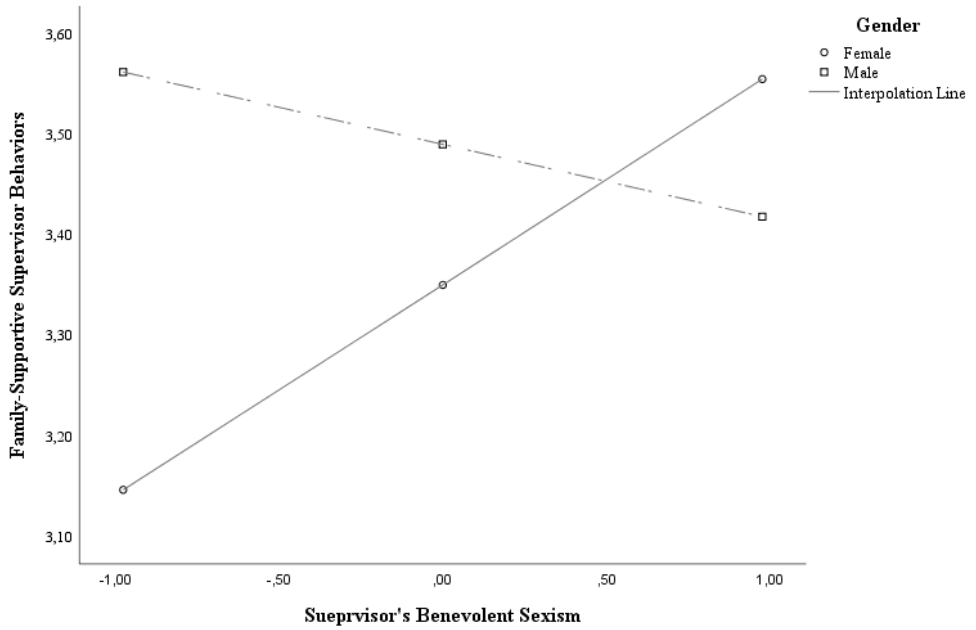

Figure 9: Moderating Effect of Gender on SBS and FSSB Relationship

Table 6: Summary of the Study Findings

Hypothesis	Result
Hypothesis 1a: SHS is positively associated with subordinates' WFC.	Supported
Hypothesis 1b: SBS is negatively associated with subordinates' WFC.	Not Supported

Table 6 Continued

Hypothesis 2a: SHS is negatively related to FSSB, in such a way that supervisors who score high on HS are less likely to engage in behaviors that support their subordinates' work–family balance than supervisors who score low on HS.	Supported
Hypothesis 2b: SBS is positively associated to FSSB, in such a way that supervisors who score high on BS are more likely to engage in behaviors that support their subordinates' work-family balance than supervisors who score low on BS.	Supported
Hypothesis 3: FSSB are negatively related to subordinates' WFC.	Supported
Hypothesis 4a: OHS moderates the negative relationship between the SHS and FSSB in such a way that supervisors with high hostile sexism scores are less likely to perform FSSB when they work in organizations with high OHS scores than supervisors with high hostile sexism scores but work in organizations with low OHS scores.	Not Supported
Hypothesis 4b: OBS moderates the negative relationship between the SBS and FSSB in such a way that supervisors with high benevolent sexism scores are more likely to perform FSSB when they work in organizations with high OBS scores than supervisors with high benevolent sexism scores but work in organizations with low OBS scores.	Supported
Hypothesis 5a: Subordinates' gender moderates the relationship between SHS, and subordinates' WFC in such a way that female subordinates experience greater WFC under supervisors with high HS scores than male subordinates in the same context.	Not Supported
Hypothesis 5b: Subordinates' gender moderates the relationship between SBS, and subordinates' WFC in such a way that female subordinates experience less WFC under supervisors with high BS scores than male subordinates in the same context.	Supported
Hypothesis 5c: Subordinates' gender moderates the relationship between SHS and FSSB, such that female subordinates perceive lower levels of FSSB when supervisors exhibit higher levels of SHS, whereas this relationship is nonsignificant for male subordinates.	Not Supported
Hypothesis 5d: Subordinates' gender moderates the relationship between SBS and FSSB, such that supervisors with higher BS scores display greater FSSB toward female subordinates, whereas this relationship is nonsignificant for male subordinates.	Partially Supported

CHAPTER IV

DISCUSSION

4.1 SUMMARY OF THE KEY FINDINGS, THEORETICAL AND PRACTICAL IMPLICATIONS, AND SUGGESTIONS FOR FUTURE RESEARCH

The primary aim of the present study was to examine how supervisors' sexist attitudes and the lack of FSSB contribute to employees' experiences of WFC within organizational settings. To be aware of the central and substantial role of work in individuals' lives, this study is designed to examine how such situations shape the dynamics of work and family life. Family comprises an essential part of society, therefore, maintaining a balance between facilitating subordinates' and supporting healthier work and family systems is essential.

In the literature, there was no validated Turkish version of FSSB scale, thus, a pilot study was conducted to validate and adapt this instrument. By this initial step, the main study ensured a reliable and culture-appropriate tool while measuring family-supportive practices of supervisors. The research further investigated concepts from social psychology to determine the role of supervisor's hostile and benevolent sexist attitudes, organizational sexism, and subordinates' gender in shaping WFC. The integration of these dimensions considered a comprehensive perception about how individual and organizational gender-related practices impacts subordinates' work-family life.

As it is mentioned before, as an initial step, a pilot study was conducted to adapt the FSSB Scale (Hammer et al. 2009) into Turkish. The original scale consisted of four distinct factors that are emotional support, instrumental support, role modelling, and creative work-family management. Exploratory Factor Analysis revealed that in the Turkish sample these factors are not distinguished as separable. The items loaded into a single factor that explained a considerable part of the total variance. Thus, it can be suggested that in the Turkish cultural context, subordinates' may recognize FSSB more

comprehensively. However, Confirmatory Factor Analysis indicated that the four-factor solution could be statistically supported. In the first study, the Turkish version of the FSSB Scale confirmed a strong internal consistency and predictive validity. The correlations of WFC, work-family enrichment, job satisfaction, turnover intentions, and leader-member exchange were in the expected directions. Therefore, the scale's usefulness in organizational research is supported. The potential impact of collectivist cultural orientations on employees' perceptions of supervisor support is also established by the pilot study. With the pilot study, it is ensured that FSSB can be a relevant assessment tool in the Turkish organizational context.

In the main study, by the regression and SEM analysis it is revealed that, not only by its relationship with FSSB, but also directly, SHS is positively associated with subordinates' WFC. This finding affirms that to reduce HS, specifically by supervisors, organizations should take precautions. This would be also beneficial to ensure subordinates' psychological well-being and work-family balance. Trainings of gender equality and discrimination, interventions like organizational policies related to sexist attitudes at workplace may be included by training and development departments of organizations. A suggestion about these interventions for future research can be a further investigation of the effectiveness of these trainings whether created a moderation between the effects of SHS on subordinates' WFC. In addition, longitudinal designs may simplify the causal direction of these relationships by recording how supervisor's attitudes change over time, and how the time influence subordinate's work-family outcomes. Studies from diverse cultures would also be beneficial while investigating the detrimental effects of HS on WFC, to be able to conclude that are these effects universal or change depending on gender role expectations and cultural patterns. Last but not least, future research could investigate any other potential protective factors that may protect subordinates from the harmful effects of SHS, for instance, coworkers that display supportive behaviors, or various coping strategies that individuals have.

Unexpectedly, the direct relationship between SBS and subordinates' WFC was not significant, however, SEM analysis indicated that BS is positively associated with FSSB, and negatively associated with WFC. By this finding, it can be suggested that, in the short-term BS may influence supervisors to behave as family supportive. Therefore, these behaviors may indirectly alleviate subordinates' work-family challenges. On the other hand, this pattern illustrates a dilemma; BS can turn out to be

protective; however, it reinforces traditional gender roles at the same time (Glick and Fiske 1997; Glick and Fiske 2001b). SBS may offer resilience toward subordinates' family responsibilities, however, such behaviors are based on paternalistic assumptions that can affect women's career chances, and add burdens on male subordinates (King et al. 2012; Barreto and Doyle 2022). Therefore, BS acts as a sword with double edges that reduce work-family conflict with supportive behaviors in the short term. However, potentially sustain inequalities in the long-term. Accordingly, future research can examine whether inclusive organizational policies and equal climates can as beneficial to support subordinates without sustaining paternalistic stereotypes. Additionally, academics can also investigate protective factors such as inclusive organizational environments that can encourage genuine support regardless of sexist attitudes. From a practical point of view, rather than interpreting BS as beneficial, it would be important for organizations to be cautious about promoting equitable and structured family-supportive practices through leadership training and egalitarian policies. It should be ensured that regardless of gender, all employees have equal opportunities and fairly distributed responsibilities at work to minimize unintentional unequal practices. By this way, work environments will be able to enhance subordinates' work-life balance and gender equality simultaneously.

Future research should extend these findings by investigating whether similar patterns hold across different cultures and professional contexts, given that expectations regarding gender roles and family responsibilities vary internationally. Most of all, the reciprocal dynamics of WFC in relations with both SHS and SBS could be investigated by future studies, to explore how family demands influence the extent of which sexist attitudes of supervisor's affect subordinates' work practices. This may provide clarity whether the observed effects are solely WFC focused or part of a broader bidirectional work-family interaction. Longitudinal studies could also provide further insights about how BS shapes paths of career over time for both male and female subordinates.

Consistent with the expectations, both regression and SEM analysis proposed that SHS was directly and indirectly related to subordinates' WFC by its negative relationship with FSSB. Furthermore, contrary to expectations, the direct relationship between SHS and WFC was not moderated by subordinates' gender, as indicated by the moderation analysis. This suggests that SHS is related to increased levels of WFC and strain among both male and female subordinates. These finding are essential for

the literature as they contribute by showing the harmful effects of SHS on subordinates' WFC regardless of the subordinates' gender. These findings parallel with Ambivalent Sexism Theory, which constructs HS as apparently negative and harmful universally (Glick and Fiske 1997; Glick and Fiske 2001a). With broader feedbacks of workplace sexism shows that this kind of climates threatens psychological well-being and organizational outcomes (Bareket and Fiske 2023; Stamarski et al. 2015). Additionally, FSSB studies have approved the relevance of supportive behaviors for decreasing WFC levels (Hammer et al. 2009; Crain et al. 2014). This further highlight how HS destroys these essential supervisor practices and increases conflict. All together, these findings contribute the literature with strong evidence that HS is not a simple gender-related problem but an organizational risk factor universally, which impairs subordinates' abilities to achieve work-life balance despite their gender identities. Further examination with longitudinal studies in future research could clarify how SHS and FSSB emerge over time. Moreover, multilevel and cross-cultural studies would be beneficial to explore whether the vacancy of gender moderation is context-specific or can be driven across various cultural settings.

Furthermore, protective mechanisms like peer support and inclusivity in the organizations may transform into a shield that protects the employees against the negative effects of HS. That is why, organizations should proactively adopt practical ways of reducing hostile and benevolent sexist attitudes, especially with supervisors. When HS sexism is directly targeted, organizations can protect the psychological well-being of employees and create healthy and sustainable work environments.

Moderation analysis findings indicate that supervisors with high levels of HS, regardless of the level of OHS, remained at consistently low FSSB engagement. However, at times when supervisors displayed low levels of HS, OHS becomes a necessary contextual factor. This is because supervisors with low HS were most likely to perform FSSB when OHS was also low. These findings emphasize the strong negative influence of SHS on FSSB, as even favorable organizational conditions cannot offset the damaging impact of highly hostile supervisors. This interpretation is in agreement with previous research on family-supportive organizational perception (Allen 2001; Lapierre et al. 2008), this indicates that organizational culture shape the ability and willingness of employees to engage in supportive behaviors. This research is also in alignment with the evidence that shows FSSB is highly sensitive to organizational context and predicts reduced WFC and improved well-being (Hammer

et al. 2009; Crain et al. 2014). Additionally, research on climates of hostility or "masculinity contest" indicates that antagonistic gendered environments reduce supportive behaviors and exacerbate strain (Berdahl et al. 2018). Overall, these results display the strong negative effect of SHS on FSSB regardless of organizational climate. They also suggest that organizational efforts to diminish HS can further allow supportive practices among less hostile supervisors. Future research should further investigate the dynamics of the interaction between supervisor attitudes and organizational climates over time with multilevel and longitudinal studies. Furthermore, experimental studies may focus on anti-sexism policies or diversity trainings, to examine whether they can increase FSSB among supervisors who score low on HS. Experience-sampling and daily diary methods may give insight into how supportive behaviors fluctuate according to climate cues. In a practical sense, organizations must consider both levels at the same time. They should directly address hostile and benevolent sexist attitudes while leadership selection, accountability and training. They should grow inclusive climates with low-sexism that institutionalize family support through clear policies and stigma-free flexibility. Such interventions are more likely to raise consistent supervisor support and finally protect subordinates' work-family balance and well-being.

On the other hand, moderation analyses revealed that supervisors with high levels of BS were found to perform the highest level of FSSB in organizations with a benevolently sexist climate. This finding indicates that supervisors with BS may feel highly comfortable to perform FSSB especially when the organizational policies and practices align with their benevolent sexist attitudes. Although these findings seem positive, as both SBS and organizations with a benevolent sexist climate contribute positively to FSSB, they should not be misinterpreted. More specifically, we should not forget that BS still contributes to gender inequality as it confirms the low status of women as inferior to men and in need of protection. Prior work on Ambivalent Sexism Theory emphasizes that BS, despite its seemingly positive tone, reinforces traditional gender roles by portraying women as dependent and in need of protection (Glick and Fiske 1997; Glick and Fiske 2001a). King et al. 2012 found that such attitudes can prevent women for reaching opportunities of career advancements as they may be assigned to less challenging tasks or leadership positions. Moreover, exposing benevolent sexist attitudes from supervisors may withdraw women from their career ambitions (Barreto and Doyle 2023). Although BS may nurture FSSB, it maintains

women's lower status in organizations and therefore preserves gender inequality. More research should disentangle this ambiguity by considering whether the "positive" effects of BS on FSSB are continued over time, even if it is equally extended to male and female subordinates, also, it would be beneficial to examine how they vary across cultures where different paternalistic norms exist. The effect of organizational interventions, such as gender equality trainings or inclusive policies can be also tested by multilevel and experimental studies to understand whether these adjustments preserve supportive behaviors while decomposing them from paternalistic approaches.

Rather than relying on BS as a route for supportive supervisor practices, it is essential to institutionalize FSSB through precise policies, leadership development, and accountability systems to control whether the support is based on gender equality principles.

Finally, although gender did not moderate the positive relationship between SHS and subordinates' WFC, it moderated the association between SBS and subordinates' WFC in the expected direction. That is, male subordinates reported higher levels of WFC than female subordinates when SBS was high. Supervisors with high levels of BS are likely to give challenging or difficult tasks, which may interfere with family life to male subordinates rather than female subordinates. Moreover, they are likely to be more tolerant of female subordinates than they are of male subordinates when they need to postpone or deny some tasks due to family-related responsibilities. These practices seem to benefit female employees while putting an extra burden on male employees. Although at first glance BS may seem to contain positive attitudes and perceptions towards women (e.g., seeing women as individuals who need protection), it actually emphasizes women's dependence on men and their low status and serves to perpetuate gender discrimination (Glick and Fiske 1996; Glick and Fiske 1997; Sakallı-Uğurlu 2002; Sakallı-Uğurlu 2003). Moreover, we also know that BS contributes to the maintenance of a low status for women in the workplace. To illustrate, females who are exposed to BS at workplaces are less likely to define themselves with their task-related characteristics and demand leadership roles (Barreto et al. 2010). In addition, benevolent sexism may create divisions among women themselves, as it often ties expectations to their social and familial roles; for instance, single women, mothers, childless women, or women with multiple children may be treated differently. Such differential treatment not only increases the risk of some women feeling unfairly disadvantaged compared to others, but also fosters negative

emotions in both men and women toward the behaviors stemming from BS. Therefore, SBS not only puts extra-burden on male subordinates and increase their WFC but also contributes to inferior position of female subordinates indirectly since female subordinates are less likely to be assigned with challenging tasks that may contribute to their career advancement and promotion. Future research should examine the findings of this study by determining whether similar patterns hold across different occupational and cultural context. As expectations respecting gender roles and family responsibility vary intentionally, it would be beneficial to extend the research. For further insights into how BS shapes career pathways for both male and female subordinates over time, longitudinal and multilevel studies can be administered. Moreover, to capture the lived experiences of employees navigating BS and its effects on work family dynamics, qualitative studies such as interviews can be conducted. It is essential for organizations to not to interpret BS as supportive. As a practice, to prevent subtle and long-term harms of BS, it is important to include training and awareness programs. Organizational policies should ensure fairness and transparency of task allocation and sharing of responsibilities, to prevent gendered assumptions from shaping supervisors' decisions.

Furthermore, supervisors should be encouraged to provide family-related support equally across genders, while being sensitive about this support is not affected by paternalistic or stereotypical expectations. Equality-based support that is promoted by organizations can reduce WFC for all employees while diminishing subtle forms of gender inequality.

4.2. LIMITATIONS AND CONCLUSION

There are some limitations of this study. Initially, the cross-sectional research design prevents the ability to draw strong causal inferences regarding the relationship between supervisors' sexist attitudes, FSSB, and employees' WFC. Although regression and SEM analyses provide robust evidence of associations, longitudinal or experimental designs would be needed to clarify temporal order. Second, the study relied on self-report data from employees, which may have introduced common method bias and social desirability effects. Third, the cultural context of Türkiye limits the generalizability of the findings, as BS and HS may operate differently in societies with alternative gender role norms. Additionally, the study captured only subordinates' perceptions of supervisors' behaviors and attitudes, without including supervisors'

own perspectives or organizational-level data, which narrows the scope of interpretation. Finally, the complexity of BS, which may produce seemingly supportive behaviors in the short term while reinforcing gender inequality in the long term, was not fully disentangled in this design. Future research that adopts longitudinal, multi-source, and cross-cultural approaches would therefore be valuable for addressing these limitations and building on the present findings.

In conclusion, this study makes an important contribution to organizational psychology and work–family balance literature by integrating supervisors' sexist attitudes, organizational sexism, and FSSB into a single explanatory model of employees' WFC. With this study it is demonstrated that HS weakens supportive supervisor practices and increases WFC. In addition, BS, while seeming supportive, increases inequities in both subtle and overt ways. Accordingly, this study expands the applicability of work-family theories across cultures by validating the Turkish adaptation of the FSSB scale and testing this construct in a non-Western context.

These findings indicate the urgency of addressing both individual attitudes and extensive cultural organizational climates in order to encourage equitable, and supportive work environments. Conclusively, this study highlights that sexism -with all its forms- is not only a matter of gender equality but also a necessity for promoting employee well-being with organizational effectiveness in order to sustain work-family balance.

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APPENDICES

APPENDIX 1: KATILIMCI ONAM FORMU

Katılımcı Onam Formu

Bu anket Çankaya Üniversitesi Psikoloji Bölümü Öğretim üyesi Prof. Dr. Aslı GÖNCÜ-KÖSE danışmanlığında Psk. Esil SALİMOĞLU tarafından yürütülen tez çalışması için hazırlanmıştır. Bu çalışmanın amacı, yöneticilerin çalışanlarına yönelik tutumlarının çalışanlar üzerindeki etkisini araştırmaktır. Araştırmaya katılmak için **"en az altı aydır aynı yönetici ile çalışıyor"** olmak gerekmektedir.

Ankete katılım tamamen gönüllülük ve gizlilik esasına dayalı olup, kimliğiniz ile ilgili hiçbir bilgi istenmemektedir. Ankette yer alan soruların doğru ya da yanlış cevapları yoktur, soruları kendi düşünce ve hisleriniz doğrultusunda yanıtlamanız önem arz etmektedir. Lütfen her bir ölçeğin başında yer alan yönergeyi dikkatli bir şekilde okuyup size en uygun gelen yanıtı işaretleyiniz. Çalışmadan elde edilecek sonuçlar sadece araştırma amacı ile kullanılacaktır ve hiçbir kişi, kurum veya kuruluş ile paylaşılmayacaktır. Anketin cevaplanması yaklaşık 7-8 dakika kadar sürmektedir.

Anketteki soruları cevaplandırarak araştırmamıza katkı sağladığınız için teşekkür ederiz.

Saygılarımızla,

Psk. Esil SALİMOĞLU
Çankaya Üniversitesi
Sosyal Bilimler Enstitüsü
Sosyal/Örgütsel Psikoloji Yüksek Lisans Programı

Prof. Dr. Aslı GÖNCÜ-KÖSE
Çankaya Üniversitesi Psikoloji Bölümü

Katılımcı Onam Formunu okudum ve çalışmaya katılmayı kabul ediyorum.

Evet _____ Hayır ____

En az 6 aydır aynı yönetici ile çalışıyorum.

Evet _____ Hayır _____

Evliyim ve çocuğum yok _____

Evliyim, çocuğum var ve çocuğumla yaşamıyorum_____

Evliyim, çocuğum var ve çocuğumla yaşıyorum_____

Boşandım / Eşimden ayrı yaşıyorum / Eşimi kaybettim, çocuğum var ve çocuğumla yaşıyorum_____

Boşandım / Eşimden ayrı yaşıyorum / Eşimi kaybettim ve çocuğumla yaşamıyorum_____

Boşandım / Eşimden ayrı yaşıyorum / Eşimi kaybettim ve çocuğum yok_____

Bekârım ve ailemle yaşıyorum_____

Bekârım ve ailemle yaşamıyorum_____

Bekârım, ailemle yaşamıyorum ve ev arkadaşım/partnerim ile yaşıyorum_____

Diğer_____

APPENDIX 2: ANKET PAKETİ (PİLOT ÇALIŞMA)

BÖLÜM 1. AİLE DESTEKLEYİCİ YÖNETİCİ DAVRANIŞLARI TÜRKÇE FORMU

AİLE DESTEKLEYİCİ YÖNETİCİ DAVRANIŞLARI TÜRKÇE FORMU					
Bu bölümde, yöneticilerin çalışanlara yönelik genel tutum ve davranışları yer almaktadır. Lütfen, her bir maddede yer alan ifadenin **doğrudan bağlı bulunduğunuz yöneticinin** çalışanlara yönelik genel tutum ve davranışlarını ne ölçüde yansıttığını belirtiniz. Değerlendirmelerinizi aşağıda sunulan 5 basamaklı ölçeği kullanarak yapınız. 1= **Doğrudan bağlı bulunduğum yönetici** için hiç geçerli değil; 2= **Doğrudan bağlı bulunduğum yönetici** için pek geçerli değil; 3= **Doğrudan bağlı bulunduğum yönetici** için kısmen geçerli; 4= **Doğrudan bağlı bulunduğum yönetici** için oldukça geçerli; 5= **Doğrudan bağlı bulunduğum yönetici** için çok geçerli **Şu anda doğrudan bağlı bulunduğum yönetici…**					
1- Doğrudan bağlı bulunduğum yönetici, iş ve özel hayatımı birlikte yürütürken yaşadığım sorunları dinler.	1	2	3	4	5
2- İhtiyacım olduğunda zaman planlaması ile ilgili sorunlarda bana yardımcı olması için doğrudan bağlı bulunduğum yöneticiye güvenebilirim.	1	2	3	4	5
3- Doğrudan bağlı bulunduğum yönetici, iş ve özel hayatı dengede tutma konusunda iyi bir rol modeldir.	1	2	3	4	5
4- Doğrudan bağlı bulunduğum yönetici, çalıştığım birimdeki işlerin çalışanlara ve kuruma ortak fayda sağlayacak şekilde nasıl organize edilebileceğini düşünür.	1	2	3	4	5
5- Doğrudan bağlı bulunduğum yönetici, kişisel ihtiyaçlarımı öğrenmek için zaman ayırır.	1	2	3	4	5
6- Özel hayatımda beklenmedik bir sorunla karşılaştığımda doğrudan bağlı bulunduğum yöneticinin iş	1	2	3	4	5

sorumluluklarımın halledilmesini sağlayacağına güvenebilirim.					
7- Doğrudan bağlı bulunduğum yöneticinin davranışları, iş ve özel hayat arasındaki dengenin nasıl sağlanacağına güzel birer örnektir.	1	2	3	4	5
8- Doğrudan bağlı bulunduğum yönetici, çalışanların iş ve iş dışındaki taleplerini dengelemelerini kolaylaştırmak için öneriler geliştirir.	1	2	3	4	5
9- İş ve özel hayatım arasında yaşadığım sorunlar hakkında doğrudan bağlı bulunduğum yönetici ile konuşurken rahat hissederim.	1	2	3	4	5
10- Doğrudan bağlı bulunduğum yönetici, iş ve iş dışı konular arasındaki çatışmaları yaratıcı bir şekilde çözmek için çalışanlarla etkili bir şekilde çalışır.	1	2	3	4	5
11- Doğrudan bağlı bulunduğum yönetici, bir kişinin hem işte hem de özel hayatında nasıl başarılı olabileceğini gösterir.	1	2	3	4	5
12- Doğrudan bağlı bulunduğum yönetici, çalıştığım birimin bir ekip olarak daha iyi çalışmasına yardımcı olmak için görevleri dağıtma konusunda yaratıcıdır.	1	2	3	4	5
13- Doğrudan bağlı bulunduğum yönetici ve ben, iş ve özel hayatımdaki sorunları çözmek için etkili bir şekilde konuşabiliriz.	1	2	3	4	5
14- Doğrudan bağlı bulunduğum yönetici, çalıştığım birimi bütün bir ekip olarak, herkesin ihtiyaçlarının karşılanmasını sağlayacak şekilde yönetir.	1	2	3	4	5

BÖLÜM 2. İŞ-AİLE, AİLE-İŞ ÇATIŞMASI ÖLÇEĞİ

İŞ-AİLE, AİLE-İŞ ÇATIŞMASI ÖLÇEĞİ					
Aşağıda iş ve aile yaşantınızla ilgili bazı ifadeler bulunmaktadır. Cümlelerin hemen bitiminde **''Kesinlikle Katılmıyorum'' ''Katılmıyorum'' ''Kararsızım'' ''Katılıyorum'' ''Kesinlikle Katılıyorum''** şeklinde seçenekler bulunmaktadır. Lütfen her maddeyi dikkatli bir şekilde okuyunuz ve size en yakın gelen seçeneği işaretleyiniz. Lütfen hiçbir maddeyi boş bırakmayınız. 1= **Kesinlikle Katılmıyorum**; 2= **Katılmıyorum**; 3= **Kararsızım**; 4= **Katılıyorum**; 5= **Kesinlikle Katılıyorum**					
1-İş sorumluluklarım aile ve ev yaşantımı olumsuz olarak etkiliyor.	1	2	3	4	5
2-Ailemin gereksinimleri iş yaşamımı olumsuz olarak etkiliyor.	1	2	3	4	5
3-İşimin aldığı zaman aileme karşı sorumluluklarımı yerine getirmemi zorlaştırıyor.	1	2	3	4	5
4-Ev yaşantımın gereksinimleri nedeniyle işimle ilgili çalışmalarımı sonraya bırakmam gerekiyor.	1	2	3	4	5
5-İşimin gereksinimleri nedeniyle evde yapmak istediğim şeyleri yapamıyorum.	1	2	3	4	5
6-Aileme karşı sorumluluklarım nedeniyle işimle ilgili yapmak istediğim şeyleri yapamıyorum.	1	2	3	4	5
7-İşimin yarattığı gerginlik ve yük nedeniyle aile yaşantımla ilgili yapmak istediğim şeyleri yapamıyorum.	1	2	3	4	5
8-Aile yaşantım işe zamanında gitmek, günlük iş gereklerini yerine getirmek ve fazla mesaiye kalmak gibi işimle ilgili sorumluluklarımı olumsuz olarak etkiliyor.	1	2	3	4	5
9-İş sorumluluklarım nedeniyle ailemle ilgili planlarımı değiştirmek zorunda kalıyorum.	1	2	3	4	5
10-Aile yaşantımın yarattığı gerginlik ve yük işimle ilgili görevlerimi yapma becerimi olumsuz olarak etkiliyor.	1	2	3	4	5

BÖLÜM 3. YÖNETİCİ DESTEĞİ ÖLÇEĞİ

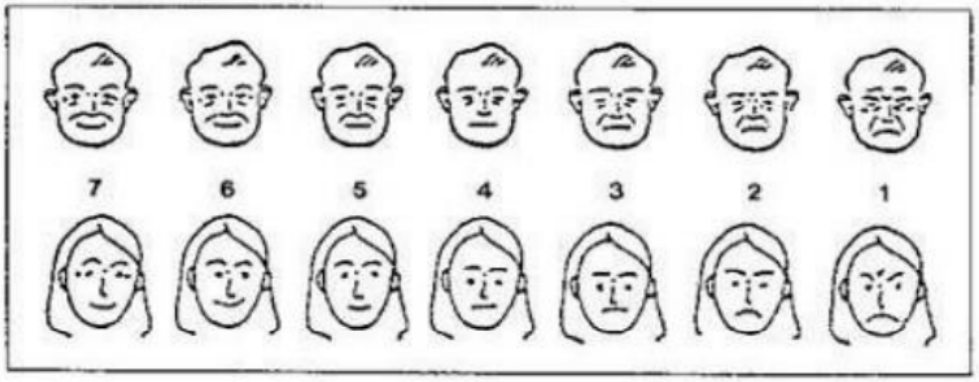
YÖNETİCİ DESTEĞİ ÖLÇEĞİ					
Aşağıda, yöneticinin çalışanına yönelik genel tutum ve davranışları yer almaktadır. Lütfen, her bir maddede yer alan ifadenin **doğrudan bağlı bulunduğunuz yöneticinin** size yönelik genel tutum ve davranışlarını ne ölçüde yansıttığını belirtiniz. 1= **Doğrudan bağlı bulunduğum yönetici** için hiç geçerli değil; 2= **Doğrudan bağlı bulunduğum yönetici** için pek geçerli değil; 3= **Doğrudan bağlı bulunduğum yönetici** için kısmen geçerli; 4= **Doğrudan bağlı bulunduğum yönetici** için oldukça geçerli; 5= **Doğrudan bağlı bulunduğum yönetici** için çok geçerli					
1-Yöneticim, emrinde çalışanların işyerindeki huzur ve mutluluğu ile yakından ilgilidir.	1	2	3	4	5
2-Yöneticim, iş ile ilgili görüş ve düşüncelerimi dikkate alır.	1	2	3	4	5
3-Yöneticim, işlerin yapılmasına yardımcı olur.	1	2	3	4	5
4-Yöneticim, yapılan işlerin ekip çalışması ile yapılmasını sağlamak konusunda başarılıdır.	1	2	3	4	5
5-Yöneticim, yaptığım iyi işler için beni takdir eder.	1	2	3	4	5
6-Yöneticim, küçük şeyleri bile eleştirir.	1	2	3	4	5
7-Yöneticim, herhangi bir problem ile karşılaştığımda bana destek verir.	1	2	3	4	5

BÖLÜM 4. İŞ-AİLE YAYILIMI ÖLÇEĞİ

İŞ-AİLE YAYILIMI ÖLÇEĞİ					
Aşağıda, bir bireyin işine yönelik genel tutum ve davranışları yer almaktadır. Lütfen, her bir maddede yer alan ifadenin **sizin** tutum ve davranışlarınızı ne ölçüde yansıttığını belirtiniz. 1= **Benim** için hiç geçerli değil; 2= **Benim** için pek geçerli değil; 3= **Benim** için kısmen geçerli; 4= **Benim** için oldukça geçerli; 5= **Benim** için çok geçerli					
1-İşte çok yorulduğumdan dolayı, evde odaklanmam gereken işlere odaklanamam.	1	2	3	4	5
2-İşteki deneyimlerim, ev hayatı ile ilgili konularda bana yardımcı olur.	1	2	3	4	5
3-Kişisel veya ailesel problemlerim, işte iken kafamı meşgul eder.	1	2	3	4	5
4-Evde gördüğüm sevgi ve saygı, işte kendime güvenmemi sağlar.	1	2	3	4	5
5-İşte yüklendiğim stres, evde sinirli olmama neden olur.	1	2	3	4	5
6-İşte yaptıklarım, evde bana daha iyi bir konum sağlar.	1	2	3	4	5
7-Evde yüklendiğim stres, işte sinirli olmama neden olur.	1	2	3	4	5
8-Ev hayatı beni rahatlatır ve kendimi bir sonraki iş gününe hazır hissetmemi sağlar.	1	2	3	4	5
9-İşteki problem ve sıkıntılar, evde iken kafamı meşgul eder.	1	2	3	4	5
10-İşte kullandığım becerilerim, ev hayatımda bana yardımcı olur.	1	2	3	4	5
11-Evde yapmam gereken işler, işimi iyi yapabilmem için daha iyi dinlenebilmemi engeller.	1	2	3	4	5
12-Evden birileri ile konuşmak, işteki problemler ile başa çıkmamı kolaylaştırır.	1	2	3	4	5
13-İşim nedeniyle, evdeki faaliyetlerime daha az enerji harcamaktayım.	1	2	3	4	5
14-Evdeki sorumluluklarımdan dolayı, işteki faaliyetlerime daha az enerji harcamaktayım.	1	2	3	4	5

BÖLÜM 5. İŞ DOYUMU ÖLÇEĞİ

Lütfen, genel olarak işinizden ne derece memnun olduğunuzu en iyi temsil eden yüz ifadesinin altındaki ya da üstündeki rakamı verilen ölçekte işaretleyiniz.



BÖLÜM 6. İŞTEN AYRILMA NİYETİ ÖLÇEĞİ

İŞTEN AYRILMA NİYETİ ÖLÇEĞİ					
Aşağıda, iş yaşantınızla ilgili 4 tane cümle bulunmaktadır. Lütfen, her bir maddede yer alan ifadenin **sizin işinize** yönelik tutum ve davranışlarınızı ne ölçüde yansıttığını belirtiniz. Her maddeyi dikkatli bir şekilde okuyunuz ve size en yakın gelen seçeneği işaretleyiniz. Lütfen hiçbir maddeyi boş bırakmayınız. Değerlendirmelerinizi aşağıda sunulan 5 basamaklı ölçeği kullanarak yapınız. 1= **Benim** için hiç geçerli değil; 2= **Benim** için pek geçerli değil; 3= **Benim** için kısmen geçerli; 4= **Benim** için oldukça geçerli; 5= **Benim** için çok geçerli					
1-Eğer imkânım olsaydı işimden ayrılırdım.	1	2	3	4	5
2-Son zamanlarda işimden ayrılmayı daha sık düşünmeye başladım.	1	2	3	4	5
3-Aktif olarak yeni bir iş arıyorum.	1	2	3	4	5
4-İşimden ayrılmayı düşünmüyorum.	1	2	3	4	5

BÖLÜM 7. DEMOGRAFİK BİLGİ FORMU

Demografik Bilgi Formu
1) Yaş:
2) Cinsiyet:
__ Kadın __ Erkek __ Belirtmek İstemiyorum
3) Eğitim Seviyeniz
__ İlköğretim __ Lise __Ön lisans
__ Lisans __ Yüksek Lisans __ Doktora
4) Çocuğunuz var mı? Varsa kaç tane çocuğunuz var ve birlikte mi yaşıyorsunuz?
Evet Hayır Çocuk Sayısı **Çocuğumla birlikte yaşıyorum.** **Çocuğumla birlikte yaşamıyorum.**
5) Sizinle birlikte yaşayan en küçük çocuğunuzun yaşı?
_____
6) Çalıştığınız kurumda ne kadar süredir çalışıyorsunuz?
Yıl Ay
7) Şu an doğrudan bağlı olduğunuz yönetici ile ne kadar süredir çalışıyorsunuz?
Yıl Ay
8) Yöneticinizin cinsiyeti?
__ Kadın __ Erkek
9) İşiniz:

__Yarı Zamanlı (Part-time) __Tam Zamanlı (Full-time)
10) Çalıştığınız sektör:
__Kamu __Özel __ STK __Diğer
11) İş türü:
__Beyaz Yaka __Mavi Yaka

APPENDIX 3: ANKET PAKETİ (ANA ÇALIŞMA)

Katılımcı Onam Formu

Bu anket Çankaya Üniversitesi Psikoloji Bölümü Öğretim üyesi Prof. Dr. Aslı GÖNCÜ-KÖSE danışmanlığında Psk. Esil SALİMOĞLU tarafından yürütülen tez çalışması için hazırlanmıştır. Bu çalışmanın amacı, yöneticilerin ve çalışanların çalıştıkları şirketin çalışanlarına yönelik tutumlarının çalışanlar üzerindeki etkisini araştırmaktır. Araştırmaya katılmak için **"en az altı aydır aynı yönetici ile çalışıyor"** olmak gerekmektedir.

Ankete katılım tamamen gönüllülük ve gizlilik esasına dayalı olup, kimliğiniz ile ilgili hiçbir bilgi istenmemektedir. Ankette yer alan soruların doğru ya da yanlış cevapları yoktur, soruları kendi düşünce ve hisleriniz doğrultusunda yanıtlamanız önem arz etmektedir. Lütfen her bir ölçeğin başında yer alan yönergeyi dikkatli bir şekilde okuyup size en uygun gelen yanıtı işaretleyiniz. Çalışmadan elde edilecek sonuçlar sadece araştırma amacı ile kullanılacaktır ve hiçbir kişi, kurum veya kuruluş ile paylaşılmayacaktır. Anketin cevaplanması yaklaşık 7-8 dakika kadar sürmektedir.

Anketteki soruları cevaplandırarak araştırmamıza katkı sağladığınız için teşekkür ederiz.

Saygılarımızla,

Psk. Esil SALİMOĞLU
Çankaya Üniversitesi
Sosyal Bilimler Enstitüsü
Sosyal/Örgütsel Psikoloji Yüksek Lisans Programı

Prof. Dr. Aslı GÖNCÜ-KÖSE
Çankaya Üniversitesi Psikoloji Bölümü

Katılımcı Onam Formunu okudum ve çalışmaya katılmayı kabul ediyorum.
Evet _____ Hayır _____
En az 6 aydır aynı yönetici ile çalışıyorum.
Evet _____ Hayır _____
Evliyim ve çocuğum yok _____
Evliyim, çocuğum var ve çocuğumla yaşamıyorum_____
Evliyim, çocuğum var ve çocuğumla yaşıyorum_____
Boşandım / Eşimden ayrı yaşıyorum / Eşimi kaybettim, çocuğum var ve çocuğumla yaşıyorum_____

Boşandım / Eşimden ayrı yaşıyorum / Eşimi kaybettim ve çocuğumla yaşamıyorum_____

Boşandım / Eşimden ayrı yaşıyorum / Eşimi kaybettim ve çocuğum yok_____

Bekârım ve ailemle yaşıyorum_____

Bekârım ve ailemle yaşamıyorum_____

Bekârım, ailemle yaşamıyorum ve ev arkadaşım/partnerim ile yaşıyorum_____

Diğer_____

BÖLÜM 1. AİLE DESTEKLEYİCİ YÖNETİCİ DAVRANIŞLARI TÜRKÇE FORMU

AİLE DESTEKLEYİCİ YÖNETİCİ DAVRANIŞLARI TÜRKÇE FORMU					
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1- Doğrudan bağlı bulunduğum yönetici, iş ve özel hayatımı birlikte yürütürken yaşadığım sorunları dinler.	1	2	3	4	5
2- İhtiyacım olduğunda zaman planlaması ile ilgili sorunlarda bana yardımcı olması için doğrudan bağlı bulunduğum yöneticiye güvenebilirim.	1	2	3	4	5
3- Doğrudan bağlı bulunduğum yönetici, iş ve özel hayatı dengede tutma konusunda iyi bir rol modeldir.	1	2	3	4	5
4- Doğrudan bağlı bulunduğum yönetici, çalıştığım birimdeki işlerin çalışanlara ve kuruma ortak fayda sağlayacak şekilde nasıl organize edilebileceğini düşünür.	1	2	3	4	5
5- Doğrudan bağlı bulunduğum yönetici, kişisel ihtiyaçlarımı öğrenmek için zaman ayırır.	1	2	3	4	5
6- Özel hayatımda beklenmedik bir sorunla karşılaştığımda doğrudan bağlı bulunduğum yöneticinin iş sorumluluklarımın halledilmesini sağlayacağına güvenebilirim.	1	2	3	4	5

7- Doğrudan bağlı bulunduğum yöneticinin davranışları, iş ve özel hayat arasındaki dengenin nasıl sağlanacağına güzel birer örnektir.	1	2	3	4	5
8- Doğrudan bağlı bulunduğum yönetici, çalışanların iş ve iş dışındaki taleplerini dengelemelerini kolaylaştırmak için öneriler geliştirir.	1	2	3	4	5
9- İş ve özel hayatım arasında yaşadığım sorunlar hakkında doğrudan bağlı bulunduğum yönetici ile konuşurken rahat hissederim.	1	2	3	4	5
10- Doğrudan bağlı bulunduğum yönetici, iş ve iş dışı konular arasındaki çatışmaları yaratıcı bir şekilde çözmek için çalışanlarla etkili bir şekilde çalışır.	1	2	3	4	5
11- Doğrudan bağlı bulunduğum yönetici, bir kişinin hem işte hem de özel hayatında nasıl başarılı olabileceğini gösterir.	1	2	3	4	5
12- Doğrudan bağlı bulunduğum yönetici, çalıştığım birimin bir ekip olarak daha iyi çalışmasına yardımcı olmak için görevleri dağıtma konusunda yaratıcıdır.	1	2	3	4	5
13- Doğrudan bağlı bulunduğum yönetici ve ben, iş ve özel hayatımdaki sorunları çözmek için etkili bir şekilde konuşabiliriz.	1	2	3	4	5
14- Doğrudan bağlı bulunduğum yönetici, çalıştığım birimi bütün bir ekip olarak, herkesin ihtiyaçlarının karşılanmasını sağlayacak şekilde yönetir.	1	2	3	4	5

BÖLÜM 2. KURUMSAL CİNSİYETÇİLİK ÖLÇEĞİ

Kurumsal Cinsiyetçilik Ölçeği					
Bu bölümde, iş kurumlarında özellikle kadın çalışanlara yönelik genel tutum ve davranışlar yer almaktadır. Lütfen, her bir maddede yer alan ifadenin **şu anda çalıştığınız kurumda** kadın çalışanlara yönelik genel tutum ve davranışları ne ölçüde yansıttığını belirtiniz. Değerlendirmelerinizi aşağıda sunulan 5 basamaklı ölçeği kullanarak yapınız. 1= **Çalıştığım kurum için** hiç geçerli değil; 2= Çalıştığım kurum için pek geçerli değil; 3= **Çalıştığım kurum için** kısmen geçerli; 4= **Çalıştığım kurum için** oldukça geçerli; 5= **Çalıştığım kurum için** çok geçerli					
1-Şu anda çalıştığım kurumda, kadın çalışanların fikirlerine ve katkılarına erkek çalışanlarınki kadar değer verilmez.	1	2	3	4	5
2-Şu anda çalıştığım kurumda, hassas oldukları düşüncesiyle kadın çalışanlara daha nazik davranılır.	1	2	3	4	5
3-Şu anda çalıştığım kurumda, kadın çalışanların kapasitelerinin daha düşük olduğuna inanılır.	1	2	3	4	5
4-Şu anda çalıştığım kurumda, kadın çalışanları korumak için onlara ağır işler verilmez.	1	2	3	4	5
5-Şu anda çalıştığım kurumda, kadın çalışanların iyi yönetici olmayacakları düşünülür.	1	2	3	4	5
6-Şu anda çalıştığım kurumda, kadın çalışanlara pozitif ayrımcılık uygulanır.	1	2	3	4	5
7-Şu anda çalıştığım kurumda, kadınları rencide eden (cinsiyetçi) bir dil kullanılır.	1	2	3	4	5
8-Şu anda çalıştığım kurumda, kadın çalışanlara işe geç gelme ve işten erken çıkma gibi konularda daha fazla tolerans gösterilir.	1	2	3	4	5
9-Şu anda çalıştığım kurumda, kadın çalışanların hırslı olması hoş karşılanmaz.	1	2	3	4	5
10-Şu anda çalıştığım kurumda, kadın çalışanların samimi davranışları cinsel ilgi olarak yorumlanır.	1	2	3	4	5

11-Şu anda çalıştığım kurumda, kadın çalışanların başarıları yeteneklerine değil, fiziksel özelliklerine ya da ilişkilerine bağlanır.	1	2	3	4	5
12-Şu anda çalıştığım kurumda, kadın çalışanlar iftira ve dedikoduya daha çok maruz kalır.	1	2	3	4	5

BÖLÜM 3. İŞ-AİLE, AİLE-İŞ ÇATIŞMASI ÖLÇEĞİ

İŞ-AİLE, AİLE-İŞ ÇATIŞMASI ÖLÇEĞİ					
Aşağıda iş ve aile yaşantınızla ilgili bazı ifadeler bulunmaktadır. Cümlelerin hemen bitiminde **''Kesinlikle Katılmıyorum'' ''Katılmıyorum'' ''Kararsızım'' ''Katılıyorum'' ''Kesinlikle Katılıyorum''** şeklinde seçenekler bulunmaktadır. Lütfen her maddeyi dikkatli bir şekilde okuyunuz ve size en yakın gelen seçeneği işaretleyiniz. Lütfen hiçbir maddeyi boş bırakmayınız. 1= **Kesinlikle Katılmıyorum**; 2= **Katılmıyorum**; 3= **Kararsızım**; 4= **Katılıyorum**; 5= **Kesinlikle Katılıyorum**					
1-İş sorumluluklarım aile ve ev yaşantımı olumsuz olarak etkiliyor.	1	2	3	4	5
2-Ailemin gereksinimleri iş yaşamımı olumsuz olarak etkiliyor.	1	2	3	4	5
3-İşimin aldığı zaman aileme karşı sorumluluklarımı yerine getirmemi zorlaştırıyor.	1	2	3	4	5
4-Ev yaşantımın gereksinimleri nedeniyle işimle ilgili çalışmalarımı sonraya bırakmam gerekiyor.	1	2	3	4	5
5-İşimin gereksinimleri nedeniyle evde yapmak istediğim şeyleri yapamıyorum.	1	2	3	4	5
6-Aileme karşı sorumluluklarım nedeniyle işimle ilgili yapmak istediğim şeyleri yapamıyorum.	1	2	3	4	5
7-İşimin yarattığı gerginlik ve yük nedeniyle aile yaşantımla ilgili yapmak istediğim şeyleri yapamıyorum.	1	2	3	4	5
8-Aile yaşantım işe zamanında gitmek, günlük iş gereklerini yerine getirmek ve fazla mesaiye kalmak gibi işimle ilgili sorumluluklarımı olumsuz olarak etkiliyor.	1	2	3	4	5
9-İş sorumluluklarım nedeniyle ailemle ilgili planlarımı değiştirmek zorunda kalıyorum.	1	2	3	4	5
10-Aile yaşantımın yarattığı gerginlik ve yük işimle ilgili görevlerimi yapma becerimi olumsuz olarak etkiliyor.	1	2	3	4	5

BÖLÜM 4. YÖNETİCİNİN İŞYERİNDEKİ CİNSİYETÇİ TUTUMLARI ÖLÇEĞİ

Yöneticinin İşyerindeki Cinsiyetçi Tutumları Ölçeği

Bu bölümde, yöneticilerin kadın çalışanlara yönelik genel tutum ve davranışları yer almaktadır. Lütfen, her bir maddede yer alan ifadenin **doğrudan bağlı bulunduğunuz yöneticinin** genel tutum ve davranışlarını ne ölçüde yansıttığını belirtiniz.

Değerlendirmelerinizi aşağıda sunulan 5 basamaklı ölçeği kullanarak yapınız.
1= **Doğrudan bağlı bulunduğum yönetici** için hiç geçerli değil; 2= **Doğrudan bağlı bulunduğum yönetici** için pek geçerli değil; 3= **Doğrudan bağlı bulunduğum yönetici** için kısmen geçerli; 4= **Doğrudan bağlı bulunduğum yönetici** için oldukça geçerli; 5= **Doğrudan bağlı bulunduğum yönetici** için çok geçerli

Şu anda doğrudan bağlı bulunduğum yönetici...

1. Doğrudan bağlı bulunduğum yönetici, kadın çalışanların fikirlerine ve katkılarına erkek çalışanlarınki kadar değer vermez.	1	2	3	4	5
2. Doğrudan bağlı bulunduğum yönetici, hassas oldukları düşüncesiyle kadın çalışanlara daha nazik davranır.	1	2	3	4	5
3. Doğrudan bağlı bulunduğum yönetici, kadın çalışanların kapasitelerinin daha düşük olduğuna inanır.	1	2	3	4	5
4. Doğrudan bağlı bulunduğum yönetici, kadın çalışanları korumak için onlara ağır işler vermez.	1	2	3	4	5
5. Doğrudan bağlı bulunduğum yönetici, kadın çalışanların iyi yönetici olmayacaklarını düşünür.	1	2	3	4	5
6. Doğrudan bağlı bulunduğum yönetici, kadın çalışanlara pozitif ayrımcılık uygular.	1	2	3	4	5
7. Doğrudan bağlı bulunduğum yönetici, kadınları rencide eden (cinsiyetçi) bir dil kullanır.	1	2	3	4	5

8. Doğrudan bağlı bulunduğum yönetici, kadın çalışanlara işe geç gelme ve işten erken çıkma gibi konularda daha fazla tolerans gösterir.	1	2	3	4	5
9. Doğrudan bağlı bulunduğum yönetici, kadın çalışanların hırslı olmasını hoş karşılamaz.	1	2	3	4	5
10. Doğrudan bağlı bulunduğum yönetici, kadın çalışanların samimi davranışlarını cinsel ilgi olarak yorumlar.	1	2	3	4	5
11. Doğrudan bağlı bulunduğum yönetici, kadın çalışanların başarılarını yeteneklerine değil, fiziksel özelliklerine ya da ilişkilerine bağlar.	1	2	3	4	5
12. Doğrudan bağlı bulunduğum yönetici, kadın çalışanları iftira ve dedikoduya daha çok maruz bırakır.	1	2	3	4	5

APPENDIX 4: DEMOGRAFİK BİLGİ SORULARI

Demografik Bilgi Formu
1) Yaş:
2) Cinsiyet:
__ Kadın __ Erkek __ Belirtmek İstemiyorum
3) Eğitim Seviyeniz
__ İlköğretim __ Lise __Ön lisans
__ Lisans __ Yüksek Lisans __ Doktora
4) Medeni Durum
Evli Bekar
5) Çocuğunuz var mı? Varsa kaç tane çocuğunuz var ve birlikte mi yaşıyorsunuz?
Evet Hayır Çocuk Sayısı **Çocuğumla birlikte yaşıyorum.** **Çocuğumla birlikte yaşamıyorum.**
6) En küçük çocuğunuzun yaşı?
_____
7) Çalıştığınız kurumda ne kadar süredir çalışıyorsunuz?
Yıl Ay
8) Şu an doğrudan bağlı olduğunuz yönetici ile ne kadar süredir çalışıyorsunuz?
Yıl Ay
9) Yöneticinizin cinsiyeti?
__ Kadın __ Erkek __ Belirtmek İstemiyorum

10) İşiniz:
__Yarı Zamanlı (Part-time) __Tam Zamanlı (Full-time)
11) Çalıştığınız sektör:
__Kamu __Özel __ STK __Diğer
12) İş türü:
__Beyaz Yaka __Mavi Yaka