Research Paper

The Role of Organizational Support on Life Satisfaction and Job Satisfaction of Female Coaches with the Mediating Role of Work-Family Conflict (Case study: Female Coaches in Isfahan)

Crossmark

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A B S T R A C T

Objective: The aim of the study was to investigate the effect of organizational support on life satisfaction and job satisfaction of female coaches in Isfahan with the mediating role of work-family conflict.

Methods: It was a descriptive – field study and a practical one. The research population was female coaches in Isfahan and 206 coaches in sport complexes were selected through convenience sampling. Cammann's questionnaire (1983) was used to evaluate job satisfaction, and Diener et al.'s (1985) questionnaire was used to measure life satisfaction. Netemeyer et al.'s questionnaire (1996) was used to assess work-family conflict, and organizational support scale of Eizenberger et al. (1996) was used for measuring organizational support. The reliability of questionnaire was confirmed by Cronbach's alpha; and content, face and structural validity were also conducted to investigate the questionnaire validity. To measure the validity and fitness of the model, structural equation modeling by AMOS20 has been applied.

Results: The findings demonstrated that "Organizational support" had a significant effect on "work-family conflict" (β= -0.37), "Job satisfaction" (β= 0.54), "Life satisfaction" (β= 0.48). In addition, "work-family conflict" had a significant effect on "Job satisfaction" (β= -0.31), and "Life satisfaction" (β= -0.26). Moreover, the Sobel test confirmed the role of the mediating variable. The fit indices also confirmed the research model fitness.

Conclusion: According to the role of organizational support in decreasing the work-family conflict as well as the effect of work-family conflict on job satisfaction and life satisfaction, to pave the way for presence of females in sport field, sports organizations should plan their strategies by focusing on the concepts and results of this research.

1. Introduction

Specialization of sport in different aspects has made sports and sports organizations to be more adaptable to the growing changes (Bell, Snedden, Biese, Nelson, Watson, et al., 2021). Besides the changes in social phenomena and the commercialization of sports, the expansion of private clubs, as well as the development of athletic events in the form of professional leagues, have affected the relationship between work and

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family among coaches; especially among females engaged in sport (Graham and Smith, 2022). Coaches play a remarkable role in athletes' development and success. Thus, that is crucial for sports coaches to gain a balance between their work and family. These days, finding a balance in the competitive and growing world of sports can be a challenging process that can be achieved through planning and implementing appropriate strategies (Didymus, Norman, Hurst & Clarke, 2021). There is no doubt that the presence of women in sports, especially in Iran, because of different socio-cultural conditions, may interfere with their professional, personal, and family activities. Work-family conflict among coaches and athletes occurs when sports-related activities and family-related activities overlap with each other (Sisjord, Fasting & Sand, 2022). This type of conflict may arise from the lack of support from colleagues and managers, job pressure, non-flexible working conditions, and extended working hours (Pankow, Mosewich, McHugh & Holt, 2022). Undoubtedly, these issues have always presented many obstacles to the participation of women in sports (Carlson and Kacmar, 2000).

Participating in exhausting and intensive training, taking part in competitions, attending camps, and many long-term trips are some facts that can create critical gaps between family responsibilities and the professional life of female athletes and coaches. Female athletes often face conflict resulting from the long hours and effort they devote to their families and sports careers, which can lead to failure in both areas (Sagas and Cunningham, 2005). However, in the sports field, having a balance between work and family is very challenging due to the high speed of competition (Dixon and Sagas, 2007), it is necessary to deal with the different aspects of this phenomenon to create this balance.

Work-family conflict is a kind of role interference between some family responsibilities and job duties that are not consistent (Boles, Howard & Donofrio, 2001). Therefore, the conflict between work and family occurs when one field's demands conflict with another's priorities. Research by Allen, Herst, Bruck, and Sutton (2000) and Kossek and Ozeki (1998) showed that most of the demands related to work and family were not compatible and coordinated with each other. The conflict of work and family requirements can lead to different complications like quitting the job and family problems for athletes and coaches. Studying and investigating the phenomenon of work-family conflict among female coaches is critically important (Dixon & Sagas, 2007). The findings of quantitative and qualitative studies on sports coaches have shown that

work-family conflict affects significantly on coaches' desire to leave their profession (Mazerolle, Bruening, Casa & Burton, 2008). The results of the studies of Kossek and Ozeki (1998), Allen et al. (2000) and Netemeyer, Boles, and McMurrian (1996), and Mazerolle et al. (2008) have also indicated the effect of work-family conflict on the tendency to quit a job. The research conducted on sports coaches showed that a number of them have decided to quit their job to spend more time with their family and friends (Inglis, Danylchuk & Pastore, 1996). In addition, the tendency to abnormalities and psychological traumata appears as complications of work-family conflict (Inglis, et al., 1996). Dixin and Bruening (2005) believed that multidimensional factors such as individual, organizational, cultural, and social variables affect the work-family relationship (Dixon and Bruening, 2005). Kim and Cunningham (2005) believed that coaching sports teams, as a full-time and central job in sports, entails responsibility for all sports responsibilities.

The nature of the coaching job affects the work-family relationship remarkably. At the individual level, some characteristics such as personality, values, family structure, and gender affect conflict (Kim and Cunningham, 2005). In addition, marriage, motherhood, and gender exacerbate work-family conflict. Coaches who are mothers have shown a higher level of work-family conflict (Adams, King & King, 1996; Alipour Shirsavar et al., 2012; Allen et al., 2000). More psychological pressures in life and family structures lead to more conflict, lower job satisfaction, and less family satisfaction among women than men (Sagas and Cunningham, 2005). Therefore, women are more susceptible to psychological pressure than men due to their specific social and psychological circumstances (Adams et al., 1996). Other individual variables such as age (Darcy and McCarthy, 2007) and education (Dixon and Sagas, 2007) can also be related to work-family conflict. In the same way that the paradox between professional sports and family increases, balancing family and sports responsibilities will become more complicated, and the need for more support will increase. In such conditions, social support from all active institutions and organizations in society, especially families, federations, clubs, and sports organizations can be effective in reducing conflicts. In this regard, financial, emotional, and information support from sports and non-sports organizations can improve the ability to adapt to the stressful factors of championship sports.

Generally, organizational support is the belief that the organization values and cares for employees' happiness and well-being (Rhoades and Eisenberger, 2002).

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Organizational support includes a set of values and beliefs about the organization's readiness to meet its own needs and those of its employees and increase the appreciation of the work done. Organizational support is the group beliefs of the personnel about the amount of the organization's value for the force's participation and the amount of the organization's attention to their comfort and well-being (Hakanen, Bakker & Schaufeli, 2006). The commitment of sports organizations to the well-being and comfort of coaches helps to overcome the problems related to the multiple roles of female coaches in professional and family life with fewer challenges (Hammed, 2008). It seems that the positive perceptions of the coaches towards the companionship and comprehensive support of the organizations and clubs which they operate can be beneficial for their success in family and sports. Barnett and Gareis (2006) believed that organizational support increased job and life satisfaction by minimizing work-family conflict. In their study, Seiger and Wiese (2009) concluded social support is a powerful and efficient reference for reducing work-family conflict. Canivet, Östergren, Lindeberg, Choi, Karasek, et al. (2010) concluded in their study "Conflict between work and family in professional sports of women and men" that 26% of sportsmen and women suffered from job burnout, especially emotional exhaustion, and the pressures of professional sports and work-family conflict have had a direct and significant relationship with job helplessness in both genders (Canivet, et al., 2010).

Undoubtedly, retaining the presence of coaches and athletes requires achieving job and life satisfaction. Coaches can be motivated to attend the coaching arena and continue their activities in sports if they feel satisfied with the conditions and nature of their important jobs. It is essential to provide assistance in balancing of work and family. Because this balance, in turn, can play a role in job, family, and life satisfactions and affects people's performance significantly (Carlson and Kacmar, 2000). The results of Carlson and Kacmar's research (2002) indicated a positive relationship between life satisfaction and job satisfaction, whereas this study also emphasized the negative relationship between work-family conflict and life satisfaction (Carlson and Kacmar, 2000). Adams, King, and King (1996) believed that work-family conflict occurs when the demands of one of these areas are incompatible with another area, conflict can affect both the quality of family life and the quality of work life (Adams et al., 1996). Allen et al. (2000) also reported a negative and relatively strong relationship between work-family conflict and

life satisfaction (Allen et al., 2000). Therefore, if work-family conflict affects job and life satisfaction and also, organizational support is effective at reducing it, it is logical to expect that work-family conflict can influence the relationship between organizational support and satisfaction. The reported results of meta-analytical studies by Kim and Cunningham (2005) and Rhoades and Eisenberger (2002) indicated the effect of organizational support on job satisfaction. In the findings of Dixon and Sagas (2007), the effect of organizational support on work-family conflict, job satisfaction, and life satisfaction is particularly evident.

Although the females in Iran are active in social activities, their presence in sport settings is limited; and sports can be a proper field for females to develop their empowerment and self-confidence (Arian & Ghaderi, 2021). Compared to the past, women's participation in Iranian sports has increased considerably todays, and this trend is growing faster than ever before. The specific social and cultural structures that govern family life in Iran and women play a prominent role in regulating family relationships, so the conflict between family and sport life and the factors affecting the adjustment of this relationship are of great importance. More and more strenuous exercises than in the past, financial contracts, day and night exercises, and more organized competitions in the form of sports leagues have created specialized and different conditions for women. Today, despite much research on job satisfaction, organizational support, and obstacles to women's activities in various subjects, until now, a comprehensive study has not been done with the combination of the mentioned variables and their mutual relations in the field of sports, especially women's sports. Therefore, it appears that the multidimensional relationships between organizational support, work-family conflict, life satisfaction, and job satisfaction remain unexplored and require further study. Due to the fact that the conflict between work and family stands out as one of the main factors in the withdrawal of coaches from their profession by researchers in the field of sports management (Dixon and Sagas, 2007), conducting such studies can provide the opportunity for the more active and successful presence of women in coaching and sports. Kossek and Ozeki (1998), in their meta-analysis study on work-family conflict, found that most studies evaluating work-family conflict ignore the satisfaction and support of managers (Kossek and Ozeki, 1998).

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Thus, this study can be considered one of the studies that combine different and related aspects of female coaches in sports to seek the effect of organizational support on work-family conflict, life satisfaction, and job satisfaction among female coaches. In this research, based on the research literature we tried to examine the relationships of the mentioned variables in the form of a comprehensive model (Figure 1) among female sports coaches in Isfahan province. Based on the main objective of the research, the researchers sought to answer the following question: "What is effect of organizational support on work-family conflict, life satisfaction, and job satisfaction among female sports coaches in Isfahan?"
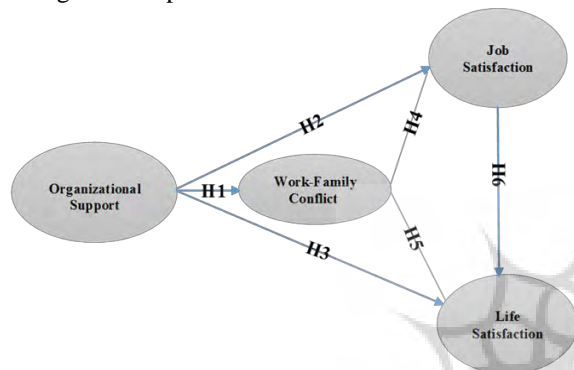

Figure1. Research Model (Dixon and Sagas, 2007)

2. Materials and Methods

The researchers' goal in this study was to measure the relationship between variables, so the research method was a descriptive-field study based on structural equation modeling. The research population included female sports coaches in Isfahan province in 2021, and only coaches who coached at least three days a week. In other words, the coaches who were following coaching as their job and profession were selected as a statistical sample. In addition, the statistical sample responded to a two-choice question: "Do they consider coaching in conflict with their professional and family life or not?" and those who answered positively were slightly more likely to be chosen. Indeed, samples were people that had experienced a degree of conflict between their job and life. The formula used for the structural equation, $5q \leq n \leq 15q$ (q was number of questions and n was the sample size) was used to determine the number of samples. Aside from six demographic questions and the one used as a filter, there were 19 additional questions in this study. Therefore, a minimum of 95 and a maximum of 285 people were considered suitable for data collection. For this purpose, to reach a suitable and sufficient number of samples, according to the possibility of non-return of the questionnaires or invalidity of some of them, finally, 230 questionnaires were prepared and distributed. Selecting the coaches for the sample was done using the convenience sampling method. To collect the required data, the research group referred to sport complexes in

Isfahan from January to February 2021. Before distributing the questionnaires, the members participating in the research process were assured of the confidentiality of their answers. In addition, the researcher's readiness to inform them of the research results was announced. Of the 236 distributed questionnaires, 215 questionnaires were returned. After the initial review, 206 questionnaires were found suitable for using in data analysis. Thus, based on the sample size formula, we considered 206 to be an appropriate number of samples (it is within the acceptable range). Collecting data was done by a combination of standardized questionnaires. A three-item questionnaire developed by Cammann (1983) was used to evaluate job satisfaction, and Diener et al.'s (1985) questionnaire was used to evaluate life satisfaction. The 5-item questionnaire of Netemeyer et al. (1996) was used to assess work-family conflict, and the eight-item organizational support scale of Eizenberger et al. (1996) was used for measuring organizational support. A Likert-type seven-point response scale from "Strongly disagree" (1) to "Strongly agree" (7) was employed for data collection. A cover letter of explanation with detailed information about the research objectives was attached to each survey. The questionnaire took 8-10 minutes to complete. To ensure that these questionnaires are appropriate for Iranian society, they were modified and adapted to its culture following the necessary reforms. Cronbach's alpha method and composite reliability (CR) were used to ensure the instrument's reliability (table1). In a preliminary study, Cronbach's alpha was used to measure reliability among 30 football fans in Iran Premier League. A higher alpha value of 0.7 and a composite reliability index value higher than 0.8 indicate the optimal reliability of the research tool (Chin, 2010), which is shown in Table 1. To assess the validity of the tool, we considered face, content, and structural validity. The face and content validity of the research tool was reviewed and confirmed by experts on organizational behavior in sports, and based on their comments, necessary changes were made in the wording and writing of the tool propositions. Finally, after several stages of revision and one experimental stage, the final questionnaire was prepared. Confirmatory factor analysis, convergent validity, and exploratory factor analysis were used to evaluate the structural validity of the tool. In confirmatory factor analysis, the factor loads higher than 0.5 indicate confirmation of the structural validity of the research instrument, and the results of factor analysis in table 1 confirm the instrument validity. Convergent validity was also determined by calculating the average extracted variance (AVE). The variance of the research tool in Table 1 was higher than the suggested value (0.5), which indicates its convergent validity (Hair, Hult, Ringle & Sarstedt, 2016).

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In addition to confirmatory factor analysis, according to the obtained indicators, the research tool's structural validity was confirmed. In other words, the factor load of the items related to each component was estimated

higher than 0.50. Table1 shows the results of confirmatory factor analysis, composite reliability, Cronbach's alpha, and average variance extracted.

Table 1. The confirmatory factor analysis, composite reliability, Cronbach's alpha, and average variance extracted Results

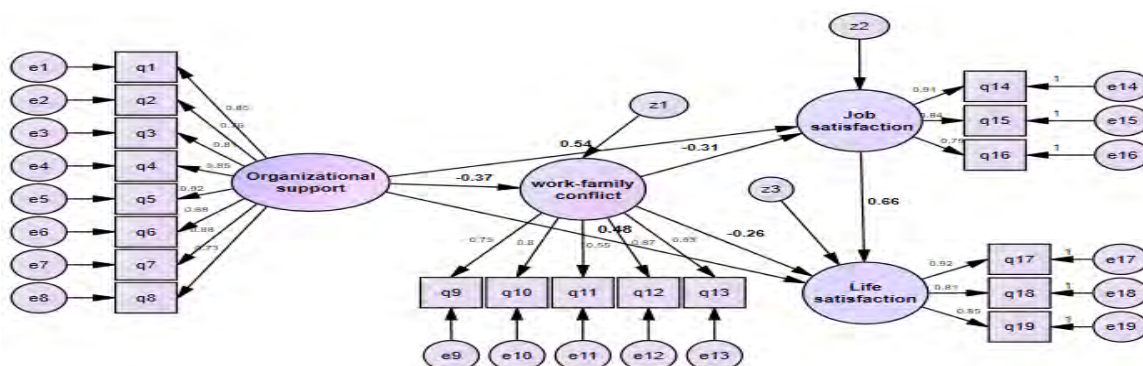| Variable	Items	CFA (>0.50)	CR (>0.70)	Cronbach's alpha (α) (>0.70)	AVE (>0.50)
Job Satisfaction	JS1 JS2 JS3	0.52 0.59 0.65	0.83	0.79	0.74
Life Satisfaction	LS1 LS2 LS3	0.53 0.52 0.61	0.84	0.81	0.71
Work-Family Conflict	WLC1 WLC2 WLC3 WLC4 WLC5	0.56 0.55 0.58 0.61 0.59	0.86	0.85	0.68
Organizational Support	OS1 OS2 OS3 OS4 OS5 OS6 OS7 OS8	0.46 0.52 0.49 0.48 0.47 0.50 0.53 0.48	0.88	0.83	0.73

Table No-1 shows the validity and optimal reliability of the research tools. In this research, the structural equation model approach and SPSS18 and Amos 20 softwares was used to analyze established relationships in the model and assess its overall fit. In structural equation modeling, on the one hand, in order to determine the proper fit, the conformity of the research data and the conceptual model was examined, and on the other hand, the significance of the relationships in the fitted model was tested. The model fit indices included CMIN/Df, RMSEA, GFI, AGFI, NFI, and CFI. A model had a good fit when CMIN relative to the degree of freedom (df) was less than three, RMSEA value was less than 10 hundredths, and GFI, AGFI, NFI, and CFI value was more than 90

hundredths.

3. Results
Descriptive findings of the research showed that 83% of the members of the research sample were married. 59% of the respondents had at least one child, 28% of the members were between 25 and 30 years old, 41% between 30 and 35 years old, 18% between 35 and 40 years old, 11% were over 40 years old, and two percent were unknown. Finally, about respondents' education, 73% of the sample members have university degrees, and among those who have university degrees, 68% of them graduated in physical education and sports sciences. The structural equation modeling of this research with the regression coefficients is shown in Figure 2.

Figure 2. The structural equation model of research

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In order to assess the fit of the research model, the fit indices of the model are presented in the structural equation modeling method. In Table 2, the general fit indices of the research model are presented.

Table 2. Overall fit indicators for the research model

Index Name	CMIN/ Df	GFI	AGFI	NFI	CFI	RMSEA
Final Model	2.46	0.95	0.94	0.95	0.94	0.022
Acceptable Fit	<3	0.90>	0.90>	0.90>	0.90>	0.10<

As shown in Table 2, all indicators were acceptable according to the acceptable fit. Therefore, it is possible to state that the research model is a good fit for the data, which means the model adequately explains the relationships between the variables. After examining and confirming the model, two partial indicators of critical ratio and P value have been used to test the significance of the relationships between research variables. The critical ratio is calculated by dividing the "Regression weight" by the "Standard error."

Based on the significance level of 0.05, the critical ratio should be greater than the absolute value of 1.96. Less than this, the corresponding parameter in the model is considered insignificant, and values less than 0.05 for the P value merely indicate a significant difference between the calculated value for the regression weights with the zero value at the 0.99 confidence level. Table 3 shows the study relationships with the regression coefficients and partial indicators related to each relationship.

Table 3. Regression coefficients and relationship test results

Number of relationships	path		β	C.R	P	Result
1	Organizational Support	→ Work-Family Conflict	- 0.37	5.42	0.001	Supported
2	Organizational Support	→ Job Satisfaction	0.54	7.82	0.001	Supported
3	Organizational Support	→ Life Satisfaction	0.48	6.31	0.001	Supported
4	work-Family Conflict	→ Job Satisfaction	- 0.31	4.13	0.001	Supported
5	Work-Family Conflict	→ Life Satisfaction	- 0.26	3.91	0.001	Supported
6	Job Satisfaction	→ Life Satisfaction	0.66	11.05	0.001	Supported

** P< 0.001

The Sobel test was used to test the role of the mediating variables. Z-value for the current study model was calculated as 2.09 and 2.16; since this value is higher than the level of 1.96, it can be stated that at the 95% confidence level, the effect of the mediating variables is significant in the relationship between organizational support and job satisfaction and life satisfaction. VAF statistic was used to determine the intensity of the indirect effect through the mediator variable. The value of VAF for the current model was calculated as 0.25 and 28, which means that more than a quarter of the effect of organizational support on job satisfaction and life satisfaction is indirectly explained by the mediating variable of Work-Family conflict. The results presented in Table 3 confirm the relationships defined in the research model.

4. Discussion and Conclusion
Today, according to the professional conditions governing sports, paying attention to the needs and demands of human resources in sports have considerable importance. To help them work better in

the organization and establish a balance between work and social life. Organizational support is one of the practical elements for sports organizations to use as a tool to maintain and improve physical, mental, and social health. Organizational support is functional for coaches to create a balance between sports and family life and increase the satisfaction of coaches and athletes with life and their profession. Therefore, the purpose of this research was to study the effect of organizational support on life satisfaction and job satisfaction with the mediating role of work-family conflict among female sports coaches in Isfahan province.

The results showed that organizational support has a negative and significant effect on work-family conflict (β= -0.37). The results of Allen's study (2001) have also shown that organizational support had a significant effect on work-family conflict. The findings of the Barnett and Gareis (2006) and Dixon and sagas (2007) studies are also consistent with this part of research findings.

Seiger and Weise (2009) also concluded in their study that social support can be a potent and effective reference or deterrent in formation of work and family conflicts. The evidence shows that organizational culture with support is also necessary to reduce conflict between work and family (Allen, 2001). Allen's findings (2001), Clark's (2001), and Thompson, Beauvais & Lyness (1999) have also emphasized the impact of a supportive culture on reducing conflict between family and work. Undoubtedly, the coaches' positive perception of the organization's attention to their emotional, job, family, and financial needs will make the coaches work with a positive attitude, more motivation towards their work and professional environment and a feeling of peace and harmony in their work and family environment. This makes them to be safe from detrimental interferences and possible conflicts. Supporting coaches and athletes and creating the environment for their job satisfaction and life satisfaction can cause an increase in the productivity of athletes and coaches in their family and sports life by reducing conflict in their careers and lives. These supports can include valuing one's work, well-being, security, and health. The commitment of sports organizations to the well-being and comfort of coaches helps to overcome the problems related to the multiple roles of female coaches in professional and family life with fewer challenges (Hammed, 2008). It seems that the positive perceptions of the coaches towards the companionship and comprehensive support of the organizations and clubs in which they operate can be beneficial for their success in family and sports.

The findings related to the relationships between organizational support and job satisfaction and life satisfaction showed that in the field of women's coaching, organizational support has a positive and significant effect on both job satisfaction (β= 0.54) and life satisfaction (β= 0.48). Therefore, sports environments that provide comprehensive support to their coaches and are committed to their needs and demands, the coaches will experience a higher level of job and life satisfaction. Kim and & Cunningham (2005) also showed that work experiences and organizational support could positively affect job satisfaction. Barnett and Gareis (2006) believed that organizational support increases job satisfaction and life satisfaction by reducing work-family conflict. The findings of Dixon and Sagas (2007) have also confirmed the relationship between organizational support and life and job satisfaction. Meta-analysis studies by Kim and Cunningham (2005) and Rhoades and Eisenberger (2002) also indicated the effect of

organizational support on job satisfaction. Organizational support includes both valuing employees' performance and paying attention to their social-emotional needs. Organizational support by valuing the work of coaches and athletes and reducing work-family conflict significantly increases job satisfaction as well as life satisfaction. Considering the fact that sports coaches spend much of their time in their profession, it is an indispensable and significant part of their lives, hence it seems absolutely that job satisfaction can affect their personal and family life to a great extent and ultimately lead to life satisfaction. In the sense that the job is considered a part of the life of athletes and coaches, changes in one can affect the other. As a result, the effect of organizational support on life satisfaction may not be independent of job satisfaction. Consequently, sports departments that value their coaches more have more satisfied coaches (Dixon and Sagas, 2007), appreciating and valuing the roles of coaches for the success and performance of organizations, clubs, and sports teams can make coaches more satisfied. Considering that in professional sports, the sport participation become a part of people's lives and effect on their personal and family life to a considerable degree, satisfaction with job conditions can mostly be affective on satisfaction with life.

The findings related to the relationships between work-family conflict and job satisfaction and life satisfaction show that in women's coaching field, work-family conflict has a negative and significant effect on both job satisfaction (β= -0.31) and life satisfaction (β= -0.26). In other words, with the increase of interference and conflict between sports career and family life of female coaches, their level of satisfaction with life and work will decrease. In previous research, life satisfaction had an inverse relationship with work-family conflict (Carlson and Kacmar, 2000). Adams et al. (1996) also believe that conflict can affect both the quality of family life and the quality of work life. The finding of Dixon and Sagas (2007) also emphasized the effect of work-family conflict on job satisfaction and life satisfaction. Allen et al. (2000) also reported a relatively strong negative relationship between work-family conflict and life satisfaction. Sagas and Cunningham (2005) also found that work-family conflict had an inverse relationship with the job satisfaction of female coaches. In a study on football referees, Torki, Esmaeilzadeh Ghandehari & Sokhandan (2016) found no significant relationship between work-family conflict and job satisfaction. The inconsistency between the results of Torki et al.'s (2016) research

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and the results of this research can be due to the different gender of the studied sample and the different statistical population. According to the findings, focusing on improving job conditions to reduce the interference and conflict between work and family can provide a favorable position for increasing the satisfaction of female coaches with job and life conditions. Making strategies to strengthen organizational support for coaches and families' support for women's activities in coaching can be effective in reducing conflict and increasing coaches' satisfaction.

In another part of the findings demonstrated in the structural equation model (Figure 2), the relationship between job satisfaction and life satisfaction has been estimated strongly (β= 0.66). In other words, with the increase in the level of satisfaction with the job and job conditions, life satisfaction also increases among the female coaches, and satisfaction with job conditions clearly plays a significant role in the life satisfaction of female coaches. There is a positive relationship between life satisfaction and job satisfaction (Carlson and Kacmar, 2000). This finding is important because it shows satisfaction with the general conditions of life is greatly influenced by job satisfaction so the overall quality of life of women coaches can be seen as a result of the quality of their job life. Therefore, monitoring the level of satisfaction with the job conditions of women coaches can help improve the overall quality of their lives and provide opportunities for better performance in their professional activities.The results of Dixon and Sagas (2007) and Carlson and Kacmar (2002) also support the findings of this part of the study. The presented model (Figure 2) shows that organizational support affects job satisfaction and life satisfaction and also by reducing work-family conflict. According to the research model, the reduction in work-family conflict and the increase in job satisfaction contribute to the increase in life satisfaction. Organizational atmosphere and policies play an impactful role in the life of the employees. In general, it is suggested for all sports organizations from a practical point of view to evaluate the perceptions of their coaches, employees, and athletes about organizational support and, if it is possible, make adjustments to increase organizational support. Providing time to spend with family during the off-season, considering daily and hourly time off, are other policies that can help coaches, coaches' families, and athletes get a balance. Using sport psychologists, providing counseling courses for coaches, and making managers aware of the issue will help to prevent work-family conflict and ultimately increase job and life satisfaction. At the organization level, flexibility in work schedule and welfare facilities such as insurance, kindergartens, and letters of appreciation are examples of policies that organizations and clubs can use to create a balance between their work and family needs (Darcy

and McCarthy, 2007; Dixon and Sagas, 2007). In general, the institutionalization of support culture in sports clubs and organizations will be necessary to reduce the work-family conflict and increase coaches' satisfaction. Researchers and human resources experts believe that achieving a proper balance between work and family needs necessary changes in the basic assumptions such as work processes, organizations' respond to changes (Milliken, Dutton & Beyer, 1992), and values related to work roles and the family (Lobel, 1991). Therefore, by increasing the participation and presence of women in different dimensions of sport, there are some ways to help them to keep on their activities more effectively and successfully. These ways are paying more attention to the challenges which they face critically, designing appropriate and flexible guidelines in job patterns, organizational response to needs, and paying attention to the priorities and values of life and sports among women. Certainly, justice can play a key role in administration of sport teams and sport organization (Fahim Devin & Asadollahi, 2021); therefore, providing a fair condition for females in sport context can be helpful in developing sport in general and female sport in particular.

A supportive environment can strengthen the feeling of worth in coaches, athletes, sports teams, and clubs by creating motivation and self-esteem. The support of sports managers and colleagues as intra-organizational supporters and the support of friends and family as extra-organizational supporters will significantly help to reduce the conflict in the life of female coaches. Making strategies about a balance between sports, life, and family and explaining the values related to each and the logical acceptance of these values help to institutionalize sports among women and its sustainable development. Using the presented model of research to study and evaluate the variables used among different layers of activity in the field of amateur and professional sports can lead to a more comprehensive understanding of the conditions governing the sports and family life of coaches, managers, athletes, and other people in sports domains. It is recommended that the model of this research be applied to other regions and cities of the country as well as different fields of sports.

Previously, only limited investigations have studied the relationship between work-family conflict and referees' job satisfaction (Torki et al., 2016), and the relationship between organizational support and quality of life (Shabani Bahar, Farahani, Bagherian & fazel, 2011) in sport settings of Iran. A specific study focusing on work-family conflict, organizational support, and job satisfaction in this era has not been done on women's sports, which is one of the essential areas that can enhance women's presence in the sports.

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Although studies have been conducted on organizational support and job satisfaction in sports and sports organizations in the country, this research was considered one of the first studies that considered work-family conflict as a mediator in the relationship between organizational support with job satisfaction and life satisfaction among women coaches in Iran. Moreover, this study can be considered one of the few studies in sports in the country for investigating organizational support in conjunction with work-family conflict, life satisfaction, and job satisfaction.

5. Ethical Considerations

Compliance with ethical guidelines

All ethical principles have been considered in this study..

Funding

The authors did not receive any grant from funding agencies in the public, commercial, or non-profit sectors.

Authors' contributions

All authors have contributed in conducting this study.

Conflicts of interest
The authors declared no conflict of interest.

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