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Research Article

## The Impact of Social Support on Women's Innovative Work Behavior with the Mediating Role of Work-Family Conflict in Advertising Companies

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### ABSTRACT

**Aim:** Given the importance of employee innovation in the performance of advertising organizations, this study seeks to examine the effect of social support (family and work) on women's innovative work behavior with the mediating role of work-family conflict. The answer to the question can help to a better understanding of this issue.

**Methods:** This study was a descriptive/survey in terms of the data collection method and applied in terms of purpose. A questionnaire containing 53 questions was designed by the standard measures of previous studies and randomly distributed among 568 female employees in advertising companies in the two metropolises of Iran to collect data. Then, the structural equation model and the software of Amos software, and SPSS were used to analyze the data and test the assumptions of the relationship between the conceptual model.

**Results:** The hypothesis test showed that work-family conflict mediates the relationship between social support (family and work) and repetitive thought. The role of moderating repetitive thought in the relationship between work-family conflict and innovative work behavior was also demonstrated. Besides, the research findings indicate the negative impact of social support (family and work) on work-family conflict.

**Conclusion:** Innovative work behavior has been studied in various research due to its importance. However, the present study, for the first time, shows how social support can affect innovative work behavior through work-family conflict and repetitive thought.



## 1. Introduction

Today, many factors such as the rapid growth of science and technology increase in customer expectations, and competitors affect the business environment. In such a situation, innovation is one of the vital factors for the survival of organizations and the lack of innovation causes the loss of market share of companies. Organizations can increase their diversity, quality, and performance through innovation, and gain more market share from competitors (Tan and Sosa 2019). In general, organizational innovation is a function of individual and organizational factors. Since the most important factor for innovation of any organization is the creative and innovative human resources of that organization, so it is necessary to invest in the human resources of the organization and provide suitable conditions for employees' innovation to improve organizational innovation (Wang, et al, 2015). According to Kurt Levine (1946), "the development of suitable behavior and the elimination of unwanted behaviors of employees is possible by changing the mental environment, in which social support is very important. Organizational social support, which includes the physical and mental support of managers and colleagues, provides a platform for human resources by which employees can come up with ideas and implement their ideas to promote organizational innovation. (Wu, et al, 2018). In contrast to these factors, other factors hinder the growth of individual innovation, one of the most important of which is repetitive thought. Researches show that people who have repetitive thought are less likely to innovate. In fact, these people lose their ability to innovate due to problems, lack of concentration, and lack of peace of mind and lose their desire for innovation (O'Loughlin, 2016). An important part of people's repetitive thoughts is due to work-family conflict (Kelly, et al, 2014). Work-family conflict means that people are forced to spend part of their time and energy, which belongs to the family, on work due to their busy schedule, which can have many consequences, including family problems. Employees, whose jobs disrupt their family issues, constantly seek to resolve this conflict so that it decreases their opportunity and ability to innovate (Kelly, et al, 2008). One of the ways to deal with the negative effects of family conflict is through family social support. Family social support is the emotional and physical support provided by family members to the individual that controls and reduces stress. Family social support can provide benefits in addition to stress management. This means that when a person is perceived by family members, a person's ability to overcome problems in their workplace, motivation, and performance is enhanced (Wu, et al, 2018). So, social support, both organizational and family, promotes individual innovation. Increasing the level of innovation in the organization's human resources will lead to an increase in organizational innovation. As mentioned above, innovation plays a vital role in all organizations and companies. But it should be noted that the role is much more important in service companies and also more difficult to be implemented in such companies. One of the service companies is advertising companies that desperately needs innovation. Innovation is one of the main parts of any advertising company because the idea and implementation of the idea require the most obvious advertising (Rizomyliotis, et al, 2017). In recent years, the role of women has increased in the workplace, while their duties and responsibilities in the family have not diminished. Therefore, when there is a work-family conflict, women react more negatively to work than men because, in this situation, they consider their job as a threat to their social identity (Grandy, et al, 2005). On the other hand, companies prefer to hire fewer employees and define more tasks for them due to the highly competitive environment and the importance of cost management. Therefore, the organization plans to have an efficient presence of

employees in the workplace and provide less social support for employees such as their psychological support in various fields like non-work and family issues. These conditions provide the basis for intensifying the conflict of work-family for working women. The result of this conflict and the lack of support, in the long run, can lead to repetitive thoughts and reduce innovation in the workplace. There are few studies on the impact of social support on human resource performance in developed countries. Therefore, the need to address this issue in developing countries, including Iran, is important because of the special economic, social, cultural, and religious conditions of this country. Therefore, this study tries to answer these questions: What is the effect of social support (family and work) on repetitive thoughts with the mediating role of work-family conflict? Does repetitive thought moderate the relationship between work-family conflict and innovative work behavior?

## **2. Relationships between variables, hypotheses, and research conceptual model**

### **2.1. Family social support and work-family conflict**

The level of family support for employees has a significant impact on their well-being and physical and mental health. Employees who have more emotional support and physical care, not only have less stress at home, but they can reduce the negative effects of being busy and workplace stress at home, which reduces the work-family conflict. (French et al., 2108). In 2015, Li et al. conducted a study on employees of the Institute for Welfare and Psychological Disabilities, which found that employees with less emotional and psychological care in the family were more likely to have work-family conflict. The study also found that such employees had lower levels of life satisfaction and felt more depression. Another study by Pluut et al. (2018) on 112 employees found that social support as a variable source weakens the work-family conflict in relevant areas. According to the study, a supportive spouse reduces the emotional fatigue of the employee caused by work stress. Also, the support of spouses leads a decrease in the indirect effect of excessive work and work-family conflict. These findings suggest that a social support system can reduce the negative effects of excessive job demands such as employee fatigue and work-family conflict.

### **2.2. Work social support and work-family conflict**

Social work support, such as family social support, has a significant impact on work-family conflict. Employees, who do not have enough work support, have high job demands and excessive work because employers assign a lot of work to them regardless of their time, family, and emotional conditions, which increases the stress and mental pressure on the employee. Such employees are not able to spend enough time with their families due to their busy schedules, and on the other hand, they do not behave properly at home due to high mental pressure, which leads to increased work-family conflict. (Lambert et al., 2017). A study by Goh et al. (2015) on 135 employees found that excessive workloads increase work-family conflict and reduce the life satisfaction of the employee. The study also showed that employees with proper support from supervisors have less work-family conflict. Therefore, it can be claimed that excessive workload and support of the supervisor, respectively, lead to an increase and decrease in work-family conflict (Goh et al., 2015). In addition, another study on 327 Chinese project managers working in construction companies found that managers with proper organizational support (including supervisors and colleagues) had a less work-family conflict and were more committed to the company (Zheng and Wu, 2018).

### **2.3. Work-family conflict and repetitive thoughts**

Conflict between work and family roles creates stress for the person, forcing him/her to constantly think about this conflict (Segerstorm, et al., 2003). People with work-family conflict often can't do both of these roles in the best way or in the way they want. Thus, the person's mind is always confused as to why he/she has not been able to perform his/her role well in the family or at work (Xia et al., 2018). For instance, late-night work sessions that deprive a mother of the opportunity to watch her child's match can cause the mother to have repetitive thoughts about her child. This mind-altering strategy is inconsistent because it entangles the mind with stress. Therefore, the work-family conflict has a direct effect on RT, and the greater the work-family conflict, the greater the probability of RT for the person (Frone, 2015; Minnotte et al., 2013). This can also be explained by the Spillover theory. According to this theory, when people have time and space interference between work and family, they have a negative attitude and the resulting RT causes them to lose their focus on doing work. Also, RT has negative effects on a person's mental and physical well-being and causes him/her to be distracted (Feldman et al., 2010, Farjaleh Chaabi et al., 2022). In 2017, Davis et al. conducted a study on 203 employees to examine the impact of work-family conflict on employees' physical and mental health. According to this research, it has been proven that increasing work-family conflict leads to the creation and increase of RT in employees, which can cause many mental and physical injuries to them.

### **2.4. RT and innovative work behavior**

Repetitive and everyday thoughts can cause mental and psychological problems for people (Kelly et al., 2014). Recent psychological research has shown that RT causes people to think outside the box and ignore their inner desires in many areas of life. A study by Shira Baror (2016) shows that the capacity of the mind for creative thinking is significantly impaired by misconceptions, obsessive thoughts, and other models of mental load. Many psychologists believe that people always want to do things in repetitive ways, but researchers have shown that open-minded people are often looking for innovation and new ideas, not repetitive thinking (O'Loughlin, 2016). In fact, there are two processes of exploration and exploitation in the brain, and the exploratory dimension shapes innovative work behavior. But according to Bar Research (2016), it has been proven that the exploratory part of the brain of people with RT is weakened and eventually loses its power. For example, people may entangle their minds with a daily home expenses lists or memorize new customer names, or prepare to speak at a meeting. Repetition of these thoughts causes stress, anxiety, confusion, and depression in the person, all of which cause the weakness of the capacity of the mind and for a long time lead the brain to lack innovation and habit of repetitive thoughts. Therefore, the greater a person's RT, the lower the person's ability to innovate and the less he/she shows interest in innovative behavior (Bar, 2016).

### **2.5. The effect of family social support on RT by considering the mediating role of work-family conflict**

As mentioned earlier, work-family conflict causes people not to have enough time to do things properly at the workplace and in the family, which can lead to many mental worries (Ryan et al., 2015; Erdamar and Demirel, 2014). In other words, the conflict between family and work roles creates RT. One of the factors that can lead to a reduction in RT is family social support.

People with proper family support have less work-family conflict and therefore have less repetitive thoughts (Bhatia and Srilatha, 2016). A study by Drummond et al. (2017) found that people with a supportive family have more well-being because they have less work-family conflict. The results of this study showed that if the family understands the employee (woman in this research) and helps her with household chores, they will be less likely to have work-family conflict. As a result, they are more relaxed, happy and prosperous. This well-being also has a positive effect on their health. In addition, the two colleagues (2018) found that employees, who have less work-family conflict, were less likely to engage in RT and generally more successful and active in both work and family. In the present study, for the first time, the effect of family social support on RT is addressed by considering the mediating variable of work-family conflict

### **2.6. The effect of work social support on RT with the mediating role of work-family conflict**

Work-social support is another support that can reduce work-family conflict and thus reduce RT. Employees, who have instrumental and emotional support at the workplace, can not only take better care of their work at the workplace but are also less likely to neglect the essential issues of the family by using work support (Smith et al., 2019; Chen et al; 2016). For example, a manager who understands his/her employee, gives his/her employee time off in an emergency (such as taking a child to the doctor), or a supportive co-worker takes the person's responsibility; these supports make the employee have a less work-family conflict (Nohe and Sonntag, 2014). Taking care of work and family matters reduces the RT of the employee and brings him/her peace of mind (Li et al., 2015). In 2017, Lambert et al. conducted a study on 160 employees which found that employees, who had the support of a manager, co-worker, and supervisor, were less likely to experience stress and work-family conflict, resulting in less job transfer. In addition, Sonntag et al. (2016) proved in a study that people, who have more job stress, have more RT which causes sleep disorders for the person.

### **2.7. The effect of work-family conflict on innovative work behavior with the mediating role of RT**

Innovative work behavior greatly requires a calm mind that is free from daily worries. People with restless thinking are mostly less creative (Korzilius et al., 2017; Jimenez Jimenez and Sanz-Valle, 2011; Shani Yalagh et al., 2018). In other words, these people cannot benefit from the full creative capacity of their minds due to the great RT, and as a result, they have less innovation. RT deprives the individual of peace of mind and hinders one's creativity and innovation by occupying the mind with constant concerns (Wallace et al., 2016). As mentioned earlier, work-family conflict is one of the factors that lead to increased in RT (Dettmers, 2017). The greater the work-family conflict, the more RT and fewer innovation employees have. Vahle-Hinz et al. (2017) studied 63 employees over two years. According to this study, people have lower levels of creativity and innovation who have more work stress and have more RT to solve work problems. They suggest that employees should avoid thinking about work as much as possible out of office hours and reduce their RT in order to combat this negative effect.

According to the relationships between the variables and the explanation of the hypotheses, the conceptual model of the research can be presented in [Figure 1](#).

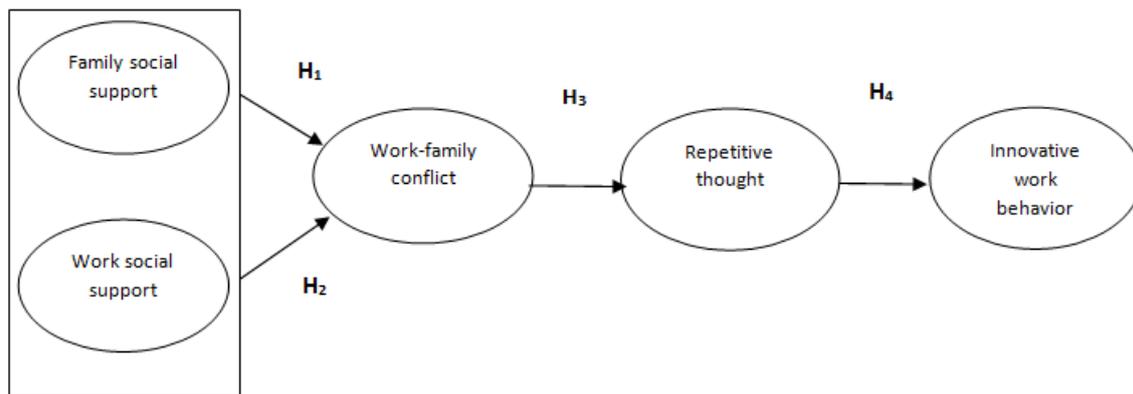


Figure 1. research conceptual model

### 3. Research methodology

The present study was a descriptive/survey in terms of the data collection method and applied in terms of purpose. After formulating the initial conceptual model of the research, we tested the relationships between the variables of the model. For this purpose, a questionnaire containing 53 questions was designed according to the standard measures of previous studies. In this questionnaire, family social support was assessed with 8 items from Carlson's (1999) studies. An example of these items is "my family members understand my working conditions well." Work-social support was assessed with 20 items from Anderson's (2002) studies. An example of these items is "I can easily commune personal or family issues with my supervisor." Work-family conflict was assessed with 9 items from Anderson's (2002) studies. An example of this is "My work life often interferes with my family responsibilities." RT was measured with 4 items from the 2010 Feldman study. An example of this is "I am constantly criticizing and blaming myself." Innovative work behavior was assessed with 12 items from Stauss's (2010) studies. An example of this is "I often find new approaches to do work tasks."

The criteria for the questionnaire have been localized in order to adapt to the conditions of Iranian advertising organizations using the back-translation method. The validity of the final questionnaire was confirmed through reviewing by 8 experts on organizational behavior management. Cronbach's alpha coefficient was also used to measure the reliability of the questionnaire according to Table 1. It should be noted that all criteria were measured using a 5-point Likert scale and within a range of "1 = completely opposite" to "5 = completely agree".

In this study, the statistical society includes female employees of advertising organizations in the two metropolises of Tehran and Mashhad. The sampling method was simple random and the sample size was 568 using Cochran's formula. 97 questionnaires were distributed between the statistical sample by e-mail and in-person referring, and 471 appropriate questionnaires were selected for data analysis. After collecting the data in order to analyze them and test the hypothesis of the relationship between the conceptual model, the structural equation model and the software of Amos (Edition 18) and SPSS (Edition 19) were used.

### 4. Research findings

Table 1 shows the Pearson correlation matrix, average, and standard deviation for all studied variables. The results of this table show that the average of all variables except malicious

creativity is more than 3. There is also a positive and significant correlation between the three variables at the level of confidence of 0.99.

**Table 1.** Average, standard deviation, reliability and correlation of variables

5	4	3	2	1	Standard deviation	Average	Variables
-	-	-	-	.740	.74	3.82	Family social support
-	-	-	.836	.587**	.67	3.43	Work social support
-	-	.863	-.191**	-.200**	.63	3.40	Work-family conflict
-	.863	.517**	.332**	-.192**	.58	3.47	RT
.816	-.310**	-.291**	.631**	.611**	.93	2.81	Innovative work behavior

\* Note: \* correlation [a sequence] at the significance level of 0.05 >p; \*\* correlation at the significance level of 0.01 >p

The values presented in the main diameter of the matrix are AVE square root.

Also, the goodness of fit index (GFI) of the questionnaire was evaluated and the results of the evaluation showed that all these indexes are within the standard range. According to the evaluation, the chi-square coefficient ( $\chi^2$ ) is equal to 740,783, the degree of freedom (df) is equal to 289 and the relative chi-square ( $\chi^2 / df$ ) is equal to 2.56. Moreover, the normed fit index (NFI), comparative fit index (CFI), root mean squared residual (RMR), the goodness of fit index (GFI), and root mean square error of approximation (RMSEA) are 0.903, 0.918, 0.057, 0.859 and 0.22, respectively.

Before evaluating the proposed structural model, it is necessary to examine the significance of the regression weight of the various structures of the questionnaire in predicting the relevant items to ensure the fit of the measurement models and the applicability of their items in measuring the structures. This was accomplished using the Confirmatory Factor Analysis (CFA) technique. As the results show, the factor loads of the items related to each variable are more than 0.5. The AVE criterion was used to investigate the convergent validity of the research. This index indicates the amount of variance that a structure (possibly variable) derives from its indicators. For this criterion, Fornell and Larcker (1981) suggest values greater than 0.5 because this value guarantees that at least 50% of the variance of a structure is defined by its indicators. As shown in [Table 3](#), all variables have values above 0.50. Construct reliability (CR) makes it possible to examine the internal compatibility of indicators that measures a concept. This index is calculated based on Cronbach's alpha coefficient. The value of this indicator must be greater than or equal to 0.7.

Differential validity indicates whether an item is different from other items in the model (Fornell & Larcker, 1981). To calculate differential validity, the second root of AVE must be calculated. This value must be greater than the correlation value of the other items. [Table 1](#) shows the calculated values. The values of the main diameter in the table indicate the second AVE root and the other values also indicate the correlation between the items. It is observed that all items conform to the conditions and therefore it can be stated that the items have differential validity. The results of the confirmatory factor analysis along with the two indicators of AVE and CR as well as Cronbach's alpha of the variables are presented in [Table 2](#).

Table 2. Confirmatory Factor Analysis (CFA) results for questionnaire items

Cronbach 's α	CR	AVE	T- value	Factor loading	item	Dimension	Construct
0.904	0.842	0.549		0.684	Q1		Social support
			13.59	0.789	Q2		
			13.28	0.769	Q3		
			11.29	0.645	Q4		
			12.29	0.706	Q5		
			13.88	0.809	Q6		
			14.26	0.834	Q7		
			11.66	0.668	Q8		
0.797	0.765	0.699		0.713	Q9	Manager	Work social support
			14.34	0.805	Q10		
			13.29	0.744	Q11		
			13.81	0.774	Q12		
			12.97	0.726	Q13		
			13.05	0.731	Q14		
				0.566	Q15	Organization	
			8.74	0.561	Q16		
			8.87	0.573	Q17		
			9.18	0.602	Q18		
			10.75	0.766	Q19		
			10.33	0.718	Q20		
			10.52	0.739	Q21		
			10.60	0.749	Q22		
			0.79	0.044	Q23		
			9.14	0.598	Q24		
			9.32	0.615	Q25		
			10.09	0.692	Q26		
			8.98	0.583	Q27		
			9.02	0.587	Q28		
	0.723	Q29	Work-family conflict				
11.67	0.634	Q30					
14.04	0.759	Q31					
14.11	0.763	Q32					
15.53	0.837	Q33					
14.49	0.783	Q34					
14.89	0.804	Q35					
13.79	0.746	Q36					
12.26	0.666	Q37					
0.919	0.951	0.746		0.771	Q38		RT
			11.61	0.645	Q39		
			14.49	0.811	Q40		
			12.66	0.701	Q41		
0.823	0.888	0.732		0.598	Q42	Idea generation	Innovative work behavior
			6.40	0.374	Q43		
			10.54	0.689	Q44		
			11.33	0.765	Q45		
			12.09	0.847	Q46		
			11.90	0.826	Q47		
			11.06	0.738	Q48		
				0.797	Q49	Idea explanation	
0.854	0.801	0.667	14.91	0.809	Q50	Idea implementation	
				0.782	Q51		
			14.16	0.734	Q52		
			13.56	0.707	Q53		

Figure 2 shows the fit SEM model and clarifies the intensity of the relationships between the variables. According to available sources, in a desirable structural equation model, it is necessary to have a non-significant Chi-square, a Chi-square to a degree of freedom ratio of less than 3, a normed fit index, and a goodness of fit index greater than %80., a comparative fit index greater than 0.9, The root mean squared residual less than 0.09, and root mean squared error of approximation less than 0.08. For the fitted structural equation model, Chi-square is equal to 793.157, the Chi-square to a degree of freedom ratio is equal to 2.688, and NFI, CFI, and GFI are 0.905, 0.800, and 0.93, respectively, RMR is 0.066; RMSEA is 0.074. All of the fit indexes of the final model are more favorable than the predetermined fit points, which indicates the proper fit of the model.

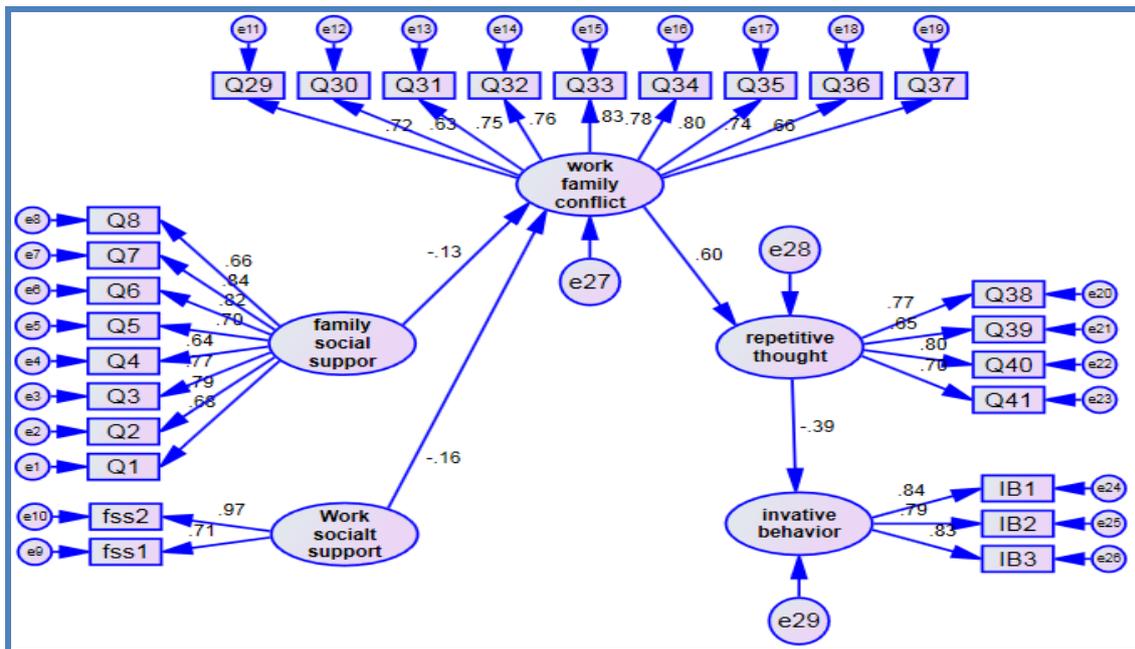


Figure 2. Structural equation model

In the fitted model, all direct effects between the variables are significant at the level of confidence of 0.95. ( $p < .05$ ,  $t > 1.96$ ). As shown in Table 3, the coefficient of the effect of family social support and the workplace on the work-family conflict is estimated to be -0.13 and -0.16, respectively, both of which are negative and significant ( $p < .05$ ,  $t > -1.96$ ). The effect of work-family conflict on RT is estimated to be 0.60, which is also significant ( $p < .05$ ,  $t > 1.96$ ). Finally, the effect of RT on innovative work behavior is -0.39, which is significant at the level of confidence at 0.95, considering the p-value (0.000) and t-value (-6.220), and this hypothesis is also confirmed.

Table 3. Standardized structural estimates of the structural model

			Estimate	S.E.	C.R.	P	result
work_family_conflict	<---	family_social_support	-.132	.051	-2.293	.022	support
work_family_conflict	<---	Work_socialt_support	-.161	.059	-2.835	.005	support
repetitive_thought	<---	work_family_conflict	.605	.071	9.245	***	support
invative_behavior	<---	repetitive_thought	-.390	.043	-6.220	***	support

In order to test the fifth to seventh hypotheses of the research, which examines the mediating role of work-family conflict and RT, the Amos bootstrap method was used. Based on the analysis, the indirect effect of work-social support on RT is significant ( $\beta = -0.098$ , p-value = 0.009). Also, the indirect effect of family social support on employee RT is significant at a confidence level of 0.95 ( $\beta = -0.080$ , p-value = 0.014). Finally, the indirect effect of work-family conflict on innovative work behavior ( $\beta = -0.236$ , p-value = 0.000) is significant, so hypotheses 5 to 7 are confirmed. The results of the hypotheses test 1 to 4 of the study are summarized in Table 4.

Table 4. Significance of indirect effects

	$\beta$	p- value	result
Work_socialt_support→ work_family_conflict → repetitive_thought	-0.098	.009	support
family_socialt_support→ work_family_conflict → repetitive_thought	-0.080	.014	support
work_family_conflict→ repetitive_thought → invative_behavior	-0.236	.000	support

## 5. Discussion and conclusion

The present study examines the impact of social support (work social support and family social support) on innovative work behavior in organizations, taking into account the mediating variables of work-family conflict and RT among women working in advertising companies. This research examines the impact of social support on innovative work behavior through modeling and testing 7 hypotheses that have led to the formation of the conceptual model of the research. Based on the results of the conceptual model test, it can be argued that all the hypotheses presented in the study have been confirmed, leading to a new solution to increase innovative work behavior in the organization. In the first and second hypotheses, the role of social support (family social support and work social support) on work-family conflict was confirmed as an independent variable. In other words, the moral support of family members and the work environment for women working in advertising companies reduces the work-family conflict for them. Women in the family are mainly responsible for important tasks such as raising children and taking care of household chores. On the other hand, women working in advertising companies usually spend more than 8 to 10 hours at the workplace. Therefore, a lot of work pressure is imposed on these women from both environments (family or work environment), which can lead to an increase in the work-family conflict for them. However, the spiritual and material support of members of the workplace and family, such as the manager or spouse can reduce women's conflicts in both environments, which in turn reduces the RT of the employee. In this case, the employee can devote more time and energy to her family or work, which leads to a reduction in the work-family conflict. These findings are consistent with the studies (French et al., 2018, Drummond et al., 2017). Thus, according to the theory of the gender role, as well as the results of this study, it can be argued that work-family conflict decreases in these people as long as managers, colleagues, spouses and other family members support women working in advertising companies, both materially and emotionally.

Based on the results of this study, the third hypothesis was confirmed, which indicates the relationship between work-family conflict and RT. In other words, it can be said that increasing the work-family conflict in women working in advertising organizations leads to an increase in their RT. These findings are consistent with the research (Feldman et al., 2010, and Davis et al., 2017). Based on the findings, according

to spillover theory, it can be argued that women working in advertising companies cannot perform their duties desirably and properly due to the high responsibilities at both the workplace and home, and sometimes they neglect some of their tasks because of lack of time. This negligence or lack of fulfillment of responsibilities in a desirable way leads to concerns in these women that are repeated in their minds over and over again every day and creates the RT. This RT has significant negative effects on the body and their thoughts and leads to a decrease in their concentration.

Based on the fourth hypothesis of the research, the relationship between RT and innovative work behavior was confirmed, and these results are consistent with studies (O'Loughlin, 2016, Bar 2016). Innovative thinking contrasts with repetitive and obsessive thoughts. In addition, people with RT suffer from weakness in the exploratory part of the brain, or lose their desire for creativity and innovation due to the high RT. Thus, RT leads to a reduction in innovative work behavior in women working in advertising companies. Since innovation in these agencies plays a special role in the market and is considered as a competitive advantage, RT resulting from work-family conflict, which leads to a reduction in innovative behavior in female employees, can be detrimental for these companies.

## 6. Limitation and Recommendation

Various factors can affect work-family conflict, in which only the variable of social support is considered in this research. Future studies can consider other variables such as interpersonal justice, conflict, and role ambiguity as factors influencing work-family conflict. Also, the lack of considering demographic variables such as education and work experience as moderating variables is another restriction of this research. It seems that each of these factors can affect the level of RT or work-family conflict in the workplace. Future research can examine innovative work behavior in other jobs related to innovation and creativity such as: clothing design, interior design, architecture, and quality management.

## 7. Author Contributions

Author 1, general framework planning, content editing and analyzing and submission.

Author 2, collaboration in general framework planning, selection of approaches. Author 3, write the paper, reviewed and approved the final version of the manuscript.

## 8. Conflicts of interest

There are no conflicts of interest.

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