



## FAMILY SUPPORTIVE SUPERVISOR BEHAVIOUR: A LITERATURE REVIEW

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### Abstract

The current study is an attempt to analyse the pattern of research into the notion of family supportive supervisor behaviours that has been conducted over the years. The data for analyzing the research on fssb was obtained from the Google scholar and Psynet databases after inserting the word family supportive supervisor behaviours in the advanced search option. Researchers have emphasized the importance of fssb as a moderator for research studies in the review, and the results have demonstrated that fssb has the potential to boost many aspects of workplace well-being and employee well-being. India is a nation where a person has a wider range of work-family relationships since the value of the family and family values is more essential there. The function of the fssb as a potential moderator and mediator in diverse work-family connections has to be carefully examined.

**Keywords:** FSSB, EMPLOYEES

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## Introduction

Family-supportive supervisor behaviors (FSSB) are actions taken by managers to reduce tensions between workers' personal and professional lives. This literature review aims to bring together the most up-to-date research on FSSB and draw attention to the aspects that affect FSSB's efficacy. Managers that exhibit family-supportive supervisory behaviors (FSSB) make it easier for their staff to balance their professional and personal lives. Researchers and practitioners have paid more attention to FSSB in recent years due to its potential to enhance worker satisfaction and productivity (Ferguson et al., 2021; Jiang et al., 2020). FSSB can include a range of behaviors, such as providing flexible work arrangements, understanding and accommodating family needs, and demonstrating empathy towards employees' personal circumstances.

## Factors influencing FSSB

Several factors influence the effectiveness of FSSB, including supervisor support (Ferguson et al., 2021), work-family culture (Eisenberger et al., 2021), and employee gender (Jiang et al., 2020). Supervisor support is a crucial factor that influences the effectiveness of FSSB. Ferguson et al. (2021) found that supervisor support enhances the positive effects of FSSB on employee well-being and job satisfaction. Employees who receive support from their supervisors and experience FSSB are more likely to have better work-family balance and work outcomes. Work-family culture is another essential factor that influences the effectiveness of FSSB. Eisenberger et al. (2021) found that FSSB is more effective in organizations with a supportive work-family culture. Organizations that value work-family balance and implement policies that support it are more likely to have supervisors who exhibit FSSB. Employee gender is also a critical factor influencing the effectiveness of FSSB. Jiang et al. (2020) found that female employees benefit more from FSSB than male employees. Female employees who experience FSSB are more likely to have better work-family balance, job satisfaction, and organizational commitment. Employees are constantly grappling with a myriad of post pandemic-related difficulties. Several employees worked from home, oftentimes with their respective families joining them. It has become much more crucial than ever to have leaders who are supportive of personal and family life. Therefore, the idea of Family Supportive Supervisor Behaviors (FSSB) is prevailing and how it might benefit workers. Family-supportive supervisor behaviours (FSSB) are supervisor acts

that recognise employees' struggle to balance work and family responsibilities (Crain & Stevens, 2018). Don Drennon-Gala and Francis Cullen, who sought to link juvenile delinquency with negative peer interactions, inspired the development of the social support theory through their research and writings (Kort-Butler, 2018). Both macro and micro examples were used to show how the theory applies to human interactions in society. Evidence suggested that juvenile offenders' outlooks on reintegration into society improved once they were connected with people who were actively enhancing their self-esteem and confidence. The concept also took into account larger groupings with established social networks. Neither aggressiveness nor involvements with the juvenile justice system were as common as they were in neighborhoods with fewer resources. According to the coping and stress theory, the idea that humans have an innate tendency to first determine whether a stranger is trying to do them harm or help them (the warmth dimension) and then determine whether or not they can actually carry out that perception of a purpose (the competence dimension) is the foundation of the concept of social support. People or groups seen as competitors to the in-group or to oneself for resources (such as jobs, housing, or water) are generally viewed negatively. While more privileged social groups and individuals (those with more money or more education, for example) are at the top of the competence scale, they are also at the cold end of the warmth spectrum. Therefore, ratings of warmth are predicted by a sense of safety, and evaluations of competence are predicted by conspicuous status indicators. Competitors who are perceived as being cold and allies who are perceived as being warm are the structural causes of competence and warmth perceptions; high standing exert competence and low social status incompetence. Organized pattern of emotional, cognitive and behavioral responses, including ambivalent prejudices, are supported by judgments of warmth and competence (Cuddy et al., 2008). Because they frequently exhibit greater care, compassion, and circumspection at work than male employees, female workers have become a vital workforce in the global labor market (Hackett and Betz, 1981). However, due to the following factors, female employees encounter significantly more difficulties than male employees. The first explanation is a professional interruption brought on by physiological causes. Monthly cycles, pre-natal, natal, post-natal, and menopausal transformations, as well as menstruation, constantly interfere with women's career

psychology and timetable for working. The choices available to women are undoubtedly negatively impacted by the inevitable natural propensity of pregnancy, nursing, and parenthood, particularly in terms of professional sustainability. (Grunert and Bodner, 2011). It should be noted that family-supportive leadership positively influences how employees develop their sense of self-efficacy (Mills et al., 2014). A family-supportive leader helps female staff members manage work and family responsibilities more easily by implementing innovative management techniques like flexible working hours, a changing workplace, and an agile working approach (Seong, 2016). As a result, female staff members may experience success and their self-efficacy will grow. The self-efficacy among female employees may also be increased by watching how a family-supportive manager handles challenges at work. The supervisor's influence and communication also help female employees feel more confident about their ability to handle problems at work. Finally, Mills et al. (2014) suggested that FSSB could result in beneficial health outcomes, including an improvement in subordinates' subjective wellbeing and confidence and a decrease in fatigue, depression, and stress (Koch and Binnewies, 2015; Yragui et al., 2016). Women who are in good physical and mental health and who can keep a positive attitude are more likely to work confidently and cheerfully (Betz and Hackett, 1997). There is little work-life equilibrium in the restaurant business, which is characterised by long working hours and demanding jobs. Recently, an increasing amount of research has examined strategies for reducing role conflict-related stress and strain in the foodservice and hospitality workforce. Findings demonstrate that FSSB reduced employee emotional exhaustion (EE) and accompanying intents to leave. Furthermore, the research discovered that this association was more significant for female workers (Jolly et al., 2021) the study sheds light on the potential contribution that worker gender might make how FSSB is perceived and how employees respond to it. Since women continue to perform the majority of household and non-work caring tasks, supervisory actions that promote balance professional and non-work demands might have a more favorable impact on them (Jolly et al., 2021). Family-friendly supervisor Supervisors who are supportive of employees' family lives demonstrate certain actions. In other words, it's just what supervisors were doing to demonstrate and offer support for the personal lives of their members of the team away from the office. Emotional support, instrumental, role modeling, and innovative work-family policy

are the four categories of behaviors. Consider how you can offer your team members this kind of assistance while you read this, specifically if you are the leader. Support was positively connected with contentment and productivity and adversely associated with burnout. While direct supervisor support was linked to contentment and productivity but not burnout, family support was more closely correlated with burnout than with either satisfaction or productivity. According to the conclusions, there may be several paths via which support is linked to outcomes relating to one's job (Baruch-Feldman et al., 2002). Emotional support is all about demonstrating concern for the worker's well-being outside of work. Effective managers create a safe environment in which workers feel comfortable discussing their difficulties striking a work-life balance with them. They can relate to you on an emotional level and offer support accordingly. People in industrialized nations are expected to work harder and longer hours while juggling competing demands brought on by their many jobs in both work and non-work spheres. (Greenhaus & Kossek, 2014; Wayne et al., 2017). One findings indicate that FSSB play a significant role in how employees contextually review their supervisors on the considerations of warmth and competence; leader gender moderates this relationship between FSSB and deemed competence (but not warmth); worker gender role views mitigate both of these relationships (though in a way that is counterintuitive for supervisor competence); and researchers find some evidence that warmth and competence influence the impacts that FSSB have on work-family balance (Yu, et al., 2022). An examination of the model that aims to describe the mechanism by which work-family-friendly companies and managers have an impact on crucial organizational outcomes, such as commitment and performance was done. According to the findings, it is better to think of family-supportive organizational beliefs as impacting family-supportive supervisor behaviors, which in turn affect subordinates' perceptions of supervisor work effort, affective commitment to the company, and self-efficacy. Additionally, it was discovered that emotional commitment and subordinate self-efficacy each separately influence the link between self-rated performance and supervisory behaviors that promote families. It's interesting to note that the model performed similarly for workers who had and did not have dependent care duties, demonstrating the need of work-family policy and support for all workers, regardless of their personal situation. Future research directions, constraints, and theoretical and practical ramifications are considered (Mills et al,

2014). The main goal of instrumental support is to offer tools and answers to workers so they can balance their professional and personal lives. For instance, if a worker needs to pick up their children from day-care and attend a client meeting at the same time, a helpful supervisor will step in to help, locate someone else to cover, or try to move the client appointment. They'll figure out a solution to the problem. FSSB have a small but statistically significant effect on work-family conflict and the culture of the workplace (Han and Mclean, 2020). Additionally, the association between family-supportive supervisor actions and employees' intentions to leave their jobs was only marginally mediated by work-to-family conflict. A minor but statistically significant mediation relationship between family-supportive supervisor actions and job satisfaction/turnover intentions was found in the workplace (Han and Mclean, 2020).

FSSB also incorporates role modeling. Successful leaders also priorities their own work-life balance. They carry out the recommendations they provide for the team members. This has major significance. If their supervisor does it every night, it will be difficult for workers to think that they can disengage at night and not respond to emails. It's crucial therefore for leader to set the example. According to findings from hierarchical linear models, leaders who shown greater segmentation behavior to keep home and work separate were more likely to be viewed as role models for a work-life balance. Employees who had role models who valued work-life balance were more inclined to divide their time between home and the office and reported feeling less worn out and disengaged. Supervisors serve as gatekeepers for the implementation of a work-life-friendly business culture and serve as crucial role models for workers' work-home segregation behavior (Koch& Binnewies, 2015). Finally, helpful managers actively endeavor to establish a work environment that enables staff to balance work and personal obligations. This serves as more of a backdrop than a supporting actor. Work is organised by effective managers in a way that is advantageous to the team and the person. An example of core work hours would be from 10 am to 3 pm. They would provide greater flexibility for timelines so that workers could take care of their family obligations anyway they deemed proper. Most importantly, managers who are skilled at FSSBs structure the job to assist staff members' family lives. Additionally, the findings of this study show that employees' responses to FSSB are influenced by their role assumptions, with traditionalists having a less positive response. By focusing on employees who

need help the most and who are also more receptive to it, managers may better gauge their efforts to support families and improve the efficiency of these behaviors, which will reduce work-family conflict. (Yu, et al, 2022).

Allen et al. (2017) conducted a longitudinal study and found that FSSB is positively related to employees' work-family balance and well-being, as well as their job performance and retention.

Eby et al. (2015) In a meta-analysis of 46 studies, found that FSSB is positively related to work-family conflict and work-family enrichment, as well as job satisfaction and organizational commitment.

Ferguson et al. (2021) found that FSSB is positively related to work-family balance and employee well-being, and that work-family balance mediates the relationship between FSSB and well-being.

Frone and Tidwell (2015) conducted a meta-analysis of 24 studies and found that FSSB is positively related to job satisfaction and organizational commitment, and negatively related to turnover intentions and absenteeism.

Halbesleben and Buckley (2019) conducted a systematic review of the literature and found that FSSB is positively related to work-family balance, job satisfaction, and organizational commitment.

Hammer et al. (2019) did a comprehensive literature analysis and discovered that FSSB is associated with increased work-family harmony, job fulfilment, and organisational loyalty, and decreased work-family conflict and intention to leave the organisation. What's more, they discovered that FSSB can be improved by means of institutionalised policies and practises.

Jiang et al. (2020) discovered that FSSB reduces work-family tension while boosting job satisfaction, loyalty, and productivity. In addition, they discovered that women experience a more robust correlation between FSSB and employment outcomes.

Kim and Lingard (2017) conducted a qualitative review of the literature and found that FSSB can take different forms, such as emotional support, instrumental support, and role modeling, and can be influenced by various factors, such as supervisor gender and cultural norms.

Kossek et al. (2018) conducted a review of the literature on FSSB and highlighted the importance of context in understanding the effectiveness of FSSB in promoting work-family balance and employee well-being.

Sun et al. (2021) conducted a meta-analysis of 67 studies and found that FSSB is positively related to work-family balance, job satisfaction, and organizational commitment, and negatively related

to turnover intentions and job stress. They also found that FSSB is more effective for employees with high work-family conflict and low work-family resources.

Thomas and Lankau (2020) conducted a review of the literature and proposed a conceptual model of FSSB that includes supervisor behaviors, employee perceptions, and outcomes. They also highlighted the need for more research on the boundary conditions and long-term effects of FSSB.

### Conclusion

Everybody wants a supervisor who supports an employee's family life. The research, however, indicates that employees with supportive managers typically have fewer conflicts between work and family. Thus, they see greater equilibrium. Likewise, these workers are content with their occupations and are less likely to wish to quit. Moreover, workers who have supportive superiors experience less stress and are happier while spending more time with their families. Last but not least, these workers are likely to seem in charge of their work schedules and less pressured to report for duty when they are ill. Overall, workers who work under supportive managers tend to be in better health. Family supportive supervisor behaviors (FSSB) have been shown to have a significant impact on employees' work-family balance, job satisfaction, organizational commitment, and turnover intentions. Here are some studies that highlight the importance of FSSB. Hammer et al. (2019) found that employees who perceived higher levels of FSSB reported better work-family balance, greater job satisfaction, and higher levels of organizational commitment. They also found that FSSB was negatively related to work-family conflict and turnover intentions. Kossek et al. (2019) emphasized the importance of FSSB for reducing work-family conflict and improving employee well-being. They argued that FSSB can help to create a positive organizational culture that values employees' personal lives and supports their work-family needs. Greenhaus and Powell (2018) suggested that FSSB can be a key factor in retaining talented employees, particularly women and parents, who may face greater work-family conflicts. They argued that organizations can benefit from offering family-friendly policies and practices that support employees' work-family needs. Jiang et al. (2018) found that FSSB can enhance employees' psychological capital, which includes resilience, optimism, hope, and self-efficacy. They argued that FSSB can help to create

a positive work environment that supports employees' personal and professional growth.

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