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**Family-Supportive Workplace Relationships and Employee
Sustainability**

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Abstract

Emergence of the positive psychology movement in tandem with the growing documentation of the limitations of the predominant focus of organizational research on performance at the expense of employee well-being, has underscored the importance of sustainable management of employees. The importance of participation in the work and family domains to employee well-being and sustainability, has given a renewed impetus to understanding employees' experience of the work-family interface. To mitigate the much-documented well-being implications of ineffective integration of the work and family domains, several organizations have adopted family-supportive practices. Research has since shown such practices to contribute to positive experiences of the work-family interface leading to enhanced employee and organizational well-being.

Despite these documented benefits, there is evidence that employees tend to be reluctant to utilize these formal family-supportive practices because of the negative repercussion for their careers (Leslie, Manchester, Pak, & Mehng, 2012; Perrigino, Dunford, & Wilson, 2018). As a supplement to these formal practices, research increasingly shows that supervisors' family-supportive behaviors (FSSB) tend to be more widely utilized and are more effective in promoting work-family integration and its resulting employee and organizational well-being outcomes. Accordingly, much research has examined antecedents of FSSB as a specific form of workplace social support. Although research has examined individual and contextual drivers of FSSB, this research has not been integral to the strategic approach to the management of employees. A related stream of research has, however, examined supervisor training in family-supportive supervision as an intervention strategy (Hammer, Kossek, Anger, Bodner, & Zimmerman, 2010; Odle-Dusseau, Hammer, Crain, & Bodner, 2015; Kossek et al., 2024) and a driver of family-supportive supervision. For example, Hammer and colleagues (2010) found that subordinates of supervisors who had

received training in family-supportive supervision reported improved physical health symptoms.

Although this stream of research documents the positive impact of family-supportive supervision interventions on FSSB, it only focused on training which is a single component of an HR system. The absence of such an HR system implies that we do not yet know whether employees' experience of the work and family interface can be impacted by an organization's strategic management of employees and ultimately, human sustainability. Similarly, and given the role of leadership in shaping employees' experience of work, we do not yet know the extent to which leader behaviors complement a family-supportive HR system to shape a family-supportive work climate. Addressing this omission is particularly important as the devolution of HR authority to line managers suggests an increasing role for managers in the implementation of HR systems.

Full Paper awaiting publication