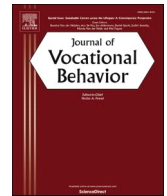




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A meta-analytic review of family supportive supervisor behaviors (FSSBs): Work-family related antecedents, outcomes, and a theory-driven comparison of two mediating mechanisms

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ABSTRACT

This quantitative review systematically integrates the antecedents and outcomes of Family-Supportive Supervisor Behaviors (FSSBs) through bivariate meta-analysis and meta-analytic structural equation modeling (MASEM). Utilizing data from 231 primary studies, which are drawn from 213 sources ($N = 118, 100$), we examined a set of hypotheses exploring the antecedents and consequences of FSSBs. We also conducted a comparative analysis of the explanatory power of two theoretical perspectives: the resource-based view (operationalized as work-family conflict and work-family enrichment) and the social-exchange perspective (operationalized as leader-member exchange relationship). Our results showed that the social-exchange perspective accounted for a greater proportion of FSSBs' impacts on work outcomes (i.e., in-role performance, and job satisfaction), while the resource-based perspective predominantly elucidates FSSBs' influence on employee wellbeing (i.e., burnout). In doing this, we unveiled nuanced insights into the nomological network surrounding FSSBs. Based on these results, we develop a future map for this growing body of research.

1. Introduction

Over the past few decades, employees have faced a persistent challenge in managing the balance between work and family, compounded by ongoing technological and economic changes. Concurrently, an increasing body of research has revealed the significance of social support, such as that received from supervisors and perceived organizational support, in assisting employees in navigating their work-life balance (Kossek et al., 2011). More recently, there has been a surge in research attention directed at supervisor support aimed specifically at assisting employees in fulfilling their family responsibilities. In response to this demand, Hammer et al. (2009) introduced a conceptual framework for a novel leadership style: Family-Supportive Supervisor Behaviors (FSSBs), which encompasses supportive behaviors from supervisors to empower employees in handling both work and family responsibilities effectively.

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Since its introduction in the literature, researchers have uncovered positive associations between FSSBs and a range of favorable employee outcomes, including organizational commitment (Basuil et al., 2016), organizational citizenship behaviors (OCB; Choi et al., 2018), job performance (e.g., Rofcanin et al., 2017), team performance (e.g., Staub, 2012), employee well-being (e.g., Koch & Binnewies, 2015), and a negative correlation with work-family conflict (e.g., Hammer et al., 2013). In addition to the positive outcomes of FSSBs, researchers have also identified some organizational factors, such as flexible work schedules (Breugh & Frye, 2007) and a family-supportive culture, that are likely to enhance the exhibition of family-supportive supervisor behaviors (Las Heras et al., 2015).

Despite the well-documented positive outcomes of FSSBs, there are inconsistencies in explaining how FSSBs lead to positive employees' work and nonwork outcomes. First, the dominant theoretical perspective, the resource-based view, has received mixed support. This view conceptualizes FSSBs as resources (e.g., emotional resources, instrumental resources) provided by supervisors. Subordinates can harness these resources to address their work and family demands, leading to positive outcomes in both work and nonwork domains (e.g., Hammer et al., 2009). In such studies, work-family conflict is the most frequently used mediator, underlining that FSSBs can alleviate resource conflicts between work and family (e.g., Frye & Breugh, 2004; Hammer et al., 2013; Muse & Pichler, 2011). However, empirical studies have yielded inconsistent results. For instance, some studies have demonstrated that work-family conflict effectively mediates the relationship between FSSBs and various outcomes, such as work-family balance, job satisfaction, and family dinner behaviors (Greenhaus et al., 2012; Hwang & Ramadoss, 2017; Thomas & Ganster, 1995; Allen et al., 2008). In contrast, other research failed to yield similar results (e.g., Odle-Dusseau et al., 2012).

In addition to the resource perspective, other studies have employed the social exchange angle to explain the positive effects of FSSBs (Bagger & Li, 2014). According to this view, when leaders meet employee expectations, they tend to develop mutually beneficial relationships with their supervisors. When leaders assist employees in better balancing their work and family responsibilities through FSSBs, supervisors and subordinates establish high-quality exchange relationships. As a result, employees exhibit improved work attitudes and job performance. While the quantity of research is limited, it indeed supports the mediating role of the social exchange relationship (operationalized as LMX) between FSSBs and job satisfaction, in-role performance, and voice behavior (e.g., Bagger & Li, 2014; Yin et al., 2023).

The inconsistencies in these two perspectives warrant further theoretical exploration and empirical support. First, as some studies do not support the mediating role of work-family conflict, it is possible that the explanatory power of the resource-based view varies when applied to FSSB and different outcome variables. In other words, the resources provided through FSSBs may only impact some employee outcomes but not others. Second, although limited in quantity, existing studies have demonstrated the significant explanatory power of the social exchange perspective. The social exchange perspective requires more empirical support in explaining the positive effects of FSSBs. Comparing the explanatory power of these two perspectives can enhance our understanding of the mechanisms underlying the impact of FSSBs.

Based on the considerations outlined above, this paper intends to make two contributions through meta-analytical methods. First, through a systematic review of existing literature, our first aim is to provide a meta-analysis of the antecedents and consequences of FSSBs. Over a decade has passed since the last meta-analysis (i.e., Kossek et al., 2011). Research on FSSBs has significantly expanded, revealing numerous new variables related to FSSBs. Many of these variables were not included in Kossek et al. (2011), especially the potential antecedents of FSSBs. Furthermore, many organizations have extended the remote work practices initiated during the COVID-19 pandemic, further blurring the boundaries between work and family life (Fisher et al., 2020). These conceptions call for research attention on FSSBs (e.g., Chambel et al., 2022). Consequently, we believe it is time to comprehensively synthesize the FSSBs literature. By doing so, our meta-analytic review will build upon previous quantitative and qualitative review endeavors and offer a first-inclusive empirical examination of its nomological network (Crain & Stevens, 2018; Kossek et al., 2011). Furthermore, our meta-analytical review is an extension of the review study by Crain and Stevens (2018) by revealing how and why FSSBs are critical for organizations to adopt and implement as training programs and the inclusion of less studied but equal outcomes such as well-being and life satisfaction. Relatedly, our findings highlight the crucial role of developing family-supportive interventions and developmental opportunities.

More importantly, our second aim is to reconcile the inconsistent findings by comparing the two theories of FSSBs, using meta-analytical data. As mentioned above, two theoretical perspectives dominate in elucidating how FSSBs influence employees' job attitudes, job performance, and well-being, and it remains uncertain which perspective has more explanatory power. We suggest that prior research may have underestimated the role of the social exchange perspective in comprehending the impact of FSSBs. It is highly probable that the resource perspective and the social exchange perspective possess distinct explanatory abilities when elucidating the relationship between FSSBs and various outcome variables. Our second contribution relates to expanding our theoretical understanding of how and why FSSBs lead to employee outcomes; by means of shedding light on two parallel mediating mechanisms and hence drawing a more nuanced future guide of research (e.g., Greenhaus et al., 2012; Hwang & Ramadoss, 2017; Kim et al., 2016).

To fill these gaps in the literature, we initially conducted a bivariate meta-analysis of both the antecedents and outcomes of FSSBs, providing a comprehensive overview of the construct's nomological network. Second, guided by theory, we examine two parallel mechanisms to comprehend how FSSBs influence employee outcomes: a resource-based view that incorporates a work-family enrichment and conflict perspective, and a social exchange view operationalized as LMX. Overall, we aim to provide an overview of the FSSBs research and outline future research directions in this vital area of study.

2. Theories and hypotheses

2.1. The conceptualization of family-supportive supervisor behaviors

Family-supportive supervisor behaviors (FSSBs) are defined as the “enacted behaviors that are exhibited by supervisors that are supportive of families” (Hammer et al., 2009, p. 838). In essence, FSSBs are the work–family specific type of social support that includes four dimensions: emotional support, instrumental support, role modeling, and creative work–family management (Hammer et al., 2009). Emotional support refers to the perceptions of employees that they are being cared for and their feeling of being valued by their supervisors. Instrumental support refers to the work-related flexibilities that supervisors might offer to employees that allow them to balance work and family responsibilities. Role modeling behaviors encompass the behaviors exhibited by supervisors to balance their own work and family, which their employees can then emulate. Implementation of creative work–family management policies means that supervisors think about how to redesign subordinates’ work to enable them to avoid work–family conflict without impacting their subordinates’ work productivity (Hammer et al., 2007).

FSSBs differ in important ways from general supervisor support and organizational support. For example, general supervisor support and perceived organizational support focus on the emotional and instrumental support enacted by supervisors or the organization that is particularly intended to improve employees’ well-being (Kossek et al., 2011). In contrast, family-supportive supervisor behaviors refer to content-specific support (e.g., work–family support) provided by supervisors, which aims to support employees in better managing their work and nonwork demands (Crain & Stevens, 2018). A recent meta-analytic review found that supervisor support has different impacts on work-to-family conflict/family-to-work conflict compared with other types of social support (French et al., 2018). Hence, it is essential to conduct a meta-analytic review focusing on FSSBs to clarify these behaviors’ unique pathways. Fig. 1 shows the antecedents and outcomes included in this study.

2.2. Part 1. Exploring the Nomological Network of FSSBs

In this part of the paper, we aim to explore the antecedents and various categories of the outcomes of FSSBs.

2.3. Antecedents of FSSBs

Research on the antecedents of family-supportive supervisor behaviors (FSSBs) has mostly focused on organizational-level factors such as formal family-supportive policies or informal family-supportive culture. Family-supportive policies refer to formal benefits available to employees to help them fulfill their family responsibilities. They usually include benefits such as a compressed workweek, dependent care services, paid maternity and/or paternity leave (O’Driscoll et al., 2003), and alternative work arrangements (Hammer

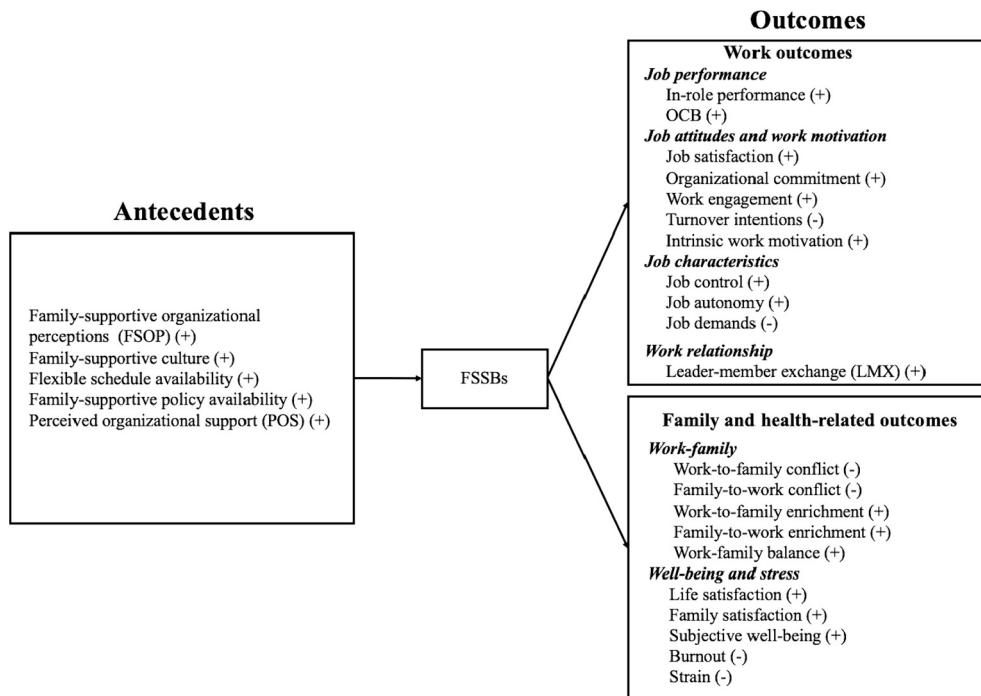


Fig. 1. The antecedents and outcomes of FSSBs.

et al., 2005). In addition to the overall policies, one particular type of policy that has drawn much research attention is flexible work arrangements, which include both flextime and flexplace options. Flextime refers to a flexible time arrangement for completing work, whereas flexplace (also known as telecommuting) refers to a flexible choice of the location where work is completed (Allen et al., 2008). Various studies have found that policies that allow for more flexibility in both the time and place where employees engage in their work can significantly reduce work–family conflict (Hammer et al., 1997; Russell et al., 2009).

Another possible source of FSSBs is the informal culture and climate in the organization. Although empirical evidence supports the role of formal policies in eliciting family-supportive supervisor behaviors, some researchers suggest that the availability of such formal policies does not mean employees will actually take advantage of these benefits (Allen, 2001). For example, formal policies may not correspond to organizational or group norms, and employees who use the benefits may face negative judgments from their direct supervisors. Indeed, culture and norms are usually the more fundamental factors that determine how employees react to formal rules (Thompson et al., 1999). The informal family-supportive organizational culture and climate refers to “the shared assumptions, beliefs, and values regarding the extent to which an organization supports and values the integration of employees’ work and family lives” (Thompson et al., 1999, p. 394).

In the work–family literature, researchers have used various types of measures to operationalize general and family-supportive culture and climate. For example, the construct of perceived organizational support (POS) has been used to measure the general supportive climate; it refers to employees’ “global beliefs concerning the extent to which the organization values their contributions and cares about their well-being” (Eisenberger et al., 1986, p. 503). In keeping with this perspective, Allen (2001) proposed that researchers can more accurately assess the impact of family-supportive policies by asking about employees’ *perceptions* of these policies (i.e., family-supportive organizational perceptions, FSOP). Other researchers have directly asked respondents to describe their sense of the culture or norms in the organization (Barrah et al., 2004). In general, family-supportive supervisor behaviors are more likely to happen in organizations with family-supportive policies or culture, as perceived by their employees. This leads to the following hypothesis:

Hypothesis 1. A variety of organizational-level factors, such as (a) family-supportive organizational perceptions (FSOP), (b) family-supportive culture, (c) flexible schedule availability, (d) family-supportive policy availability, and (e) perceived organizational support (POS), are positively related to family-supportive supervisor behaviors (FSSBs).

2.4. Outcomes of FSSBs

Compared to the limited research regarding the antecedents of FSSBs, copious evidence has shown that FSSBs are associated with various work, family, and personal health-related outcomes. In the following sections, we will discuss the outcomes of FSSBs based on two main categories: work outcomes and family and health-related outcomes.

2.5. Work outcomes of FSSBs

2.5.1. Job performance

Research has shown that FSSBs are positively related to two main performance outcomes: in-role performance and organizational citizenship behaviors (OCB). First, FSSBs lead to a higher level of in-role performance. According to COR theory, individuals strive to obtain more resources to deal with resource loss (Hobfoll, 1989; Hobfoll et al., 2018). Employees tend to experience stress and need to utilize more resources when simultaneously juggling demands from their family and their work. In this case, if supervisors show concern and provide support and resources for employees to fulfill their family responsibilities without sacrificing their careers, those employees are likely to have more essential resources to perform better at work (Muse & Pichler, 2011). FSSBs may also lead to higher in-role performance by increasing followers’ job self-efficacy, particularly when supervisors lead by example in managing their own work–family balance (Mills et al., 2014). Moreover, based on the social exchange theory (Cropanzano & Mitchell, 2005), when employees received work–family support from the supervisor, employees are likely to feel a sense of obligation toward their supervisors and reciprocate with better performance at work, employees may even take a step further and reciprocate with extra-role performance such as OCB (Wang et al., 2013; Cheng et al., 2022). Thus, we propose the following hypothesis:

Hypothesis 2. Family-supportive supervisor behaviors (FSSBs) are positively related to (a) in-role performance and (b) OCB.

2.5.2. Job attitudes and work motivation

FSSBs are also positively related to various job attitudes. One of the most studied attitudinal outcomes of FSSBs is job satisfaction. Employees are likely to have positive perceptions of their work environment when they perceive that their supervisors care about their family responsibilities (Bagger & Li, 2014). In a similar vein, researchers have found that FSSBs increase employees’ affective commitment—that is, the emotional attachment of employees to their organization (Allen, 2001; Basuil et al., 2016). Scholars have also linked FSSBs to work engagement, defined as a positive psychological state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002; Straub, 2012). It has been suggested that FSSBs serve as a boundary-spanning, social support–based resource, which enables employees to invest more time and energy in their work tasks (Matthews et al., 2014). Moreover, when employees perceive a high level of leader support for fulfilling their family responsibilities, they are less likely to leave their current organization (e.g., Hammer et al., 2013). Finally, researchers have found that FSSBs can increase employees’ intrinsic work motivation (Marescaux et al., 2020). Intrinsic work motivation describes that employees are motivated to perform better at work due to enjoyment of the work and their interest in the work tasks rather than for the sake of extrinsic rewards (Grant, 2008; Ryan & Deci, 2000). Intrinsic motivation

can be fostered when fulfilling employee's basic psychological needs (Ryan & Deci, 2000). Previous research indicated that when employees receive work-family support from supervisors, it satisfies employees' basic psychological needs at work, like their needs for autonomy and relatedness with supervisors, leading to increased intrinsic work motivation (Marescaux et al., 2020).

These arguments lead us to propose the following hypothesis:

Hypothesis 3. Family-supportive supervisor behaviors (FSSBs) are positively related to (a) organizational commitment, (b) work engagement, (c) job satisfaction, (d) turnover intentions, and (e) intrinsic work motivation.

2.5.3. Job characteristics

As most of the extant FSSBs research is based on the resource-based view, it is important to investigate the relationship between FSSBs and job characteristics (i.e., job resources and demands). According to the job demands-resources model (JD-R) (Bakker & Demerouti, 2007), job demands comprise requirements that have to be met, whereas job resources encompass those physical, social, or organizational aspects of the job that help the employee meet these requirements. Employees' work behaviors and performance result from the interactive effects of job demands and resources (Schaufeli & Bakker, 2004). In the past, FSSBs research has focused on job demands such as workload and time demands, as well as job resources such as job control and autonomy. The results of these studies generally reveal that FSSBs tend to function as a job resource that helps employees cope with job demands. These arguments lead to the next hypothesis:

Hypothesis 4. Family-supportive supervisor behaviors (FSSBs) are positively related to (a) job control, (b) job autonomy, and negatively related to (c) job demands.

2.5.4. Work relationship

In addition to work-family outcomes, FSSBs are related to a variety of relational, attitudinal, and behavioral work outcomes. Leader-member exchange (LMX) theory posits that there are exchange relationships with different degree of relationship quality between supervisors and the subordinates (Graen & Scandura, 1987; Graen & Uhl-Bien, 1995). High-quality exchange relationships feature a high level of mutual trust and respect between supervisors and subordinates. Low-quality exchange relationships refer to those exchange relationships that are bound by employment contracts and job descriptions (Bagger & Li, 2014; Graen & Uhl-Bien, 1995; Liden et al., 1997). Previous research has presented that supervisors' behaviors are important in the establishment of high-quality exchange relationships with subordinates (Liden et al., 1997). For instance, when supervisors exhibit organizational citizenship behaviors (OCB) at work, supervisors and subordinates tend to have a high quality of LMX (Wulani et al., 2022). Studies have also revealed that when subordinates being treated with fairness, respect and kindness by their supervisors are more likely to have a high quality of LMX with their supervisors (e.g., Gu et al., 2015). Moreover, according to social exchange theory, when one party offers something with important values to the other party, the other party will feel obligated to reciprocate to the first party which is known as the norm of reciprocity (Cropanzano & Mitchell, 2005). Since most employees value the balance between work and family (Guest, 2002; Greenhaus & Allen, 2011; Kossek et al., 2014), hence, we believe that when subordinates receive work-family support from their supervisors, the high-quality LMX is more likely to be established. Empirical evidence has also shown that FSSBs are positively related to high-quality LMX (Bagger & Li, 2014; Yin et al., 2023).

Hypothesis 5. Family-supportive supervisor behaviors (FSSBs) are positively related to the quality of leader-member exchange (LMX).

2.6. Family and health-related outcomes of FSSBs

2.6.1. Work-family

Work-family conflict is the most studied outcome of family-supportive supervisor behaviors (FSSBs). Researchers have operationalized work-family conflict as a bidirectional construct with two dimensions: work interfering with family (WIF) and family interfering with work (FIW) (Byron, 2005). Based on both role theory and conservation of resources theory (COR), researchers have suggested that work-family conflict results from conflicting demands in employees' work and family domains, particularly when employees do not have sufficient resources to cope with these demands (Allen, 2001). Accordingly, empirical research has consistently revealed that family-supportive behaviors exhibited by leaders can reduce both work-to-family conflict (e.g., Greenhaus et al., 2012) and family-to-work conflict (e.g., Odle-Dusseau et al., 2016).

In addition to examining the negative interactions between work and family, researchers have explored the positive interdependencies between the two. Greenhaus and Powell (2006) defined work-family enrichment as "the extent to which experiences in one role improve the quality of life in the other role" (p. 73). Like work-family conflict, work-family enrichment is bidirectional in that work experiences can improve the quality of family life, or vice versa. Adopting the resource-based perspective, researchers have found that FSSBs are likely to increase work-family enrichment by increasing personal resources (e.g., psychological availability) (Russo et al., 2018). Similarly, other empirical studies have provided support for the role of family-supportive supervisor behaviors in positive interactions between work and family (e.g., Voydanoff, 2004; Wang et al., 2020).

While work-family conflict and work-family enrichment describes employees' transfer of issues and resources from one domain to another, researchers have proposed work-family balance as a global measure of how employees engage in multiple roles across the work and family domains (Grzywacz & Carlson, 2007). Empirical evidence suggests that work-family balance explains variance beyond measures of conflict and enrichment for important work and family outcomes such as job satisfaction and family functioning

(Carlson et al., 2009). Applying the job demands–resources model in this area, researchers have found that FSSBs help employees to achieve work–family balance (e.g., Choi et al., 2018). Based on this theoretical and empirical evidence, we propose that:

Hypothesis 6. Family-supportive supervisor behaviors (FSSBs) are negatively related to (a) work-to-family conflict, (b) family-to-work conflict, and positively related to (c) work-to-family enrichment, (d) family-to-work enrichment and (e) work–family balance.

2.6.2. Well-being and stress

The positive effects of FSSBs are not just limited to the work and family domain, but also lead to individual health-related outcomes (i.e., well-being and stress). First, research has shown that FSSBs lead to higher levels of employee satisfaction and well-being. For example, FSSBs can increase family satisfaction by directly enabling employees to better fulfill their family responsibilities (Breugh & Frye, 2007). In addition, it tends to increase life satisfaction (i.e., an individual's cognitive assessment of satisfaction with their general life circumstances; Erdogan et al., 2012), partly through work-self facilitation. That is, employees with family-supportive leaders may receive resources that promote their functioning or positive affect during time devoted to personal interests (Shi et al., 2020), which then increases their overall satisfaction with life. In addition to cognitive assessments such as satisfaction, FSSBs influence employees' psychological well-being. Although researchers have operationalized psychological well-being in slightly different ways, empirical data have supported a consistent relationship between FSSBs and employees' psychological well-being. For example, some studies have found that FSSBs are positively related to general subjective well-being, because supportive behaviors from leaders can function as resources that enable employees to deal with their work and family demands (Lapierre & Allen, 2006).

Second, researchers have also found that FSSBs can significantly reduce employees' negative emotional reactions, such as burnout-exhaustion (Koch & Binnewies, 2015; Yragui et al., 2017), psychological stress (Behson, 2005), strain (O'Driscoll et al., 2003), and depression (Aycan & Eskin, 2005). Specifically, when employees obtain work-family support from supervisors, they are more likely to use such social resources to deal with job demands, reduce their struggles with balancing work and family demands, and experience less exhaustion (e.g., Yragui et al., 2017). Therefore, we propose the following:

Hypothesis 7. Family-supportive supervisor behaviors (FSSBs) are positively related to (a) life satisfaction, (b) family satisfaction, (c) subjective well-being, and negatively related to (d) burnout,¹ and (e) strain.

2.7. Part 2. Two different mechanisms that explain how FSSBs impact on employee outcomes

It's well-documented that family-supportive supervisor behaviors (FSSBs) are positively related to employee in-role performance, job attitude, and well-being. The majority of the existing studies on FSSBs have adopted resource perspectives to conceptualize FSSBs as resources that employees can utilize to manage work and life roles (e.g., Kossek et al., 2018). For example, the conservation of resources theory (COR) (Hobfoll, 1989), Job-demands-resources (JD-R) theory (Bakker & Demerouti, 2007), and work-home resources model (W-HR) (Ten Brummelhuis & Bakker, 2012) are frequently employed to explain how FSSBs impact employees' work and non-work life (e.g., Ererdi et al., 2023; Kossek et al., 2011; Rofcanin et al., 2018). From the resource perspective, FSSBs were treated as work-family resources provided by the supervisors that can assist employees in managing work and family responsibilities which in turn yields many favorable outcomes. Drawing on the resource perspective, research has shown that FSSBs are positively related to job satisfaction (e.g., Hammer et al., 2009), in-role performance (e.g., Kossek et al., 2018; Odle-Dusseau et al., 2012), and negatively related to burnout (e.g., Kossek et al., 2018).

Besides using resource perspectives, some studies have employed the social exchange perspective (Blau, 1964) to explain why FSSBs have impacts on both work and non-work outcomes. Building upon this perspective, researchers have argued that FSSBs enable employees to establish social exchange relationships with supervisors, fostering a sense of reciprocity toward their supervisors who granted FSSBs (Bagger & Li, 2014). As a result, employees are more likely to perform better and more satisfied with their job (e.g., Bagger & Li, 2014; Mills et al., 2014; Rofcanin et al., 2018). Moreover, there are studies that integrate both social exchange theory and resource perspective to explain the mechanism of FSSBs' impacts on various outcomes. It is still unclear about which mechanism works better. In this study, our model selects work-family conflict (WFC) and work-family enrichment (WFE) as two mediators that are commonly explained through the resource perspective. Additionally, we chose leader-member exchange (LMX) as another mediator that is frequently explained by the social exchange perspective. In the following section, we discuss both the resource perspective and social exchange perspective to elucidate our proposed impacts of FSSBs on employee in-role performance, job satisfaction, and burnout, and discuss the differences between these two mechanisms.

2.8. The resource perspective

In the existing family-supportive supervisor behaviors (FSSBs) literature, most research has adopted a resource perspective to explain the influence of FSSBs. Conservation of resource theory (COR) describes resources are those entities that are either highly valued in an individual's own right or serve as a means to attain valued objectives (Hobfoll, 2002). According to COR theory, FSSBs can

¹ In the current OB literature, there is no consensus about whether burnout belongs to the "work domain outcomes" (e.g., Zhang et al., 2018) or the "personal outcomes" category (e.g., Liu et al., 2023). In the current study, drawing on the fact that burnout is largely related to many health-related outcomes like both psychological health and physical health (see review by Bakker et al., 2014), we included it in the "family and health-related outcomes".

be conceptualized as a set of resources that employees obtain from their supervisors. Based on COR theory, people must invest the resources they have to protect against, recover from resource loss, and obtain more resources for future needs (Hobfoll et al., 2018). In the current study, we conceptualize FSSBs as a set of resources that employees obtain from their supervisors, which can be utilized to obtain more resources (i.e., work–family enrichment) and to protect against resource loss (i.e., work–family conflict) (Chen & Powell, 2012).

2.9. The resource perspective: The mediating role of work-to-family enrichment

Work-family enrichment (WFE) means that an individual's gains (i.e., developmental, affective, social capital, or efficiency) from either the work or family domain can contribute to the functioning of the other domain (Hammer et al., 1997; Russell et al., 2009). In the work-family enrichment process, individuals' gains from one domain could be conceptualized as various resources (Greenhaus & Powell, 2006). The resources generated from one domain (e.g., work) could enhance the performance and pass the positive effects to the other domain (Greenhaus & Powell, 2006). Family-supportive supervisor behaviors (FSSBs) are a type of social support provided by the supervisor, which can be seen as a trigger of work-to-family enrichment. According to COR theory, people would invest resources to protect resources lost and strive to gain more resources to form a resource caravan for the future (Hobfoll, 1989, 2002). Building on this principle of COR, we propose within-domain effects (e.g., Amstad et al., 2011) that in the work domain, FSSBs as work-family resources that enhance the experience of work-to-family enrichment, the resources further generated by the work-to-family enrichment would be passed back to work domain to impact employees' work performance and attitude. Moreover, empirical evidence has also shown that FSSBs are positively related to work-to-family enrichment (Odlé-Dusseau et al., 2012; Qing & Zhou, 2017; Thompson & Prottas, 2006). Additionally, work-to-family enrichment has been found positively related to employee job satisfaction (e.g., Chan et al., 2020; Hunter et al., 2010; Kalliath et al., 2020), in-role performance (e.g., Graves et al., 2007), and negatively related to burnout (Oilier-Malaterre et al., 2020).

Drawing on COR theory, we propose that FSSBs are important resources that could trigger work-to-family enrichment. By experiencing work-to-family enrichment, employees would feel more resourceful to deal with resource loss (e.g., burnout), and invest resources to perform better at work and experience job satisfaction at work.

Thus, we hypothesize:

Hypothesis 8. Work-to-family enrichment mediates the associations between FSSBs and (a) job satisfaction, (b) in-role performance, and (c) burnout.

2.10. The resource perspective: The mediating role of work-to-family conflict

We further propose that work-to-family conflict mediates the association between family-supportive supervisor behaviors (FSSBs) and employee in-role performance, job satisfaction, and burnout. Following this principle of COR theory that people have a strong tendency to invest resources to both protect their extant resources and gain more resources (Hobfoll, 2002; Hobfoll et al., 2018), we suggest that FSSBs are important social resources obtained from supervisors that reduces an individual's experience of work-to-family conflict, which in turn elicits positive outcomes for those individuals. Work-to-family conflict is an inter-role conflict that happens when participating in one role (e.g., work role) makes it difficult to engage in another role (e.g., family role) (Kahn et al., 1964). Notably, a lack of workplace social support is likely to cause work-to-family conflict because employees lack essential resources to manage responsibilities from two domains (Frone et al., 1992). When employees have enough resources to balance work and family, they are less likely to experience work-to-family conflict (e.g., Peeters et al., 2009). FSSBs are a specific type of social support that aims to help employees better manage their work and family responsibilities (Hammer et al., 2009). Empirical research has shown that FSSBs can reduce the experience of WFC (e.g., Greenhaus et al., 2012; Hammer et al., 2009). Based on COR theory, work-to-family conflict can be viewed as a consequence of resource loss. When employees benefit from FSSBs, however, employees have enough resources to simultaneously manage their work role and the family role and will experience less work-to-family conflict, which then enables them to have positive attitudes toward work, perform better, and reduce the burnout experience that normally caused by work-to-family conflict (e.g., Wang et al., 2012). Thus, we propose the following hypothesis:

Hypothesis 9. Work-to-family conflict mediates the associations between FSSBs and (a) job satisfaction, (b) in-role performance, and (c) burnout.

2.11. The social exchange perspective: The mediating role of leader-member exchange (LMX)

In the extant family-supportive supervisor behaviors (FSSBs) literature, another explanation mechanism is the social exchange perspective (Bagger & Li, 2014; Mills et al., 2014; Rofcanin et al., 2018). We proposed that leader-member exchange (LMX) mediates the association between FSSBs and job satisfaction, in-role performance, and burnout. According to social exchange theory, two parties establish social exchange relationships based on mutual trust and commitment (Blau, 1964). Leader-member exchange (LMX) describes the quality of the social exchange relationships between supervisors and subordinates (Graen & Scandura, 1987). Low-quality LMX emphasizes economic exchange, focusing on the equal exchange of tangible assets (e.g., employment contract and pay) (Blau, 1964). High-quality LMX is developed based on the exchange of mutual trust, emotional support, loyalty, and respect, as a result, the high-quality relationship engenders obligation and reciprocity (Dulebohn et al., 2012; Graen & Uhl-Bien, 1995; Liden et al., 1997). By receiving the advantages provided by the supervisor, based on the norm of reciprocity, subordinates are more likely to reciprocate by

performing better at work (e.g., Dulebohn et al., 2012; Gerstner & Day, 1997). Empirically, LMX is a predictor of various employee outcomes such as affective commitment, in-role performance, job satisfaction (Dulebohn et al., 2012; Gerstner & Day, 1997; Ilies et al., 2007), and well-being (Gregersen et al., 2016).

Turning to our study, we argue that family-supportive supervisor behaviors (FSSBs) not only meet the employees' work-life balance needs but also lead to a high-quality social exchange relationship between supervisor and subordinate since the relationship is mainly based on the exchange of support (e.g., emotional support and instrumental support) (Hammer et al., 2009). Previous research has shown that supervisors' behaviors can impact the quality of the exchange relationships between supervisors and subordinates (Gu et al., 2015; Wulani et al., 2022). If subordinates are treated with fairness, respect and kindness by their supervisors, supervisors and subordinates are more likely to have a high quality of LMX. The four dimensions of FSSBs: emotional support (e.g., supervisors care about and are willing to discuss subordinate's work-family issues), instrumental support (e.g., supervisors respond to subordinate's work-family needs by changing the routine work schedules), creative work-family management (e.g., flexible work arrangement), and role modeling (e.g., subordinates learn work-family management skills from supervisor) all enable employees to cope with stress and felt supportive from the supervisor (e.g., Hammer et al., 2009, 2013). In line with social exchange theory, when one party receives valuable support from the other party, it generates a sense of obligation for the first party to reciprocate (Cropanzano & Mitchell, 2005). Since work-family balance is valued by many employees (Greenhaus & Allen, 2011; Guest, 2002), FSSBs allow employees to better manage the demands from work and home so as to achieve a work-family balance. Hence, when subordinates receive FSSBs, a high-quality LMX could be established. In addition, supervisors have been seen as the agent of the organization (Rousseau, 1995), and employees may associate the supervisor's support with organizational support, which is a predictor of LMX (Dulebohn et al., 2017). Taken together, we believe that FSSBs are positively related to LMX.

Previous research on LMX has shown that high-quality LMX is positively related to employee job satisfaction and in-role performance (Dulebohn et al., 2012; Gerstner & Day, 1997; Venkataramani et al., 2010). When subordinates experience FSSBs, they are more likely to feel obligated to reciprocate supervisors. Empirical evidence has also shown that FSSBs lead to subordinate's feeling of obligation (Cheng et al., 2022). Hence, in our study, we argue that FSSBs trigger the subordinates' intention to reciprocate the supervisor. By receiving FSSBs, subordinates would feel cared for and valued by the supervisors which may result in a high-quality LMX, which in turn, leads to subordinate's higher job satisfaction and better in-role performance (Dulebohn et al., 2012; Gerstner & Day, 1997).

Furthermore, we argue that LMX also mediates the association between FSSBs and burnout. Previous research has shown that high-quality LMX is negatively related to emotional exhaustion (Gregersen et al., 2016; Kaluza et al., 2021) and positively related to employee well-being (Martin et al., 2023). Hence, based on social exchange theory, we believe that FSSBs allow supervisors and subordinates to form a high-quality LMX which in turn, reduces the employees' burnout experience. Taken together, we propose the following hypothesis:

Hypothesis 10. Leader-member exchange (LMX) mediates the associations between FSSB and (a) job satisfaction, (b) in-role performance, and (c) burnout.

2.12. The comparison of two different theoretical mechanisms

As the two different perspectives being discussed above, we want to compare these mechanisms to see which perspective better explains the impacts of FSSBs on work and non-work outcomes. We argue that LMX is a stronger mediator to explain the relationship between FSSBs and work outcomes (i.e., in-role performance and job satisfaction), whereas work-to-family conflict and work-family enrichment are stronger mediators to explain the relationship between FSSBs and nonwork outcome (i.e., burnout). According to the social exchange theory, the process of reciprocity begins when one party offers positive (or negative) resources to the other party, to respond to the actions initiated by the first party, the other party will reciprocate the actions to the first party with good (or bad) behaviors that benefits (hurts) the first party (Eisenberger et al., 1987; Eisenberger et al., 2004). These reciprocating responses could be relational responses and behavioral responses (Cropanzano et al., 2017). The process of reciprocity is an active responding process in which the second party intentionally responds to the behaviors initiated by the first party. Moreover, the social exchange perspective focuses on the establishment of the social exchange relationship between two parties. In contrast, the resource perspective focuses on explaining how and why people strive to protect their own resources and to establish resources caravan, and the resources utilization and transmission across different domains (Hobfoll, 2002; Hobfoll et al., 2018).

Turning to our study, based on social exchange theory, if the supervisor at work begins the reciprocity process by offering subordinates FSSBs, FSSBs will trigger the establishment of high-quality LMX, in return, subordinates are more likely to reply to the positive actions by exhibiting favorable workplace outcomes (e.g., improving the in-role performance and job satisfaction). In contrast, the resource perspective focuses on whether people have enough resources to protect against resource loss (i.e., work-to-family conflict) and to gain more resources that can be utilized in another domain (i.e., work-to-family enrichment), as a result, lead to higher in-role performance and job satisfaction. Moreover, a meta-analytic review has shown that cross-domain effects are weaker than within-domain effects (Zhang et al., 2018). In our study, the FSSBs-LMX-in-role performance and job satisfaction links are the within-domain effects, and the FSSBs-work-to-family conflict/work-to-family enrichment-in-role performance and job satisfaction links are work-home-work type cross-domain effects. Hence, we believe that the FSSBs-LMX-in-role performance and job satisfaction link is stronger than the connections via work-to-family conflict and work-to-family enrichment.

Also, there are inconsistent findings regarding whether work-to-family conflict mediates the relationship between FSSBs and job satisfaction. Odle-Dusseau et al. (2012) found that work-to-family conflict was not a significant mediator of the relationship between

FSSB and job satisfaction, and in-role performance. In contrast, other studies have shown that work-to-family conflict mediates the relationship between FSSBs and job satisfaction (Hwang & Ramadoss, 2017; Thomas & Ganster, 1995). Hence, if the social exchange and resource perspectives can both explain the impacts of FSSBs on in-role performance and job satisfaction, we argue that the increase in both job satisfaction and in-role performance is more likely to happen in response to the norm of reciprocity, as opposed to the resource conservation and protection.

Burnout is a psychological condition developed in response to persistent and chronic job-related stressors (Maslach et al., 2001). Burnout is a less desirable employee well-being outcome because burnout has been found negatively related to individuals' health (e.g., Armon et al., 2010; Shirom et al., 2005). Empirical evidence has shown that work-to-family conflict is a strong predictor of burnout. Work-to-family conflict is a manifestation of interrole conflict. The COR model can be used to explain that interrole conflict causes stress due to the resources consumed during the process of interrole conflict (Grandey & Cropanzano, 1999), as a result, people will experience burnout. According to COR theory, resource gain from FSSB can reduce subordinates' experience of resource loss (i.e., reduce work-to-family conflict) and allow subordinates to transfer the resource to another domain (i.e., increase work-to-family enrichment) (Hobfoll, 1989; Hobfoll et al., 2018), hence, by reducing work-to-family conflict, and increasing work-to-family enrichment, employees are less likely to experience burnout. Hence, if the social exchange and resource perspectives can both explain the impacts of FSSB on burnout, we argue that the reduction of burnout is more likely to result from a reduction of resource loss and an increase of resource gain as opposed to the norm of reciprocity.

Hence, we propose the following hypotheses:

Hypothesis 11. Compared to LMX, work-to-family conflict, and work-to-family enrichment better explain why FSSBs influence burnout (H11a).

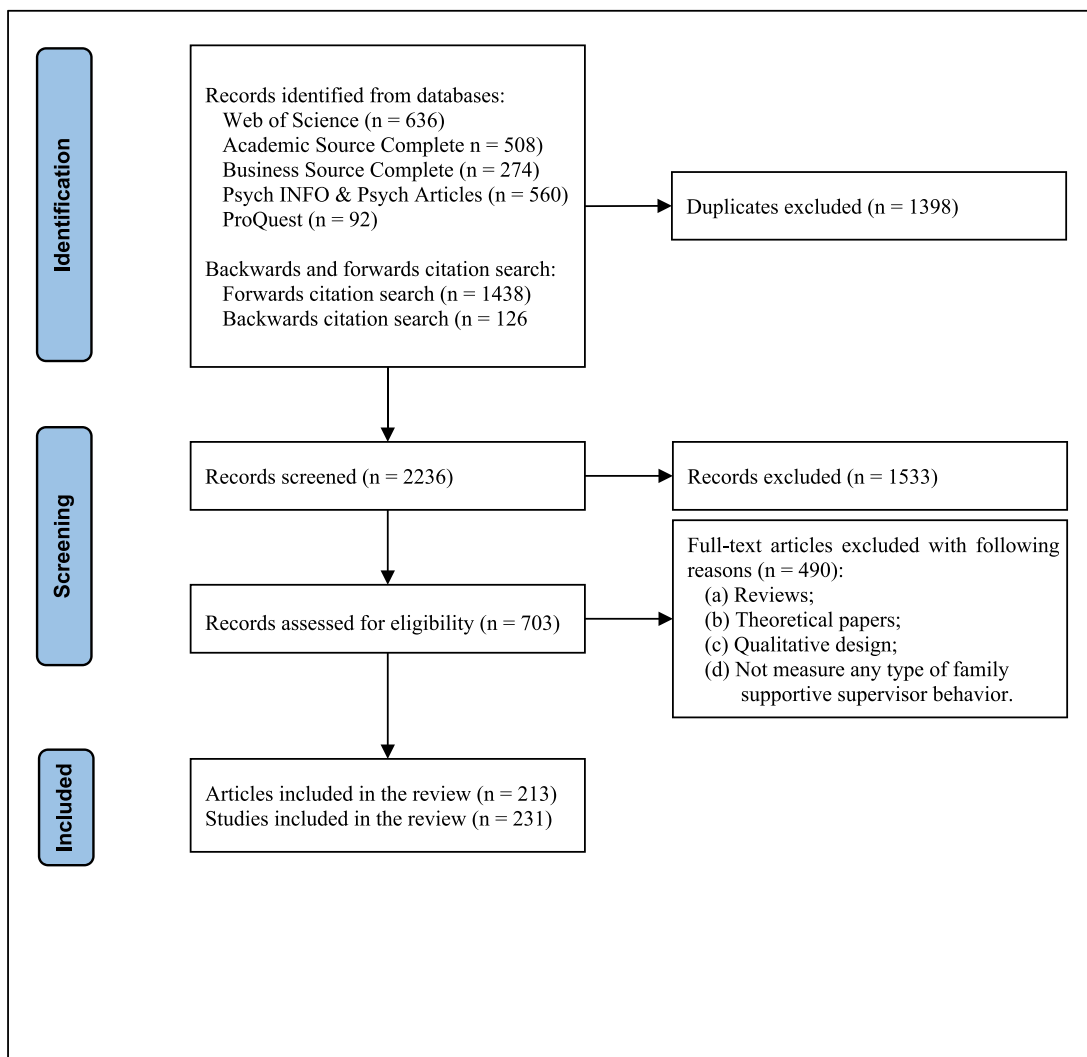


Fig. 2. PRISMA flowchart.

Compared to work-to-family conflict, and work-to-family enrichment, LMX better explains why FSSBs influence in-role performance and job satisfaction (H11b).

3. Method

3.1. Inclusion criteria of studies

There are several criteria that we used to select primary studies: (a) it should be written in English, (b) examine the relationship between family-supportive supervisor behaviors (FSSBs) and at least one of other variables in our models, and (c) report correlations or other effect size that can be used to calculate correlation coefficients. Fig. 2 presents the search and selection process using PRISMA.

3.2. Search strategies

We searched for primary studies in two ways. First, we conducted a systematic literature search in widely used databases such as Web of Science, Academic Source Complete, Business Source Complete, PsycINFO, and Psych Articles. We used the following two sets of keywords to search in the article title and abstract: (1) “family support*” AND (supervision OR supervisor OR supervisory OR leader* OR manager*), (2) FSSBs. We also searched for unpublished dissertations in ProQuest.

Second, we did a backward and forward citation search. For the backward citation search, we checked the reference lists of two seminal review papers, namely Kossek 2011 and Crain 2018. We incorporated all empirical studies from these lists that aligned with our theoretical model. For the forward citation search, we sought out articles that have used validated scales to measure family-supportive supervisor behavior. In addition to, we identified the following validated scales that focus on family-supportive supervisor behaviors: Anderson et al. (2002), Clark (2001), Hammer et al. (2013), Kossek & Nichol (1992), Lambert (2000), Shinn et al. (1989), Thomas & Ganster (1995). The first two authors then independently screened all of these articles to exclude general supervisor support or work support rather than support for employees’ family responsibilities. We used Zotero to organize the search results. In total, the above search process generated 2236 after duplicates were removed.

3.3. Screening process

First, the first author screened out studies by scanning title and abstract, and excluded papers that were clearly not about family supportive behavior from supervisors. Then, research assistants retrieved PDFs of the remaining records for assessment for eligibility. The first two authors then screened all the PDFs independently, excluded reviews and theoretical papers, qualitative designs, and papers that did not measure any type of family supportive supervisor behavior. When there are disagreements, we reach agreements by referencing the source articles. All studies that measured FSSB included correlation coefficients suitable for meta-analysis. Finally, we included 213 studies (183 published and 26 unpublished) and 231 independent samples in the bivariate relationship analyses. We documented the search and screening process using PRISMA (Fig. 2). The basic information and full list of the included studies can be seen in Appendices A and B.

3.4. Coding procedures

The first author, based on his previous publication experience with other scholars, designed a coding schema and provided training for the second author. From each primary study included in the current meta-analysis, we coded correlations between FSSBs and other variables of interest, sample sizes, reliabilities, countries, and FSSBs measures. Then the second author coded 20 primary studies independently and received specific feedback. The first two authors independently coded the primary studies. The interrater agreement between two coders was 97.90 % (i.e., agreement on 6520 out of 6660 total cells) and discrepancies were resolved by double-checking the source article.

For each primary study, we extracted key information such as authors, publication year, sample size, observed correlation coefficients, and reliability coefficients, sample source countries, and FSSBs measure (e.g., Anderson et al., 2002; Clark, 2001; Hammer et al., 2009). When multiple usable effect sizes were present for a single relationship, we computed a composite score along with its associated reliability coefficient, as suggested by Schmidt & Hunter (2015).

3.5. Analysis strategies

3.5.1. Bivariate relationships analysis

We calculate meta-correlation coefficients between family-supportive supervisor behaviors (FSSBs) and antecedents, mediators, and outcomes. Following the Schmidt & Hunter (2015) method, we corrected effect sizes for reliability coefficients (α) and sample size reported in each study. When reliability was not reported, we used the sample size weighted average reliability calculated from other studies that reported the reliability for that variable. The bivariate relationship analyses were conducted using the Hunter & Schmidt method in the *psychmeta* R package (Dahlke & Wiernik, 2019). In this part of the analysis, we reported the sample size (N), the number of independent effect sizes (k), the observed mean correlation (r) with its standard deviation (SD_r), the mean true-score correlation (ρ) with its standard deviation (SD _{ρ}), the 95 % confidence interval (CI) for the mean effect, and the 80 % credibility interval (CR), and heterogeneity indexes such as Q and I^2 .

3.5.2. Path analyses and comparison of mediation

To test our mediation models, we used the meta-analytical structural equation modeling (MASEM) (Bergh et al., 2016; Viswesvaran & Ones, 1995). We created a correlation matrix that includes both bivariate meta correlation coefficients from the current dataset and other meta-analytical studies. Using these matrices and harmonic mean sample sizes, we tested our hypotheses via MASEM analyses in Mplus 8.3 (Muthen & Muthen, 1998–2019). We conducted an omnibus analysis that included all variables in one model. Finally, we used the Monte Carlo method to estimate the 95 % confidence interval for the indirect effect (Preacher & Selig, 2012). When necessary, we compared the relative strength of significant indirect effects following the Bootstrap method propose by Preacher and Hayes (2008) in R.

3.5.3. Publication bias

We employed both Egger’s intercept test (Egger et al., 1997) and the trim-and-fill method (Duval, 2005) to gauge possible publication bias. Egger’s test indicates potential publication bias if the intercept is significantly different from zero. When Egger’s test reveal publication bias, we used trim-and-fill method to generate adjusted meta correlation, and compare the meta correlation derived from meta-analysis and the one adjusted for publication bias. If the core outcome of the study remains unchanged (e.g., X remains correlated with Y), the publication bias can be considered moderate (Banks et al., 2012). We carried out these analyses only when there are >10 primary effect sizes for the meta correlation (Sterne et al., 2011).

4. Results

4.1. Antecedents of FSSBs

Table 1 shows the results of the bivariate meta-analysis of antecedents and outcomes of FSSBs. Hypotheses 1a–e suggest that organizational-level factors such as family-supportive organizational perceptions (FSOP), family-supportive culture, flexible schedule

Table 1
Bivariate meta-analysis of antecedents and outcomes of family-supportive supervisor behaviors.

Construct	k	N	r	SD _r	ρ	SD _ρ	95CI	80CV	I ²	Q
Antecedents										
FSOP	20	9426	0.46	0.11	0.53	0.13	[0.47, 0.59]	[0.36, 0.69]	89.62	182.99**
Family-supportive culture	17	14,067	0.25	0.23	0.30	0.28	[0.16, 0.44]	[-0.07, 0.67]	98.05	822.03**
Flexible schedule availability	12	8057	0.23	0.15	0.27	0.18	[0.16, 0.38]	[0.04, 0.50]	94.11	186.83**
Family-supportive policy availability	23	11,559	0.19	0.16	0.22	0.18	[0.14, 0.30]	[-0.01, 0.45]	92.55	295.12**
POS	16	10,601	0.53	0.13	0.57	0.14	[0.50, 0.65]	[0.39, 0.76]	95.32	320.73**
Work outcomes										
Job performance										
In-role performance	29	8917	0.21	0.11	0.24	0.14	[0.18, 0.29]	[0.08, 0.40]	80.05	140.38**
OCB	15	4613	0.23	0.17	0.27	0.21	[0.16, 0.39]	[0.01, 0.54]	90.41	146.03**
Job attitudes and work motivation										
Organizational commitment	27	8533	0.36	0.17	0.43	0.20	[0.35, 0.50]	[0.18, 0.67]	91.52	306.56**
Work engagement	25	9366	0.39	0.12	0.43	0.13	[0.38, 0.49]	[0.27, 0.59]	86.46	177.26**
Job satisfaction	56	27,710	0.40	0.15	0.48	0.17	[0.44, 0.53]	[0.27, 0.70]	92.99	784.09**
Turnover intentions	48	24,752	-0.25	0.23	-0.29	0.26	[-0.37, -0.21]	[-0.62, 0.04]	96.61	1384.58**
Intrinsic work motivation	9	4836	0.31	0.08	0.36	0.08	[0.30, 0.42]	[0.26, 0.45]	69.50	26.23**
Job characteristics										
Job control	9	4750	0.31	0.11	0.38	0.14	[0.27, 0.49]	[0.19, 0.57]	88.79	71.34**
Job autonomy	9	8189	0.28	0.08	0.36	0.09	[0.29, 0.42]	[0.25, 0.47]	79.94	39.88**
Job demands	15	10,103	-0.14	0.15	-0.18	0.18	[-0.28, -0.08]	[-0.42, 0.06]	93.29	208.68**
Work relationship										
Leader-member exchange (LMX)	15	4257	0.52	0.23	0.60	0.25	[0.46, 0.74]	[0.26, 0.93]	96.20	368.1**
Family and health-related outcomes										
Work-family										
Work-to-family conflict	116	67,525	-0.19	0.20	-0.23	0.23	[-0.27, -0.19]	[-0.52, 0.06]	95.86	2779.11**
Family-to-work conflict	66	38,428	-0.07	0.10	-0.09	0.12	[-0.12, -0.06]	[-0.23, 0.06]	84.33	414.85**
Work-to-family enrichment	39	35,727	0.25	0.13	0.31	0.15	[0.26, 0.36]	[0.12, 0.51]	83.12	94.8**
Family-to-work enrichment	17	6718	0.23	0.12	0.27	0.14	[0.20, 0.33]	[0.10, 0.43]	83.12	94.8**
Work-family balance	11	4415	0.35	0.14	0.40	0.16	[0.30, 0.51]	[0.20, 0.61]	90.01	100.13
Well-being and stress										
Life satisfaction	17	8992	0.24	0.15	0.28	0.17	[0.20, 0.37]	[0.07, 0.50]	91.57	189.83**
Family satisfaction	14	4467	0.11	0.12	0.12	0.14	[0.04, 0.21]	[-0.05, 0.30]	79.30	62.8**
Subjective well-being	3	992	0.41	0.20	0.45	0.21	[-0.07, 0.97]	[0.06, 0.83]	94.25	34.79**
Burnout	18	7425	0.26	0.14	-0.30	0.16	[-0.38, -0.22]	[-0.49, -0.10]	89.00	154.51**
Strain	20	13,355	-0.21	0.10	-0.24	0.11	[-0.30, -0.19]	[-0.38, -0.10]	85.72	133.07**

Note. k = number of correlations meta-analyzed; N = total sample size; r = sample-size-weighted mean observed correlation; SD_r = sample-size-weighted standard deviation of the observed correlations; ρ = sample-size-weighted mean observed correlation corrected for unreliability; SD_ρ = standard deviation of ρ; 95CI = 95 % confidence interval around ρ; 80CR = 80 % credibility interval around ρ. ** p < 0.01.

availability, family-supportive policy availability, and perceived organizational support (POS) are positively related to FSSBs. Table 1 reveals that family-supportive organizational perceptions (FSOP) ($\rho = 0.53$) family-supportive culture ($\rho = 0.30$), flexible schedule availability ($\rho = 0.27$), family-supportive policy availability ($\rho = 0.22$), and perceived organizational support (POS) ($\rho = 0.57$) were all positively related to FSSBs, as all of the 95 % confidence intervals of the estimated correlations excluded zero. Therefore, Hypothesis 1 was supported.

4.2. Outcomes of FSSBs

The analysis revealed that FSSBs were significantly related to a variety of outcomes. Specifically, as shown in Table 1, FSSBs were positively related to in-role performance ($\rho = 0.24$) and OCB ($\rho = 0.27$). As the 95 % confidence intervals of the estimations excluded zero, Hypothesis 2 was supported. Hypothesis 3 proposes that FSSBs are related to job attitudes and work motivation such as organizational commitment, work engagement, job satisfaction, turnover intentions, and intrinsic work motivation. The results in Table 1 supported Hypotheses 3a–e by showing that FSSBs were positively related to organizational commitment ($\rho = 0.43$), work engagement ($\rho = 0.43$), job satisfaction ($\rho = 0.48$), intrinsic work motivation ($\rho = 0.36$), and negatively related to turnover intentions ($\rho = -0.29$). Again, the 95 % confidence intervals of the estimations excluded zero.

Table 1 also shows that FSSBs were positively related to job characteristics such as job control ($\rho = 0.38$) and job autonomy ($\rho = 0.36$), and negatively related to job demands ($\rho = -0.18$). In terms of work relationship outcome, as shown in Table 1, FSSBs are positively related to leader-member exchange (LMX) ($\rho = 0.60$). The 95 % confidence intervals of the estimations excluded zero. Therefore, Hypotheses 4 and 5 were supported. Similarly, Hypotheses 6 was supported as FSSBs were negatively related to work-to-family conflict ($\rho = -0.23$), family-to-work conflict ($\rho = -0.09$), and positively related to work-to-family enrichment ($\rho = 0.31$), family-to-work enrichment ($\rho = 0.27$), and work-family balance ($\rho = 0.40$), with the 95 % confidence intervals of the estimations excluded zero.

Finally, Hypothesis 7 proposes that FSSBs are related to well-being and stress outcomes. As shown in Table 1, FSSBs were positively related to life satisfaction ($\rho = 0.28$), family satisfaction ($\rho = 0.12$), and negatively related to burnout ($\rho = -0.30$) and strain ($\rho = -0.24$). As the 95 % confidence intervals of the estimations all excluded zero, except for subjective well-being ($\rho = 0.45$, CI = [-0.07, 0.97]), Hypothesis 7 was partially supported. A summary of stated hypotheses and corresponding results can be seen in Appendix C.

4.3. MASEM and indirect effects

To test Hypotheses 8–10, we ran MASEM with Mplus 8.3. Table 2 shows the correlation matrix that is used for our MASEM. We first tested the full mediation model, in which the direct effects of FSSBs on burnout, in-role performance, and job satisfaction were set to zero. The results reveal a good fit of the model ($\chi^2(6) = 999.11, p < 0.01, CFI = 0.91, SRMR = 0.07, RMSEA = 0.16$). We then ran a partial mediation model by setting the direct effect of FSSBs on burnout, in-role performance, and job satisfaction at free. The results support a better model fit ($\chi^2(3) = 604.44, p < 0.01, CFI = 0.94, SRMR = 0.05, RMSEA = 0.18$). We then compare the full and partial mediation model by the Chi-Square test. The results suggest the full mediation model is significantly better ($\Delta\chi^2(3) = 394.67, p < 0.01$). Since the bivariate relationships between FSSBs and all outcome variables are significant, we only report the results of the partial mediation model (see details in Fig. 3).

As shown in Fig. 3, the direct effects of FSSBs on job satisfaction ($\beta = 0.25, SE = 0.01, p < 0.01$), burnout ($\beta = -0.16, SE = 0.01, p < 0.01$), and in-role performance ($\beta = 0.04, SE = 0.01, p < 0.01$) are all significant. For the first part of indirect effects, the effect of FSSBs on work-to-family conflict was negative ($\beta = -0.23, SE = 0.01, p < 0.01$), and both the effects of FSSBs on work-to-family enrichment ($\beta = 0.31, SE = 0.01, p < 0.01$) and LMX ($\beta = 0.60, SE = 0.01, p < 0.01$) were positive. Regarding the outcome variables, the effect of work-to-family conflict on job satisfaction was negative ($\beta = -0.11, SE = 0.01, p < 0.01$), while the effect on burnout ($\beta = 0.32, SE = 0.01, p < 0.01$) was positive. Notably, the effect on in-role performance was insignificant ($\beta = -0.01, SE = 0.01, p = 0.23$). Work-to-family enrichment was positively related to job satisfaction ($\beta = 0.23, SE = 0.01, p < 0.01$) and in-role performance ($\beta = 0.14, SE = 0.01, p < 0.01$), and negatively related to burnout ($\beta = -0.04, SE = 0.01, p < 0.01$). Finally, LMX was positively related to job satisfaction ($\beta = 0.22, SE = 0.01, p < 0.01$) and in-role performance ($\beta = 0.26, SE = 0.01, p < 0.01$), and negatively related to burnout

Table 2
Meta-analytic correlation matrix.

Variable	1	2	3	4	5	6	7
1. FSSBs	–	67,525	35,727	4257	27,710	7425	8917
2. Work-to-family conflict	-0.23	–	64,334	14,061	25,114	9177	2787
3. Work-to-family enrichment	0.31	-0.14 ^a	–	5705	72,684	3229	1853
4. Leader-member exchange	0.60	-0.26 ^b	0.38 ^b	–	22,520	8596	25,322
5. Job satisfaction	0.48	-0.26 ^c	0.41 ^d	0.49 ^e	–	4, 146	44,518
6. Burnout	-0.30	0.38 ^c	-0.17 ^d	-0.28 ^f	-0.49	–	1699
7. In-role performance	0.24	-0.11	0.25 ^d	0.34 ^e	0.30 ^g	-0.22 ^h	–

Notes. The coefficients below the diagonal contains correlations from the current or prior meta-analyses; the corresponding sample size are above the diagonal. $N = 6470$ (harmonic mean). Sources of meta-analytical correlations: (a) Pak et al. (2021); (b) Litano et al. (2016) (c) Amstad et al. (2011) (d) Zhang et al. (2018); (e) Dulebohn et al. (2012) (f) Montano et al. (2017) (g) Chang et al. (2009) (h) Swider et al. (2010), weighted average of three sub-dimension of burnout. The correlation for accomplishment was reversed to maintain consistency in the measurement direction.

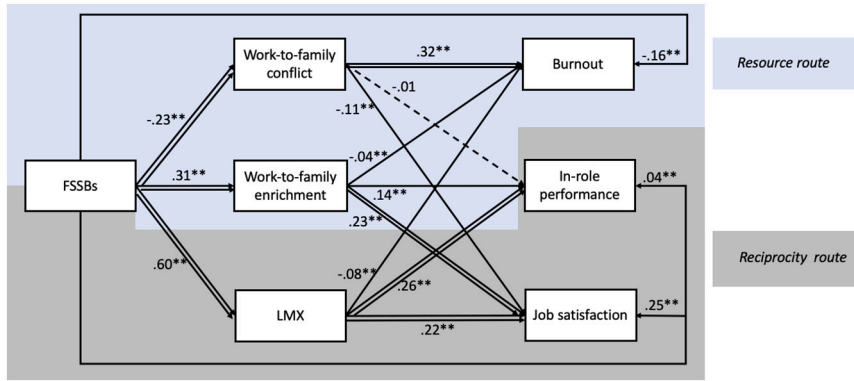


Fig. 3. The results of the proposed model.
 Note. Dotted line shows insignificant effects; Double line shows significant mediation routes.

($\beta = -0.08, SE = 0.01, p < 0.01$).

Furthermore, we tested the mediating roles of work-to-family conflict, work-to-family enrichment, and LMX. As shown in Table 3, The results showed that work-to-family enrichment only mediates the relationship between FSSBs and job satisfaction (Estimate = 0.17, CI = [0.01, 0.16]). Similarly, work-to-family conflict only mediates the relationship between FSSBs and burnout (Estimate = -0.04 , CI = [$-0.17, -0.003$]). However, LMX mediates the relationships between FSSBs and both in-role performance (Estimate = 0.09, CI = [0.04, 0.30]) and job satisfaction (Estimate = 0.20, CI = [0.01, 0.27]). Thus, Hypotheses 8–10 were all partially supported.

4.4. Comparing two different mechanisms

To answer our research question, we further investigated which mechanism was stronger in terms of explaining the relationships between family-supportive supervisor behaviors (FSSBs) and outcomes. For in-role performance, we tested a model that assumed identical mediating effects through all three mediators, by constraining the paths of the three mediators as equal. The results in Table 4 revealed that Model 2 had a significantly worse model fit ($\Delta\chi^2(2) = 263.47, p < 0.01$) than Model 1. It suggests that the three mediation paths to in-role performance were unequal. Furthermore, we constrained the path from FSSBs to job satisfaction as equal in Model 3. The results revealed that this model had a worse fit ($\Delta\chi^2(2) = 676.81, p < 0.01$) than Model 2. Finally, we constrained the path from FSSBs to burnout as equal in Model 4. Again, the results revealed a worse model fit ($\Delta\chi^2(2) = 286.13, p < 0.01$) than Model 3. These results suggest that it is better to assume mediators play different roles between FSSBs and the outcome variables.

We then compared the path coefficients of different mechanisms between FSSBs and each outcome variable. As shown in Table 3, the relationship between FSSBs and burnout was only mediated by work-family conflict. Similarly, the relationship between FSSBs and in-role performance was only mediated by LMX. We then compared the mediating effects of work-family enrichment and LMX on job satisfaction, by applying the Bootstrapping method proposed by Preacher and Hayes (2008). The results revealed there is no significant difference between the role of LMX and work-to-family enrichment in carrying over FSSBs' effect on job satisfaction ($\Delta\beta = 0.09, CI = [-0.07, 0.25]$). Therefore, both H11a and H11b were partially supported.

4.5. Publication bias

The results of Egger's test found no evidence of publication bias for the majority of our bivariate relationships, except for in-role performance and work engagement. We then generated adjusted bivariate relationships between FSSBs and these two variables using trim-and-trill approach. The results show that differences between unadjusted and adjusted values for both in-role performance ($z =$

Table 3
 Indirect effects and Monte Carlo confidence intervals.

Mediation	α	σ_a	b	σ_b	Estimate	95 % CI
FSSBs → WFE → Burnout	0.31	0.01	-0.04	0.01	-0.02	[$-0.08, 0.05$]
FSSBs → WFE → Job satisfaction	0.31	0.01	0.23	0.01	0.17	[0.01, 0.16]
FSSBs → WFE → In-role performance	0.31	0.01	0.14	0.01	0.07	[$-0.02, 0.13$]
FSSBs → WFC → Burnout	-0.23	0.01	0.32	0.01	-0.04	[$-0.17, -0.003$]
FSSBs → WFC → Job satisfaction	-0.23	0.01	-0.11	0.01	0.02	[$-0.02, 0.09$]
FSSBs → WFC → In-role performance	-0.23	0.01	-0.01	0.01	-0.04	[$-0.05, 0.06$]
FSSBs → LMX → Burnout	0.60	0.01	-0.08	0.01	-0.11	[$-0.17, 0.07$]
FSSBs → LMX → Job satisfaction	0.60	0.01	0.23	0.01	0.20	[0.01, 0.27]
FSSBs → LMX → In-role performance	0.60	0.01	0.26	0.01	0.09	[0.04, 0.30]

Note. WFC = work-to-family conflict; WFE = work-to-family enrichment.

Table 4
Fit statistics for alternative models.

Model	χ^2	df	RMSEA	SRMR	CFI	$\Delta\chi^2(\Delta df)/p$
M1	604.44	3	0.18	0.05	0.94	
M2	867.91	5	0.16	0.07	0.92	263.47 (2)/<0.01
M3	1544.72	7	0.18	0.10	0.86	676.81 (2)/<0.01
M4	1830.85	9	0.18	0.11	0.83	286.13 (2)/<0.01

Note. M1: Proposed structural model. M2: Constrain the paths of three mediators to in-role performance as equal. M3: Constrain the paths of three mediators to job satisfaction and in-role performance as equal. M4: Constrain the paths of three mediators to job satisfaction, in-role performance and burnout as equal.

1.16) and work engagement ($z = 0.75$) are smaller than 1.96, which indicates the influence of publication bias is moderate (Banks et al., 2012). Therefore, we only report results without trim-and-fill method adjustment.

5. Discussion

Our meta-analytic review provides a comprehensive review of the factors leading to and resulting from FSSBs and compares the explanatory power of two mediating mechanisms based on two theoretical perspectives. First, we conducted a bivariate meta-analysis of the antecedents and consequences of FSSBs based on 231 independent samples from 213 primary studies. Second, we examined the mediating mechanisms hypothesized to influence employee in-role performance, job satisfaction, and burnout, and compared the explanatory power of two mediating mechanisms. We compared the explanatory power of two important theoretical frameworks: the resource perspective and the social exchange perspective. Employing MASEM, our findings revealed that the resource perspective (i.e., COR theory) accounted more in explaining the relationship between FSSBs and burnout. Conversely, the social exchange perspective (i.e., LMX) accounted more for the impacts of FSSBs on in-role performance and job satisfaction. Our comprehensive review sheds light on the existing literature on FSSBs and offers important theoretical and practical implications.

5.1. Theoretical implications

Our first contribution relates to undertaking the comprehensive and most inclusive meta-analytical review to expand our understanding of the antecedents and consequences of FSSBs. In response to emphasizing the growing role of family supportiveness in organizations, Kossek et al. (2011) conducted a first meta-analysis to examine and compare the role of different support mechanisms in predicting work-to-family conflict. The results of this study revealed that it is potentially more important for supervisors to exhibit specific behaviors that are supportive of employees' ability to balance work and family (Hammer et al., 2009) than showing general supportive behaviors. In effect, this study founded the conceptualization of FSSBs in organizations and triggered the growth of this field of research. More than a decade later, studies on FSSBs have grown significantly and explored unique associations with various work and non-work domain outcomes thus going above and beyond the work-to-family conflict originally studied by Kossek et al. (2011). From this perspective, our research is the first to map a nuanced and inclusive nomological network of FSSBs that a) reports on the latest state of published work, b) employs a meta-analytical review, and c) draws on the initial conceptualization of the construct of FSSBs developed by Hammer et al. (2009).

Related to the point discussed above, our meta-analytical review is an extension of the review study by Crain and Stevens (2018). In their qualitative review research, Crain and Stevens developed a theoretical model for the antecedents and consequences of FSSBs, particularly underpinning the role of various mediating mechanisms that could account for why and how FSSBs relate to various work and non-work outcomes. Our study can be considered the first empirical validation of the proposed associations in their review, shedding light on how and why FSSBs are critical for organizations to adopt and implement as training interventions for their managers. Taking a step forward, our integration of personal outcomes such as life satisfaction and job resources such as job control are novel additions to expand the outcomes of FSSBs and delineate the various consequences for non-work domains of employees. We also respond to their call for research to examine the mediating mechanisms using a theoretical perspective and delineate our nuanced findings as our second contribution.

Our third contribution relates to a theoretical extension of how and why FSSBs relate to employee outcomes. We tested the roles of two parallel mechanisms on these indirect associations: a resource perspective (i.e., work-family conflict and work-family enrichment) and a social-exchange perspective (LMX) to bridge FSSBs to their relevant outcomes. Based on theory and supported by the findings, LMX was a stronger and more significant predictor for explaining the work-related outcomes of FSSBs while the work-family conflict strongly and more significantly predicted the impact on employee burnout. Considering the resource perspective, previous research demonstrated conflicting results with respect to the mediating role of bi-directional work-family conflict. The results in Odle-Dusseau et al. (2012) did not reveal a significant mediation impact of work-to-family conflict between FSSBs and job attitudes as well as work performance. With a focused approach to family outcomes, Allen et al. (2008) provided evidence that work-to-family conflict serves as a mediator between FSSBs and family dinner frequency among parents. Different from the results reported in Odle-Dusseau et al. (2012), a study by Hwang and Ramadoss (2017) underlined the role of work-to-family conflict in explaining why FSSBs relate to job satisfaction. Other research, mainly adopting a cross-sectional design revealed inconsistent findings with respect to the mediating role of work-to-family conflict and enrichment between FSSBs and job attitudes and work performance (e.g., Greenhaus et al., 2012; Kim

et al., 2016). Surprisingly, despite its significance, LMX has not been studied extensively in relation to the nomological network of FSSBs. Notably, Bagger and Li (2014) found that there is a positive association between FSSBs and LMX, which in turn is related to job satisfaction and turnover intentions; their research underscores the reciprocity function embedded in exhibiting FSSBs (e.g., Straub, 2012). The latest research adopts a resource perspective and argues that FSSBs are likely to reduce stress and accumulate resources in employees, reducing exhaustion (Ererdi et al., 2023). In light of the latest evidence indicating that there could be various parallel mechanisms, accompanied by different theoretical lenses, that may explain the pathways through which FSSBs relate to distinctive outcomes. The initial pattern of findings indicates that there could be one (and even more) mechanism to explain such unique effects: a resource perspective reducing stress, hence potentially improving the status of burnout. The second pathway is via a reciprocity perspective through which employees reciprocate the family supportiveness of their supervisors by performing better and showing signs of satisfaction with their jobs. These findings, together with FSSBs theory, will call for more nuanced theoretical accounts to replicate and extend these mechanisms further. A potential avenue of research will be to integrate theory-relevant moderators in future research and strengthen such theoretical extensions.

A fourth contribution of our research is about mapping and extending the antecedents of FSSBs; hence underscoring what can be done to trigger and facilitate an environment where supervisors can exhibit FSSBs. Extending the theoretical model developed by Straub (2012), our findings showed that various organizational factors relate to FSSBs positively. Interestingly, while FSSBs encompass family-specific measures and indicators of behaviors, facilitators at the organizational level are broad and relate to broader perceptions of supportiveness (e.g., POS, flexible work practices). Important to note, that it will be interesting to explore common areas and convergence points that FSSBs will have with various flexible HR policies and new ways of working in which FSSBs can be a new model of training and development interventions for managers. An intervention study on FSSBs by Odle-Dusseau et al. (2016) develops a wide range of important guidelines to exhibit and reward FSSBs; in the context of the evidence regarding what triggers such behaviors, intervention, and training programs can be linked with improving the overall family supportiveness of organizations as well. Looking ahead, more research is needed to extend the antecedents of FSSBs beyond the work domain to include other stakeholders (e.g., spousal support; Ererdi et al., 2023).

Furthermore, a nuanced finding from our results reveals the power of FSSBs in creating resource caravans, hence expanding the debates of resource theories. A principal tenet of this literature is that resource loss is more salient than resource gain (Hobfoll, 2002). Looking at our results, FSSBs impacted on job satisfaction of employees more significantly by improving their work-family enrichment, rather than by reducing their work-family conflict. Collectively, these findings echo the notion that accumulating resources may be a more significant and effective way of combatting stress and improving satisfaction.

Practical implications.

Our study has several practical implications. First, we provided solid empirical evidence for the benefits of family-supportive supervisor behaviors (FSSBs) and the need to motivate supervisors to exhibit FSSBs at work. Our results revealed that FSSBs are positively related to employees' favorable behavioral and attitudinal outcomes in both the work domain and the nonwork domain. Hence, it would be beneficial for organizations to provide more flexibility and to encourage supervisors/managers to exhibit FSSBs toward their subordinates. Training and development interventions that aim to educate and train supervisors on demonstrating FSSBs will be crucial (Odle-Dusseau et al., 2016). These training programs should be extended to include the impacts on non-work and family outcomes.

Second, although there is limited knowledge about the antecedents of FSSBs, our results identified several organizational-related antecedents that can be manipulated to encourage supervisors to exhibit FSSBs. For example, organizations could provide family-supportive policies (Matthews et al., 2014), offer family-related support to employees, and establish a family-supportive culture (Las Heras et al., 2015) that makes supervisors feel comfortable granting FSSBs to their subordinates. Drawn by the idea of developing interventions, the impacts of FSSBs interventions on different climates and units (e.g., flexible versus traditional units or organizations) could be tested to determine investment in the development of FSSBs as part of the formal organizational culture.

5.2. Limitations and future research directions

Despite the strengths of this meta-analytic review, it has several limitations. First, despite our efforts to include as many studies as possible, the k values for some variables remain relatively low (e.g., subjective well-being, $k = 3$). When k is small, the meta-analytic results may be less stable and more susceptible to the influence of individual studies, which could skew the overall conclusions. These findings may be less reliable and should be viewed as preliminary until further research can substantiate the observed effects. Therefore, readers should exercise caution and consider the limitations imposed by a small k value when drawing inferences from such meta-analytic studies.

Second, we did not test other possible and interesting mediators that have been found in previous studies. The main reason for not testing those mediators was that the k number of those interesting mediators was not sufficient to carry out a bivariate meta-analysis MASEM. As the number of papers in the family-supportive supervisor behaviors (FSSBs) literature continues to grow, we suggest that future research test other mediators (e.g., personal resources) using meta-analysis.

Third, in this review, we did not test any moderators that might act jointly with FSSBs to impact employees' outcomes. For example, organizational culture (Rofcanin et al., 2017), reciprocity beliefs (Cheng et al., 2022), and generational differences (Shi et al., 2020) could be interesting moderators to consider when investigating the impacts of FSSBs. Moreover, individual characteristics such as gender, national culture, country of origin, racial groups, and education level of both supervisor and subordinate may also moderate the impacts of FSSBs. Although the moderating role of gender has been explored by a few studies (e.g., Yu et al., 2022), it is suggested that many other gender-related moderators could be tested in the future (Sargent et al., 2022). We still have limited knowledge

regarding other moderators that could affect the impacts of FSSBs. In addition, only a limited number of moderators have been tested to date. Hence, we cannot examine these moderators in the current review due to the limitations of the current meta-analytical techniques and the insufficient number of papers. Furthermore, future research should also pay more attention to the boundary conditions of FSSBs. For example, according to work-home resources model, both macro resources (e.g., public policy, social equality) and key resources (e.g., social power, self-esteem) may attenuate and strengthen the WFE and WFC process (Ten Brummelhuis & Bakker, 2012).

Our results highlight important areas for future research. As a first step, as our results highlighted there are two mediating mechanisms that explain how and why FSSBs impact on employee outcomes separately. To complete this picture, we recommend that future research explore various boundary conditions on these proposed associations. Regarding the reciprocity route, it will be interesting to integrate various perspectives on a) LMX differentiation, b) leadership styles (both positive and negative), and c) enabling the structure of the organizations to initiate such associations to uphold. On the resource accumulation and depletion side, it will be important to fully discuss the role of various other boundary conditions such as a) flexibility-oriented culture, b) work-family segmentation preferences of employees, and c) preference for the type of leadership (e.g., whether they seek family oriented or other types of leadership styles). Secondly, our results speak to the conclusion that in certain types of organizational settings and cultural environments, FSSBs are more likely to be exhibited.

While supportive and flexibility-oriented HR practices positively lead to FSSBs, it will be important to explore what types of organizational settings and contexts are likely to inhibit the demonstration of FSSBs. Possible avenues of research include a) the dark side of leadership such as exploitative, destructive, or authoritarian leadership, b) cross-cultural differences such as individualism or high-power distance and c) inactive team dynamics and structures such as lack of cohesion, collaboration, and team dynamics in understanding and predicting FSSBs. Thirdly, there is a potential avenue of research exploring FSSBs adopting a more dynamic methodological approach, such as within-person diary designs. Except for one research to date (to the best of our knowledge) that revealed how the demonstration of FSSBs varies across weeks, there are more research opportunities to develop a broader and more nuanced understanding of a) day-level demonstration of FSSBs and b) day-reconstruction method to depict the episodes of FSSBs examples over a certain period. The latest research on other types of leadership (e.g., transformative leadership) has already adopted and integrated this type of approach to underscore dynamism and variation and research on FSSBs may benefit from adopting this new approach. Relatedly, we recommend new qualitative studies to discuss the more critical sides of the field such as the biased nature of defining family, gender roles, and the gender-identification angles. The adoption of such a perspective will also open up new theoretical perspectives, mainly from the critical management studies areas of research. Furthermore, regarding the categorization of “burnout”, in the current OB literature, there is no consensus about whether we should put burnout under the “work domain outcomes” (e.g., Zhang et al., 2018) or “personal outcomes” category (e.g., Liu et al., 2023). It would be necessary and important to provide further clarification regarding the position of burnout.

6. Conclusion

In this study, we synthesized the previous empirical family-supportive supervisor behaviors (FSSBs) literature by employing a bivariate meta-analysis of 213 primary studies and by conducting a MASEM. This review provides strong quantitative evidence that reveals the antecedents and outcomes of FSSBs. Moreover, we examined two mediation mechanisms that explain how FSSBs impact employees' in-role performance, job satisfaction, and burnout. We compared the two mediating effects based on two theoretical perspectives (social exchange perspective and resource perspective). In the future, more work is needed to investigate additional pathways for the effects of FSSBs.

CRedit authorship contribution statement

Yongxing Guo: Conceptualization, Data curation, Formal analysis, Funding acquisition, Methodology, Project administration, Resources, Software, Visualization, Writing – original draft, Writing – review & editing. **Siqi Wang:** Conceptualization, Data curation, Investigation, Project administration, Resources, Visualization, Writing – original draft, Writing – review & editing. **Yasin Rofcanin:** Conceptualization, Supervision, Writing – review & editing. **Mireia Las Heras:** Supervision, Writing – review & editing.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Data availability

Data will be made available on request.

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Appendix A. Supplementary data

Supplementary data to this article can be found online at <https://doi.org/10.1016/j.jvb.2024.103988>.

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