

# EMPLOYEES' WORK–FAMILY ENRICHMENT IN LEADERSHIP CONTEXT: SYSTEMATIC REVIEW AND META-ANALYTICAL INVESTIGATION

Tadas VADVILAVIČIUS<sup>✉</sup>, Aurelija STELMOKIENĖ

*Department of Psychology, Vytautas Magnus University, Kaunas, Lithuania*

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**Abstract.** The aim of this study is to systematically summarize and analyse the relationship between work-family enrichment/family-work enrichment and family-supportive supervisor behaviour. A systematic literature review procedure was applied to search and review articles in EBSCO Academic Ultimate (EBSCO), Science-Direct, Web of Science, and Google Scholar. Fifteen papers were included. The systematic literature review mostly revealed the relationship between general work-family enrichment/family-work enrichment and family-supportive supervisor behaviour scores. To provide a summary of the results, a random effects model was employed for statistical analysis. The meta-analytic results revealed a moderate positive relationship between family-supportive supervisor behaviour and work-family enrichment, as well as between family-supportive supervisor behaviour and family-work enrichment. Furthermore, the results indicated that age and gender did not moderate these relationships. Recommendations for future research and practice are discussed. It is important to note that the main limitation of this review is the use of only general scores of family-supportive supervisor behaviour and work-family enrichment/family-work enrichment. This study is valuable because of providing summary of scattered data and reveals clearer relationship between family-supportive supervisor behaviour and work-family enrichment.

**Keywords:** work-family enrichment, family-supportive supervisor behaviour, leadership, systematic literature review, meta-analysis.

**JEL Classification:** C80, D23, I31, M10.

<sup>✉</sup>Corresponding author. E-mail: [tadas.vadvilavicius@vdu.lt](mailto:tadas.vadvilavicius@vdu.lt)

## 1. Introduction

Studies have repeatedly shown that the opportunity to manage work and family duties is an important factor for the well-being of employees (e.g., Gagnano et al., 2020). Data from the European Social Survey (Round 10) of 10 European countries have shown that employees perceived work-family conflict is related to lower life and work satisfaction, less happiness and worse subjective health (Stelmokienė & Vadvilavičius, 2022). Other studies have found similar results (e.g., Yucel, 2017; Zhao et al., 2019), as well as confirmed a relationship between work-family conflict and lower job performance (Mellor & Decker, 2020) and higher turnover intentions (Chen et al., 2018). However, not only employees are responsible for their well-being and their ability to manage work and family interaction.

Numerous studies in different countries have found that employee well-being at work and work-family management are related to leadership (e.g., Anger et al., 2018; French et al., 2018; Mor Barak et al., 2009; Odle-Dusseau et al., 2016; Vadvilavičius & Burčikaitė, 2023). In particular,

social support from a leader is highly important (French et al., 2018). The social support of the leader can be characterized as the emotional, informational, or instrumental help from a leader who appreciates employees and cares for their well-being (Fingeld-Connett, 2005; Jennings & Britt, 2017). However, the meta-analysis by Kossek et al. (2011) has revealed that leader's support for managing work and family is more significant in decreasing work-family conflict, compared to general support. Hammer et al. (2009) has qualified the type of leadership support to manage work and family as family-supportive supervisor behavior. Family-supportive supervisor behavior refers to the behavior of a leader who expresses support to the promotion of the work and family balance of employees (Hammer et al., 2009). Family-supportive supervisor behavior is characterized by four elements: emotional support, instrumental support, role modeling, and creative work-family management (Hammer et al., 2009).

The behavior of family-supportive leader and the help from such a leader can be perceived as a work-related resource that helps employees to manage work and family

(ten Brummelhuis & Bakker, 2012). Studies have shown that family-supportive supervisor behavior is associated with a lower work-family conflict (e.g., Crain et al., 2014; Hammer et al., 2013; Han & McLean, 2020). Nevertheless, in the context of work-family management, work related resources can help employees not only to avoid work-family conflict but also to experience work-family enrichment (Jing et al., 2021; Russo et al., 2018; Wu et al., 2021). Work-family enrichment refers to a positive work-family spillover mechanism in which resources from one life domain can be transferred to another domain to improve the quality of life (Greenhaus & Powell, 2006; ten Brummelhuis & Bakker, 2012). Studies have shown that work-family enrichment is associated with employees' work and life satisfaction, organizational commitment, work engagement, in-role performance, and overall health (McNall et al., 2010; Zhang et al., 2018). The work-home resource theory emphasizes that work resources are necessary to experience work-family enrichment (ten Brummelhuis & Bakker, 2012). Although each employee has a certain number of resources at work, such as job autonomy, development opportunities and others, social support can increase the general level of resources (referred as contextual resources). Thus, family-supportive supervisor behavior may be an important antecedent to predict work-family enrichment, however research data on this topic is scattered throughout different studies.

The goal of this paper is to identify and analyze the role of family-supportive supervisor behavior (a specific leader's behavior) on work-family enrichment (a positive work-family interaction). We aimed to analyze and synthesize the relationship between family-supportive supervisor behavior and work-family enrichment. Considering that work-family enrichment is a bidirectional process (work-to-family (WFE) and family-to-work (FWE)), both directions were included into the analysis – relationship between family-supportive supervisor behavior and work-family enrichment and family-supportive supervisor behavior and family-work enrichment). This paper contributes to existing literature by systematically and empirically summarizing the findings of various studies around the world. Additional value is to provide insights about the particular leader support – family-supportive supervisor behavior – as a resource for increasing positive work-family interaction not only decreasing work-family conflict (as already noted in previous studies). A few possible mechanisms describing the relationship will be discussed.

## 2. Systematic review

### 2.1. Methods

Three databases were used for systematic review: EBSCO Academic Ultimate (EBSCO), ScienceDirect, and Web of Science. These databases were chosen based on the relevance for the research question, the quality of databases, accessibility, and coverage. Additionally, as recommended by Haddaway et al. (2015) first 200 results in Google

Scholar results were analyzed to search for grey literature. Grey literature is considered as an important resource in systematic reviews (e.g., Mahood et al., 2014; Paez, 2017) as it covers unpublished, not available through standard distribution means materials. The lack of using other databases will be discussed in discussion section.

Combination of these keywords was used: "work-family enrichment" OR "family-work enrichment" OR "work-to-family enrichment" OR "family-to-work enrichment" OR "work-family facilitation" OR "family-work facilitation" OR "WFE" OR "FWE" AND "family-supportive supervisor behavior" OR "FSSB"). Keywords were used to search for relevant literature by both titles and abstracts.

The search for papers was not limited by publication date, sample size, population, research design, research method or geographical location of study. Papers were searched in English and Lithuanian. It is discussed, that language restriction can lead to language bias (see Pieper & Puljak, 2021). In other words, the restriction of search by language (mostly English) may limit the number of potentially relevant literature that can be important for any systematic review. For this research both English and Lithuanian language were chosen because: 1) authors were able to deal with them both; 2) it allows to cover more relevant literature; 3) there were no financial support for translation of literature if there were any in other languages. This choice is also discussed as a limitation in discussion section.

The initial results revealed 185 articles. The criteria for exclusion were as follow: duplicates, articles not in English or Lithuanian, conference/seminars abstracts/editor's note, secondary articles (meta-analysis, systematic reviews, literature reviews), qualitative studies, articles not analyzing direct relationship between family-supportive supervisor behavior and work-family enrichment (WFE) / family-work enrichment (FWE). However, articles presenting an analysis of the relationship between WFE/FWE and factors/components of family-supportive supervisor behavior (not general scores) were included. Flow diagram in Figure 1 refers to the process of identifying the relevant studies.

A total of 16 papers were analyzed. After deeper investigation two studies were extracted because one did not present the direct relationship between family-supportive supervisor behavior and WFE/FWE and the other was a proceeding. Data from papers was extracted manually. Additionally, based on the past experience of the authors, reference lists from 14 selected articles have also been scanned. While scanning the titles in reference lists, 6 potential articles were found, from which only one was included in the final data set. In all, 15 papers were selected for the final analysis.

### 2.2. Results

#### *Characteristics of studies*

In total, data of 15 papers (presenting 16 studies) with 4961 respondents (from 151 to 455 participants in a study; see Table 1) were analyzed. Studies were published be-

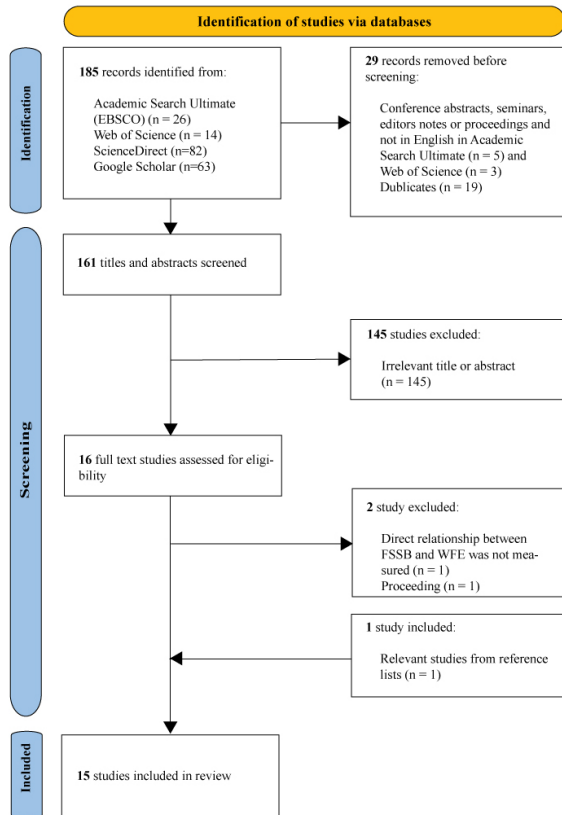


Figure 1. Identification of studies flow diagram

tween 2009 and 2023, 10 papers were published in 2021–2023. Eight studies (from seven papers) reported almost equal female to male ratio (~45–55% of each gender in a study), four studies reported having more female participants, four reported having more male participants. Most of the studies included in a systematic literature review, were conducted in Asia ( $n = 10$ ) region, followed by five in the USA, and one in Italy. Eight studies reported mean age of participants, while others reported range of participants' age or did not report anything about the age. The mean age of participants ranged from an average of 35.0 to an average of 44.32.

Of all studies included, nine studies used cross-sectional research design, while longitudinal surveys were used in seven studies (one paper presented two studies). Family-supportive supervisor behavior scale by Hammer et al. (2008, 2009, 2013) was used to measure family-supportive supervisor behavior in all studies. Finally, Work-family enrichment scale by Carlson et al. (2006) and shorter form of the scale (Kacmar et al., 2014) was used most often ( $n = 10$ ) to evaluate WFE/FWE.

#### Relationship between family-supportive supervisor behavior and WFE/FWE

Systematic literature review revealed that 11 out of 16 studies reported the relationships between general per-

Table 1. Summary of articles selected for systematic literature review

Author (s)	Sample; country	Research design; instruments	Main results ( $r$ ; $\beta$ / $b$ / $B$ )
Usman et al. (2021)	218 (60.6 percent male); Pakistan	Cross-sectional; FSSB scale (Hammer et al., 2009); WFE scale (Carlson et al., 2006)	FSSB-Emotional support – WFE-developmental – .63 FSSB-Instrumental support – WFE-developmental – .66 FSSB-Role modeling behaviors – WFE-developmental – .57 FSSB-Creative work-family management -WFE-developmental – .58  FSSB-Emotional support – WFE-effect – .64 FSSB-Instrumental support – WFE-effect – .67 FSSB-Role modeling behaviors – WFE-effect – .58 FSSB-Creative work-family management -WFE-effect – .69.  FSSB-Emotional support – WFE-capital – .64 FSSB-Instrumental support – WFE-capital – .65 FSSB-Role modeling behaviors – WFE-capital – .58 FSSB-Creative work-family management -WFE-capital – .59
Li et al. (2022b)	446 (87.4 percent female); China	Cross-sectional; FSSB scale (Hammer et al., 2009); WFE and FWE scales <sup>a</sup> (Carlson et al., 2006)	$\beta = .69$
Wong et al. (2022)	417 (75 percent male); mean age 37.11 (SD = 8.43); USA	Cross-sectional; FSSB scale (Hammer et al., 2013); WFE and FWE scales (Kacmar et al., 2014);	FSSB-WFE $r = .34$ ; $b = .23$ FSSB-FWE $r = .23$ ; $b = .15$
Qing and Zhou (2017)	268 (59.7 percent male); mean age 35 (SD = 6.37); China	Longitudinal; FSSB scale (Hammer et al., 2008); WFE and FWE scales (Carlson et al., 2006)	FSSB-WFE $r = .48$ ; $\beta = .30$ FSSB-FWE $r = .44$ ; $\beta = .41$

End of Table 1

Author (s)	Sample; country	Research design; instruments	Main results (r; $\beta$ / b / B)
Zhang and Tu (2018)	371 (44.7 percent female); mean age 41.02 (SD = 8.91); China	Longitudinal; FSSB scale (Hammer et al., 2013); WFE scale (Kacmar et al., 2014);	r = .47; b = .16
Yang et al. (2023)	151 (49 percent male); China	Cross-sectional; FSSB scale (Hammer et al., 2009); WFE scale (Wayne et al., 2004);	r = .31; B = .22
Li et al. (2022a)	332 (53.9 percent male); China	Cross-sectional; FSSB scale (Hammer et al., 2009); WFE and FWE (Grzywacz & Marks, 2000);	FSSB-WFE r = .34; $\beta$ = .38 FSSB-FWE r = .24; $\beta$ = .23
Shen et al. (2022)	316 (42.9 percent male); mean age = 35.37 (SD = 10.57); China	Cross-sectional; FSSB scale (Hammer et al., 2009); WFE scale (Wayne et al., 2004);	r = .32; $\beta$ = .35
Ellis et al. (2022)	245 <sup>b</sup> (47 percent male); USA	Cross-sectional; FSSB (Hammer et al., 2009); FWE scale (Carlson et al., 2006);	r = .31; $\beta$ = .11
Sublett et al. (2021)	287 (45 percent male); mean age = 44.32; USA	Cross-sectional; FSSB scale (Hammer et al., 2009); FWE scale (Carlson et al., 2006);	r = .61; B = .50
Odle-Dusseau et al. (2012)	174 (72 percent female); mean age 40; USA	Longitudinal; FSSB scale (Hammer et al., 2008); WFE and FWE scales (Carlson et al., 2006)	FSSB-WFE r = .55; B = .31 FSSB-FWE r = .25; B = .14
Lin and Bai (2023)	455 (58.9 percent male); China	Longitudinal; FSSB scale (Hammer et al., 2009); FWE scale (Carlson et al., 2006);	r = .28; $\beta$ = .26
Li and Liu (2023)	409 (52.5 percent male); China	Longitudinal; FSSB scale (Hammer et al., 2009); WFE scale (Wayne et al., 2004);	r = .41; $\beta$ = .33
Russo et al. (2018)	Study 1 – 156 (44 percent women), mean age = 44.3 (SD = 6.44); Italy Study 2 356 (54.5 percent female), mean age 35.15 (SD = 7.28); China	Study 1 and Study 2 – longitudinal; Study 1 and Study 2 – FSSB scale (Hammer et al., 2009); WFE scale (Carlson et al., 2006);	Study 1 – r = .39; B = .29 Study 2 – r = .51; B = .25
Hammer et al. (2009)	360 (27 percent male); USA	Cross-sectional; FSSB scale (Hammer et al., 2009); WFE <sup>c</sup> scale (Hanson et al., 2006);	FSSB total score – WFE .01 (ns) FSSB-Emotional support – WFE .05 (ns) FSSB-Instrumental support – WFE – .05 (ns) FSSB-Role modeling behaviors – WFE .14 FSSB-Creative work-family management – WFE .08 (ns)  FSSB total score – FWE .23 FSSB-Emotional support – FWE .18 FSSB-Instrumental support – FWE .17 FSSB-Role modeling behaviors – FWE .25 FSSB-Creative work-family management – FWE .19

Note. Studies are presented in random order; FSSB – family-supportive supervisor behavior; <sup>a</sup> – WFE and FWE were used and calculated as one construct; <sup>b</sup> – sample consisted of only supervisors; <sup>c</sup> – WFE was operationalized as positive work-family spillover.

ceived family-supportive supervisor behaviour and WFE score, seven studies reported the relationships between general perceived family-supportive supervisor behaviour and FWE, one study reported relationship between general WFE and FWE scores and factors of family-supportive supervisor behaviour (emotional support, instrumental

support, role modelling behaviour, creative work-family management), one study presented the relationship between factors of WFE and family-supportive supervisor behaviour, and one study reported the relationship between supervisors self-assessed family-supportive supervisor behaviour and WFE (Ellis et al., 2022). The relationship

between family-supportive supervisor behaviour and WFE ranged from .31 to .70. (based on correlation coefficients). Meanwhile, the relationship between family-supportive supervisor behaviour and FWE ranged from .23 to .61. Finally, the relationship between FWE and factors of family-supportive supervisor behaviour ranged from .17 to .19, while the relationship between family-supportive supervisor behaviour and WFE factors ranged from .57 to .69.

### 3. Meta-analysis

#### 3.1. Methods

Meta-analysis was done to solidify the results of the systematic review. Meta-analysis was conducted with in all studies reporting sample size and at least one correlation coefficient between perceived family-supportive supervisor behaviour and WFE or FWE. The data from the systematic review were gathered manually. Only the scores of the relationship between general family-supportive supervisor behaviour and WFE and FWE were used. Analysis of the relationship between factors of WFE/FWE and factors of family-supportive supervisor behaviour was not carried out due to the lack of studies and needed data. The data for the meta-analysis were coded in an SPSS file. The SPSS file contained reference to the study, sample size, correlation coefficients between the general scores of family-supportive supervisor behaviour and WFE/FWE, mean age (if provided) and female proportion (%). Articles with missing data on age and female proportion were included into analysis.

The heterogeneity test was calculated to test for the variability in effect sizes across studies. The mean age and female proportion were tested as moderators. A random-effects model was used because it cannot be assumed that all studies are from a single population. Firstly, Pearson correlation coefficients were transformed to Fisher's z scores to combine the correlation coefficients from different studies and later transformed back to Pearson's r. A total of 10 studies reported the relationship between family-supportive supervisor behaviour and WFE, six reported the relationship between family-supportive supervisor behaviour and FWE, and only four reported both.

Meta-analysis was performed using metafor (Viechtbauer, 2010) package for R (R Core Team, 2023) and RStudio (RStudio Team, 2023). Heterogeneity between studies was assessed using Q and I<sup>2</sup> statistics. A significant Q

score indicates the heterogeneity between effects, whereas I<sup>2</sup> indicates the percentage of between effect variance that is not the sampling error. A higher I<sup>2</sup> statistic represents higher heterogeneity. The funnel plot and Egger's-test were used to test publication bias. The level of statistical significance was set at  $p < .05$  (two-sided). The statistical procedures used in the study are described in more detail by Quintana (2015).

#### 3.2. Results

In total, 10 effect sizes ( $n = 2950$ ) were collected to test the relationship between family-supportive supervisor behaviour and WFE and six effect sizes ( $n = 2178$ ) to test the relationship between family-supportive supervisor behaviour and FWE (see Table 2). The effects of the combined correlations revealed the strength and direction of the relationship between family-supportive supervisor behaviour and WFE/FWE.

The combined overall correlation coefficient revealed a moderate positive relationship between family-supportive supervisor behaviour and WFE ( $r_{\text{pooled}} = 0.42$ ) and family-supportive supervisor behaviour and FWE ( $r_{\text{pooled}} = 0.35$ ). Heterogeneity was significant (Q is sig.) and high (I<sup>2</sup> range from 59.99 to 73.16%). The application of a random-effects model has been verified by this. Forest plots for each estimate are presented in Figures 2–3.

Visual inspection of funnel plot suggested no biases in the relationship between family-supportive supervisor behavior and WFE. The Egger's test ( $z = .12, p > .05$ ) confirmed the results. No influential studies were identified. Meanwhile, meta-analytical investigations of the relationship between family-supportive supervisor behavior and FWE revealed one influential study by Sublett et al. (2021). Funnel plot suggested publication bias, although the Egger's test ( $z = .27, p > .05$ ) did not confirmed the results. Identified article was not removed because, as stated by Simmonds (2015), the Egger's test should be preferred to funnel plot, as a more reliable test.

Finally, moderation analysis was performed to test the moderating effect of respondents' gender and age (see Table 3). Moderation analysis was performed separately for both moderators in order not to lose statistical power because of missing data.

Analysis indicated that respondents' gender and age did not moderate both the relationship between family-supportive supervisor behavior and WFE and family-supportive supervisor behavior and FWE.

**Table 2.** Effect-size summary statistics for the relationship between family-supportive supervisor behavior and WFE/FWE

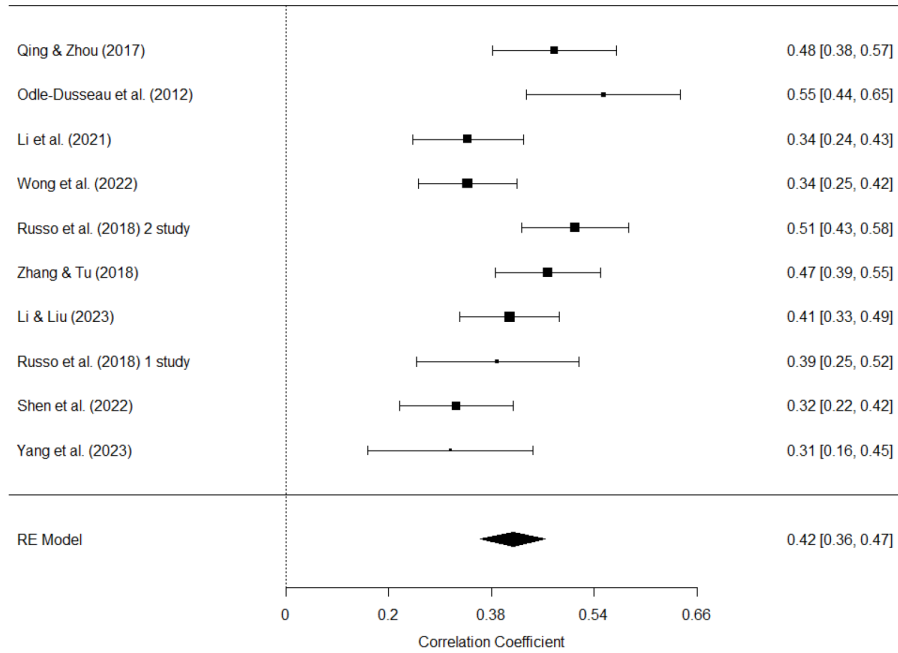
Relationship	No. of effects	Total sample size	Combined correlation coefficient (95% CI)	Heterogeneity test	I <sup>2</sup> (%; 95% CI)
FSSB–WFE	11	2950	.42 (.36; .47)	Q(9) = 25.79, $p < .001$	65.65 (26.75; 90.42)
FSSB –FWE	6	2178	.35 (.21; .48)	Q(5)=52.99, $p < .001$	91.03 (76.72; 98.52)

Note: Weights are from random effects analysis. FSSB – family-supportive supervisor behavior; WFE – work-family enrichment; FWE – family-work enrichment.

**Table 3.** Moderation analysis with two moderators – respondents’ age and gender

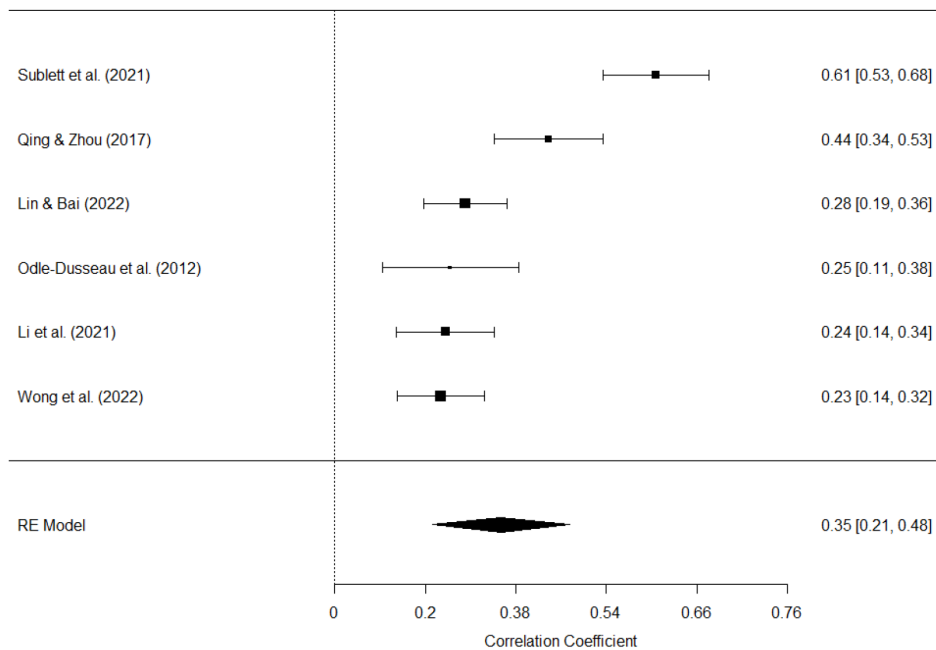
Relationship	Moderator	Moderation effect	Test of moderators	I <sup>2</sup> (%)
FSSB–WFE	Age	>.01, <i>p</i> > .05	Q(1) = .02, <i>p</i> = .89	74.81
	Gender	.36, <i>p</i> > .05	Q(1) = 1.77, <i>p</i> = .18	62.96
FSSB–FWE	Age	.03, <i>p</i> > .05	Q(1) = .97, <i>p</i> = .32	92.48
	Gender	.24, <i>p</i> > .05	Q(1) = .17, <i>p</i> = .68	92.57

Note: FSSB – family-supportive supervisor behavior; WFE – work-family enrichment; FWE – family-work enrichment.



Note. Each study is represented by a point estimate, which is bounded by a 95% CI.

**Figure 2.** Forest plot for the relationship between family-supportive supervisor behavior and WFE (source: Authors’ research)



Note: Each study is represented by a point estimate, which is bounded by a 95% CI.

**Figure 3.** Forest plot for the relationship between family-supportive supervisor behavior and FWE (source: Authors’ research)



## 4. Discussion

A systematic literature review and meta-analysis were used to analyze the relationship between family-supportive supervisor behavior and WFE/FWE. A systematic literature review was conducted using four databases, resulting in the identification of 15 relevant articles, of which the majority were published in Asia in 2021–2023, suggesting the importance of the topic in the post-COVID-19 period. Finally, meta-analysis revealed a moderate positive linear relationship between family-supportive supervisor behavior and both WFE and FWE.

A systematic review revealed that most of the studies were able to gather similar number of male and female participants. Nevertheless, gender remains an important factor in the field of work-family management. Women are considered to fit family profile (when individuals assign high importance to the family and relatively low importance to work) more, compared to men who fit work profile (when individuals assign high importance to the work and relatively low importance to family) (Cinamon & Rich, 2002). Studies have shown that women are still more affected by work-family conflict (e.g., Zurlo et al., 2020), while men may suffer from higher family-work conflict (e.g., Wang et al., 2020). Conversely, the data from the European social survey (round 10) has not revealed any gender differences in perceived work-family conflict across 10 European countries (Stelmokienė & Vadvilavičius, 2022), suggesting mixed results. However, as Cerrato and Cifre (2018) point out, the difference of perceived work-family interaction between men and women may be related to gender inequality in households (for more see Cerrato & Cifre, 2018). Here presented meta-analysis has revealed that gender did not moderate the relationship between family-supportive supervisor behavior and WFE/FWE. Future studies should analyze the role of gender inequities in the workplace that could affect outcomes of work-family spillover as well as leaders' behavior or even attitudes while providing support to employees of different gender. Furthermore, on average, research participants were aged from 35 to 44, considering that most were of working age. Meta-analysis has revealed that age did not moderate the relationship between family-supportive supervisor behavior and work-family enrichment/family-work enrichment. Nevertheless, with an aging society, knowledge about older employees becomes more relevant, as older employees may be involved both in their own nuclear family, and support their children's families.

More than half ( $n = 7$ ) of the 15 papers were conducted in Asia and other studies were conducted in Western countries. The work-family research field still lacks cross-cultural studies, taking into account the cultural differences of work field between countries and cultural differences in family settings. The role of national culture can have an impact on the relationship between work-family conflict or enrichment and other factors, like social support from peers, government, family involvement, gender role attitudes, etc. Data from the European social survey

has revealed that countries may differ in perceived work-family conflict (Stelmokienė & Vadvilavičius, 2022), however deeper analysis is needed. Therefore, cross-cultural studies are strongly encouraged. Meanwhile, 10 out of 15 papers were published in the last 3 years, supporting the idea that managing work and family is an important topic in the post-COVID-19 era. The struggle to balance work and family during the COVID-19 pandemic showed the importance of work-family interaction, and more companies, employees, politics, and scientists re-discovered this topic and began paying more attention to it. Since researchers and companies are looking for ways to help employees to manage work and family, the role of the leader and his/her support has become an important topic as well. Finally, the longitudinal research design has become more popular as it was used in 7 out of 16 studies. Still, no experimental or diary studies were found.

Overall, the systematic review revealed that the relationship between family-supportive supervisor behavior and work-family enrichment and family-work enrichment was positive and varied from weak to medium, as indicated by correlation coefficients. The meta-analysis further confirmed a moderate positive relationship between the constructs. Most of the studies presented the relationship between the general scores of family-supportive supervisor behavior and work-family enrichment and family-work enrichment. Only one study (Hammer et al., 2009) examined the relationship between the components of family-supportive supervisor behavior and the general work-family enrichment, and only one study (Usman et al., 2021) examined the relationships between components of family-supportive supervisor behavior and components of work-family enrichment. However, finding and summarizing the relationship is not enough to understand the mechanism of how are these variables interrelated.

In general, family-supportive supervisor behavior works as a work resource. By providing emotional or instrumental support, by being an example of how to manage work and family, and by creatively solving problems, a supervisor may become a valuable resource for an employee to successfully manage work and family. A supportive supervisor, for example, may help an employee to finish a task or redelegate task to other employee that first employee would have more free time from family affairs. This social exchange may benefit employees more than supervisor. However, according to social exchange theory, during social interactions people exchange favors, help, information, etc. Studies have shown that work-family enrichment is a circular process. Study by Hakanen and Peeters (2015) and Hakanen et al. (2011) have revealed that work-family enrichment and work engagement are related in circular process, i.e., work-family enrichment predicts higher work engagement and work-engagement predicts higher work-family enrichment. It can be suggested that family-supportive supervisor behavior and work-family enrichment is circular process as well. Employees who perceive and gain resources from supportive supervisor may experience higher work-family enrichment. By experiencing

enrichment, employees may become more engaged, committed to work (or a leader) and by involving themselves at work, fulfil supervisor expectations. Future studies could assess the longitudinal relationships between family-supportive supervisor behavior and work-family enrichment to support reciprocity.

Additionally, it could be discussed that when providing support, a leader and employee develop a qualitative relationship, that is based on trust, commitment, open communication. Studies (e.g., Litano et al., 2016) have found that leader-member exchange (LMX) is an important leadership style for work-family enrichment to occur. Although only a speculation, it is believed that LMX could mediate the relationship between family-supportive supervisor behavior and work-family enrichment. By providing a support for a person to deal with the problem, e.g., work-family conflict, a supervisor develops the relationship between him/her-self and an employee. Meantime, because of increased social support, a person experiences a higher work-family enrichment. However, according to Greenhaus and Powell (2006) theory, work-family enrichment occurs in two paths – instrumental and affective. It would be logical to assume that LMX would work only through affective paths, while instrumental support would work through instrumental path. For future studies we do recommend to analyze the mediating role of LMX on the relationship between family-supportive supervisor behavior and work-family enrichment, however.

Nevertheless, it is expected that not all supervisors express all the types of behavior associated to family-supportive supervisor behavior. Considering that work-family enrichment works in two paths – affective and instrumental – it can be suggested that the relationship between family-supportive supervisor behavior and work-family enrichment is also fragmented, meaning that different aspects of family-supportive supervisor behavior affect specific parts of work-family enrichment. However, given that family-supportive supervisor behavior and work-family enrichment are multi-dimensional constructs, future research should be encouraged to conduct more in-depth construct analyses. The main limitation of meta-analysis is the use of only the general scores of both constructs, which limits the ability to identify relationships between specific dimensions of family-supportive supervisor behavior and WFE/FWE and leads to less informational conclusions. Additionally, according to leader-member exchange theory, leaders may have their inner circle, allowing to suggest that some people may have more support from a leader to manage work and family. However, studies ignore this important aspect.

Furthermore, it can be expected that family-supportive supervisor behavior may have a positive effect to employees' self-efficacy on managing work and family. As Bandura (1971) have suggested, self-efficacy is partially developed by observing other people and positive reinforcement. Being a role model for employees, supporting them may have a positive effect to development of employees' self-efficacy – an inner belief that a person is able

to successfully manage work and family all together. On the meantime, being a role model, family-supportive supervisor behavior may work as a source of motivation for employees to seek work-family balance (or enrichment), if a person identifies supervisor as important person (in order to be like him/her). It could be suggested that family-supportive supervisor behavior has this developmental side. Previous studies have shown that organizations there are research-based training programs to increase leaders' family-supportive supervisor behavior (e.g., Hammer et al., 2011; Odle-Dusseau et al., 2016). The application of these programs led to better employees' work-family management. Studies have also shown that family-supportive supervisor behavior training can help to increase employees' job satisfaction (Hammer et al., 2011) and have lower turnover intentions (Odle-Dusseau et al., 2016), so application of these programs has multiple benefits.

Finally, it is important to emphasize the bias of any systematic review. Articles published only with statistically significant results were found and included in the analysis that could affect the results presented in this study. Any grey literature, unpublished studies, or non-English / non-Lithuanian publications were not included, and this could affect the final results of meta-analysis. Only three databases (despite Google Scholar) were screened for systematic literature review. Databases, e.g., Scopus was not included. Scopus database is one of the leading databases as Web of Science data base (Zhu & Liu, 2020), however with its limitations (e.g., Valderrama-Zurián et al., 2015). Additionally, quality assessment was not performed, although it is a common step in systematic review. However, the lack of tools or guidelines for quality assessment for cross-sectional research was noticed and the process of quality assessment has also been criticized (see Moja et al., 2005). Also, future studies should pay more attention to FWE as it was explored less.

## 5. Conclusions

This systematic review of the literature, confirmed by meta-analysis, revealed a positive relationship between family-supportive supervisor behavior and both WFE and FWE. Perceived social support from a leader to balance work and family may lead to positive work-family spillover as it is an important contextual resource. This conclusion is consistent with work-home resources theory. Also, it has been discussed that family-supportive supervisor behavior works not also as a resource to experience a higher work-family enrichment or family-work enrichment, but also helps an employee to develop inner personal resources to manage work and family. However, further studies are needed to better understand the relationship between the various components of family-supportive supervisor behavior and WFE/FWE. Also, it is recommended to analyze the role of gender, age, culture, and possible mediators (e.g., LMX) on the relationship between family-supportive supervisor behavior and WFE/FWE.



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Note: \* Studies that were included into systematic literature review and meta-analysis.