

Family-Supportive Supervisor Behaviors (FSSB): Implications for Small Enterprises

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What is FSSB?

Informal supervisor support helping employees balance work and nonwork demands

Distinct from general workplace social support & family-supportive organizational perceptions

Inclusive of nonwork demands, not just *family*-related

Hammer et al. (2009)



Why Should Small Businesses Care?

Every employee counts in a small business

Lack of federal policies

Organizational discretion

Individual initiative



Why Now?

Changing demographics

- E.g., female workers, eldercare responsibilities

24/7 economy

Advancing technology

Increased prevalence of work conflicting with nonwork life



More Specifically FSSB Provides...

1. Emotional Support

I listen to my employees when they struggle balancing work and nonwork

2. Instrumental Support

Mary's dog got sick, so I'll reschedule our meeting

3. Creative Work-Family Management

Joe needs to pick up his children from school everyday, so I will shift his hours earlier

4. Role Modeling

I demonstrate how to make time for family and work



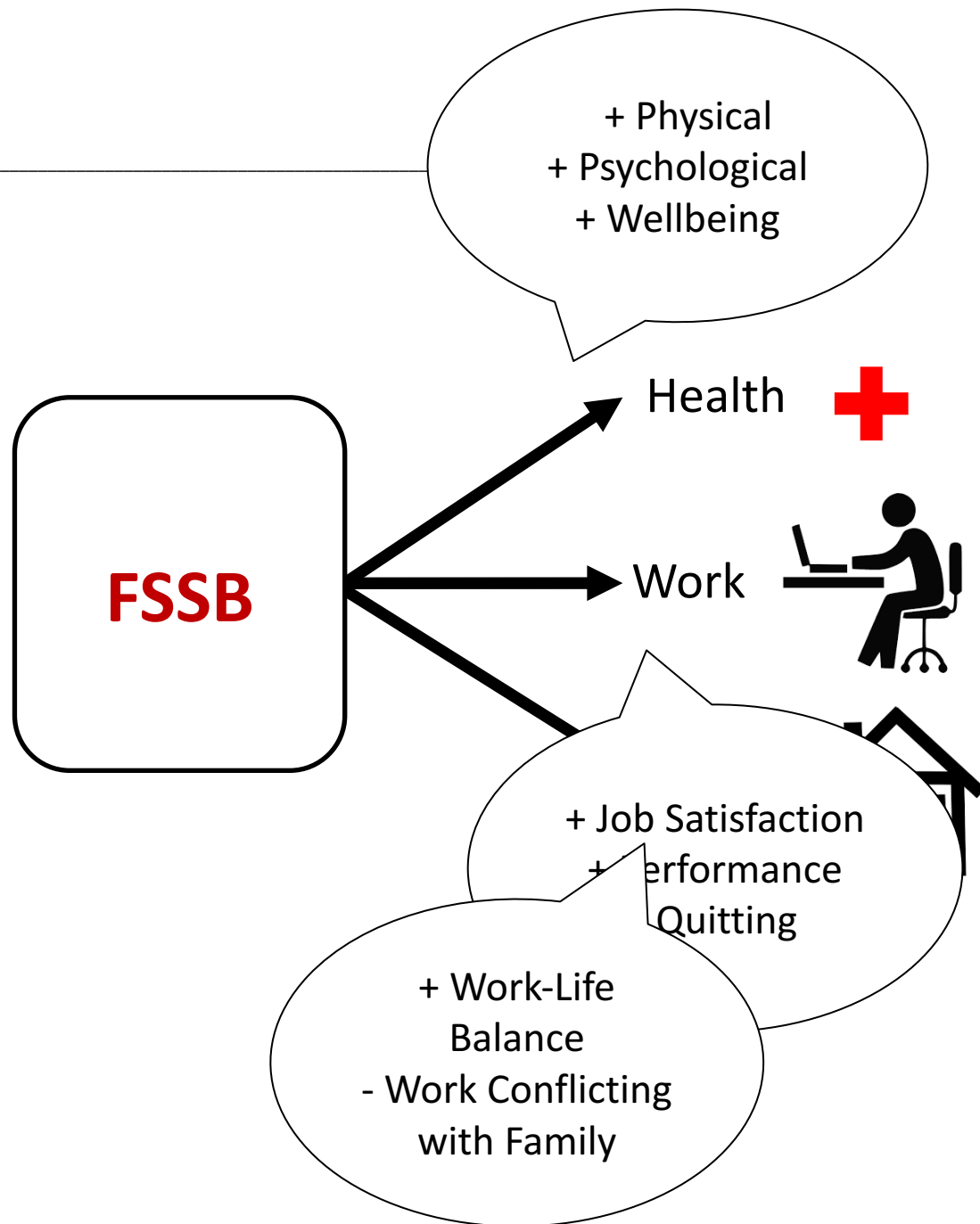
2017 Review

Literature review of all FSSB and FSSB-related studies

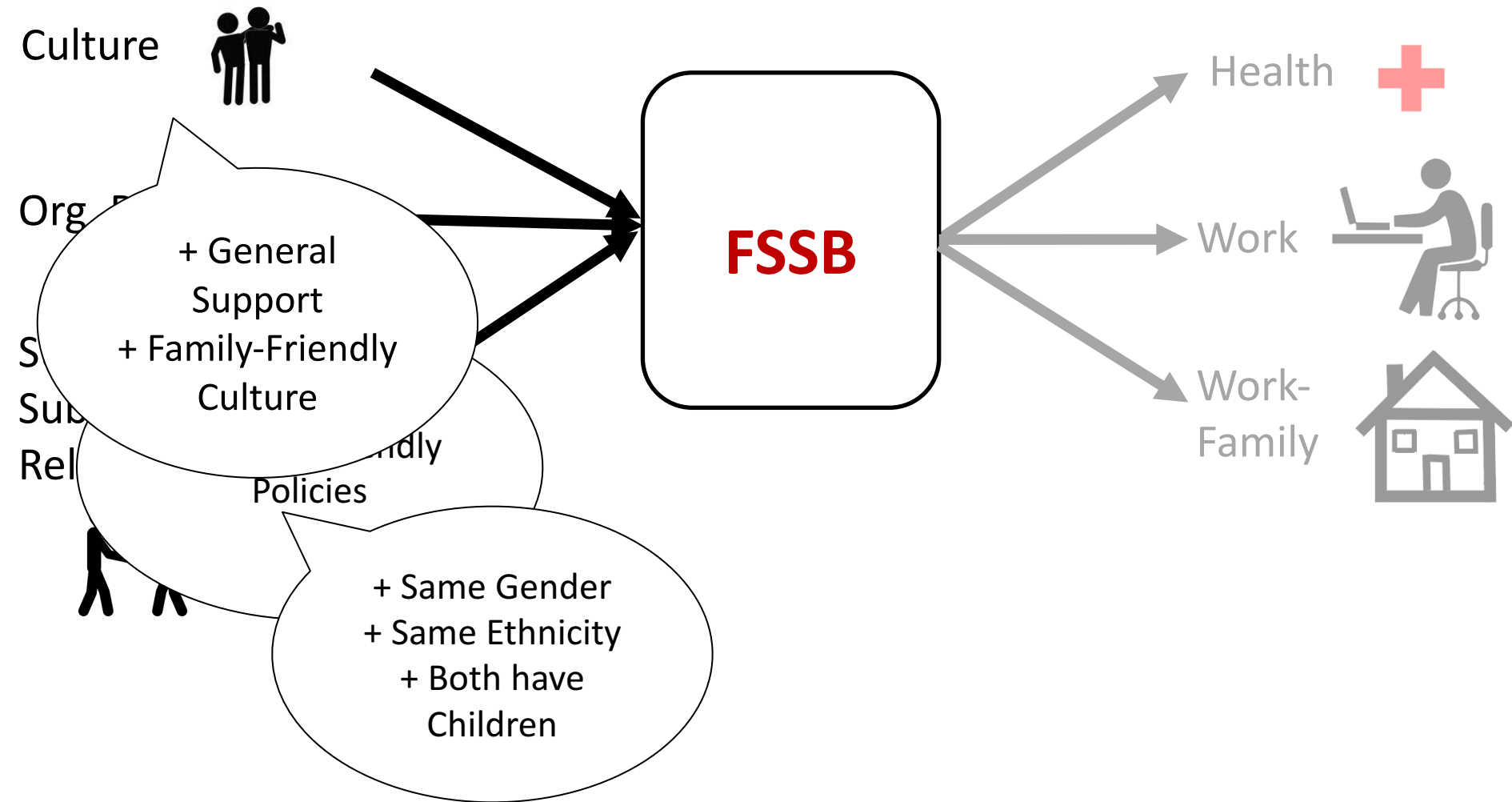
Focus primarily on outcomes and consequences

Marked increase in interest

FSSB: Outcomes



FSSB: Predictors





Outcomes of FSSB

Better Health ✓

- Less disease risk, more sleep, improved wellbeing

Better Work ✓

- Happier employees, more committed, increased performance

Better Work-Family ✓

- Work *improving* family life, less conflict



Implications for Small Businesses

FSSB can help reduce turnover



Potentially save small businesses money



Optimize performance



Reduce work-family conflict and increase satisfaction





Fostering FSSB

Supervisors more likely to engage in FSSB *if*:

- Work in a supportive culture
- Resources within organization allow them to enact these behaviors





FSSB Interventions

Computer-based training

Goal-setting and feedback

Group sessions

Research indicates positive results



<https://www.ohsu.edu/xd/research/centers-institutes/oregon-institute-occupational-health-sciences/oregon-healthy-workforce-center/toolkit-kiosk/Safety-Health-Improvement.cfm>
https://projects.iq.harvard.edu/files/wfhn/files/fssb_training_manual10_13.pdf



What We Know

FSSB supports *nonwork* life, not just family

Related to positive outcomes for both individuals and organizations

Particularly relevant and useful for small businesses

Trainable



Thank you

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