Annotated Bibliography

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Will a positive work-family supportive supervisor reduce work-family conflict?

Camgoz, S. M. (2014). The Role of Savoring in Work-Family Conflict. *Social Behavior and*

Personality: An International Journal, 42(2), 177-188. doi:10.2224/sbp.2014.42.2.177

This article reports on actual research based on 365 working couples. Research is sought to

relate subjects enjoying work and work-family conflict. The results and analysis lead to the

conclusion that enjoying work is inversely proportional to work-family conflict. Analytically,

therefore, having a good time in the office will reduce the propensity for arguments at home and

vice versa. This is a well-researched article and very relevant to my proposed research as I will

use it to argue that most work-family conflict is occasioned more from the office than from

home. As supervision is among the major factors for enjoying work and enduring office

experience, the article will be instrumental to my primary argument in the envisaged paper.

Crain, T. L., Hammer, L. B., Bodner, T., Kossek, E. E., Moen, P., Lilienthal, R., & Buxton, O.

M. (2014). Work–family conflict, family-supportive supervisor behaviors (FSSB), and

sleep outcomes. *Journal of Occupational Health Psychology, 19*(2), 155-167.

doi:10.1037/a0036010

The uniqueness of the article as compared to others that have researched on the topic of work-

family conflict is premised on the inclusion of the concept of quality and quantity of sleep and its

effect on the said topic. The research used gadgets to test the quality and quantity of sleep. The

research also sought how the combination of work-family conflict and family supportive

supervisor behavior (FSSB) affect the quality and quantity of sleep. This research, therefore,

seeks to evaluate the psychological impact of the balance between work-family conflict and

FSSB. My paper will be seeking to augment the importance of FSSB regarding the issue of

work-family conflict, and this research will help develop the argument that the way a supervisor

handles an employee's family issues has a psychological impact on the employee.

Culbertson, S. S., Huffman, A. H., & Alden-Anderson, R. (2010). Leader–member exchange and

work–family interactions: The mediating role of self-reported challenge- and hindrance-

related stress. *The Journal of Psychology, 144*(1), 15-36.

doi:10.1080/00223980903356040

This article reports on research that evaluates the effects of leader–member exchange (LMX)

theory outside the workplace and into the private lives of employees more so from the

perspective of the work-family conflict. The essence of the research was because poor LMX

leads to stress and stress cannot just be limited to the office. The research results and discussion

showed that poor LMX increased employee stress. The study also showed this exacerbated the

problem of work-based conflict. This research is also uniquely set to support the hypothesis

upon which my paper is premised on as it correctly argues that most work-family conflict is

premised on office pressure. Poor supervision, which is a leadership position will, therefore,

augment work-family conflict and vice versa.

Hammer, L. B., Kossek, E. E., Anger, W. K., Bodner, T., & Zimmerman, K. L. (2011).

Clarifying work–family intervention processes: The roles of work–family conflict and

family supportive supervisor behaviors. *Journal of Applied Psychology*, *96*(1), 134-150.

doi:10.1037/a0020927

This article reports on a very practical experiment that investigates the relationship between

supervision and work-family conflict. A supervisor course specifically on the issue of family-

work conflict was developed, and several supervisors were taken through it. Upon course

completion and the beginning of implementing the lessons learned from the course for several

months, the workers were interviewed regarding their opinion of the supervisors. Those who had

a high level of work-family conflict indicated that the supervisors had improved and those who

did not, indicated that the supervisors had not improved. The research shows that individuals

with work-family conflict crave for supervision that specifically handles similar issues. The

overall impact of the research and conclusion, therefore, shows that the capacity to manage

work-family conflict has high reliance of sympathetic supervision, a concept that I intend to

argue in my paper.

Hammer, L. B., Kossek, E. E., Bodner, T., & Crain, T. (2013). Measurement development and

validation of the family supportive supervisor behavior short-form (FSSB-SF). *Journal of*

Occupational Health Psychology, 18(3), 285-296. doi:10.1037/a0032612

This article reports on a complex process of research. The research seeks to develop the concept

of Family Supportive Supervisor Behavior (FSSB) and tries to reduce it into Family Supportive

Supervisor Behavior Short-Form (FSSB-SF). Specifically, the research attempts to downsize its

fourteen attributes (FSSB) into four attributes (FSSB-SF). As with all entrepreneurial issues

today, this is a form of innovative means that seeks to extenuate the costs of FSSB while at the

same time mitigating on the issue of work-family conflict through supportive supervision. The

main thrust of this argument as kindred to my proposed paper is that albeit the burden of FSSB

may seem immense in the interim, the cost can be extenuated through innovative leadership and

planning. The plan should, therefore, not be abandoned purely because of cost issue but should

instead be made cost effective.

Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011). Workplace social support and

work-family conflict: A meta-analysis clarifying the influence of general and work-

family-specific supervisor and organizational support. *Personnel Psychology, 64*(2), 289-

313. doi:10.1111/j.1744-6570.2011.01211.x

This research relates to the contemporary and innovative form of human resource management

where the interests of the employee within and without the office including family issues become

of focus to the human resource officer. The research compares an office where the supervision is

generally perfect versus one where the supervisor offers family-based support to employees as a

policy. The conclusion showed that where family issues are officially factored, anxiety is

lowered. Research also shows that as a result of lowering anxiety, it lowers the propensity for

work-family conflict. This research is extremely specific and focuses on the issue of supervision

and work-family conflict in a manner almost congruent to the envisaged paper I am working on.

Its conclusion also rhymes with my hypothesis.

Odle-Dusseau, H. N., Britt, T. W., & Greene-Shortridge, T. M. (2012). Organizational work–

family resources as predictors of job performance and attitudes: The process of work–

family conflict and enrichment. *Journal of Occupational Health Psychology, 17*(1), 28-40.

doi:10.1037/a0026428

This research article investigates the impact of three issues on employee performance and job

satisfaction to see which one was more important to the employee. The first is family supportive

supervisor behavior (FSSB), the second is family-supportive organizational persecutions (FSOP)

and finally work-family conflicts itself. The results reported are remarkable and revolutionary in

that they indicate work-family conflict not to be a bearing factor on performance and motivation

but rather FSSB and FSOP. This means that how the company handles work-family conflict is

more important to the employee than the existence of extent of the conflict itself. This contention

increases the obligation of the organization and supervisory culture on the issue of work-family

conflict. I will, therefore, use it to create the argument that work-family conflict does not become a human resource problem unless it is mishandled.

Thomas, L. T., & Ganster, D. C. (1995). The impact of family-supportive work variables on

work-family conflict and strain: A control perspective. *Journal of Applied*

Psychology, *80*(1), 6-15. doi:10.1037/0021-9010.80.1.6

This research looks primarily at the extremities of work-family conflict in an attempt to create an understanding on how supervision as a factor bears on the issue, the employee, and motivation as well as engagement in the place of work. The extremity was created by researching on employees who had teenage children yet worked in the health sector where schedules are also extreme. The conclusion showed that there were supervisors who seemed to understand that mothers of teenagers needed time for their children. The understanding proved to have positive psychological and personal impacts on the employees. In my proposed paper, I intend to argue that work-family conflict is unavoidable in some circumstances and industries, but the mitigating factor of empathetic supervision makes all the difference as concluded in this article.

Wadhwa, C. (2016). Supervisor support and organizational climate as predictors of work-family

conflict. *International Journal of Engineering and Management Research*, *6*(8), 1-5.

https://www.scribd.com/document/335658757/Supervisor-Support-and-Organizational-

Climate-as-Predictors-of-Work-Family-Conflict

This article factors the position of women in leadership within societies where men are dominant and how the work environment affects the balance between work and family as well as work-family conflict. The women interviewed for the research were married managers who had pressure at work and home thus leading to conflict. When interviewed, they indicated that the work environment has a major extenuating or igniting factor for family-work conflict. An

understanding office environment would reduce the extent of the conflict and vice versa. This article will help me clarify in my paper that the relationship between the supervisor and work-family conflict is not individual but rather institutional and thus its solution should also be institutional thus requires a change of company culture.

Winfield, I., & Rushing, B. (2005). Bridging the border between work and family: The effects of supervisor-employee similarity*. *Sociological Inquiry, 75*(1), 55-80. doi:10.1111/j.1475-682x.2005.00112.x

The focus of this article is family culture as opposed to company culture. It seeks to investigate how congruency between the culture of the supervisor and that of the employee affects the concept of FSSB (family supportive supervisor behavior) and its mitigation on work-family conflict. Research canvassed on the issue of ethnicity, religion, race, and even sex and sought to understand how it affects work-family conflict and FSSB. The results showed that having a supervisor of similar gender favored the woman employee as did having a supervisor of similar cultural heritage favor the male employee. Regarding my envisaged paper, this article will bring in the essence of empathy whether real or imagined and how it extenuates on the adverse effects of work-family conflict.