



Work-family supportive benefits, programs, and policies and employee well-being: Implications for the hospitality industry

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ABSTRACT

Although work-family issues have received nascent attention in the hospitality industry due to their value to stakeholders (e.g., organizations, employees, and their families), the existing literature is not conclusive. And there is a need to seek ways of creating work-family support to help employees balance between work and family spheres. Taking a systematic review approach aided by structured synthesis and meta-analysis across disciplines, this research provides a comprehensive conceptual model of work-family support literature. The model includes formal work-family support policies, supporting theories, and outcomes on multiple levels, thus representing the relational mechanisms of key variables. By doing so, this study presents the current status of hospitality literature. It offers valuable future research avenues: increased academic attention to a need for more research on work-family support policy in the hospitality industry, a call for studies on childcare policies, and a comprehensive perspective of work-family issues by taking into account individual differences of employees, various countries as a research context, and far-reaching outcomes of work-family support policies.

1. Introduction

As a source of competitive advantage for hospitality organizations, the importance of frontline employees in the hospitality industry cannot be overstated (e.g., Hsu et al., 2019). This is so because hospitality employees are the very service and product being delivered to customers (Patterson and Baron, 2010). Accordingly, their well-being and performance are directly linked to customers' service experience and behavioral intentions (Hsu et al., 2019; Kim and Jang, 2022; Tsaor and Tang, 2013) and eventually hospitality organizations' economic prosperity and success (Ponting, 2020).

However, the longstanding problems of the hospitality industry characterized as heavy workloads, long and irregular work hours (Yavas et al., 2008), and lack of workplace support have harmed not only workplace outcomes, but also employees' family needs, preventing hospitality employees from successfully balancing work and life (Fotiadis et al., 2019). Given the lack of sensitivity toward the demands of hospitality employees' family lives, its effect on employees' well-being has been adverse, to say the least (Zhao et al., 2020). As one effective way to enhance employee well-being, scholars have started raising awareness of proper work-family supports for employees'

well-being. Indeed, a strong relationship has been observed between work-family support policies and employees' well-being (Blanch and Aluja, 2012; Greenberger et al., 1989; Hwang, 2018).

The workforce demographic landscape in the hospitality industry adds another layer of the importance of incorporating employees' work-family domains. For example, the hospitality industry has a high portion of female employees in entry-level roles, making up more than 50 % of the 9.2 million hospitality workers (National Travel and Tourism Office, 2020). However, only 5 % of the CEOs and 9 % of the presidents are females in the hotel industry (Clausing, 2019), representing serious gender inequality. Given that women in particular who are more vulnerable to the lack of work-family supports (Craig and Churchill, 2021), addressing work-family issues can be a potential solution for attracting more talented female employees and a lack of women in leadership. Also, Generation Y, or those born between 1982 and 2000 (Gurău, 2012) and comprises the majority of the hospitality workforce (Hertzman et al., 2015), are strongly motivated by working environments that support life outside of work (Twenge et al., 2010). When their needs for work-life balance are not met, they easily opt for family-friendly working environments, thus increasing turnover rates (Salahuddin, 2010). Moreover, considering that most Generation Y is

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entering the phase of having children and growing their families, work-family support and its relationship with organizational success are more important than ever (Eldor and Vigoda-Gadot, 2017).

Despite increasing awareness of the importance of work-family balance among hospitality researchers, there are several knowledge gaps of the work-family literature in the hospitality context. First, the dominant focus has been on identifying antecedents and consequences of work-family dynamic (O'Neill and Follmer, 2020) while much remains unknown about how organizations can intervene to better manage employees' work-family life (O'Neill and Follmer, 2020). Further, the extant hospitality literature on organizational interventions has heavily focused on informal support (e.g., supervisor support and organizational climate), arguably at the risk of overlooking the role of formal work-family support policies. The skewed understanding of work-family support leads to inconclusive findings and suggestions (Zhao et al., 2020). Shifting our attention to formal support work-family policies is important to move our knowledge beyond discussing simple antecedents and consequences of work-family dynamics and provide valuable practical implications. Thus, this study focuses on formal and systematic work-family supports instituted at the organizational level.

Conducting a systematic review aided by structured synthesis and meta-analysis, this study aims to achieve three objectives. First, this study assesses the current status of workplace work-family support policy research in literature both within and without the hospitality discipline. Such an approach offers a valuable comparison between the hospitality discipline and other disciplines on status, progress, and gaps of research in workplace work-family support. Second, this study provides an integrated and holistic framework including various work-family support policies and practices available at the workplace, their outcomes, mediators, moderators, and corresponding theories underlying relevant variables. Lastly, supported by the synthesis and meta-data, this review attempts to identify research gaps as well as offer meaningful future research directions in work-family support and hospitality literature.

2. Literature review

2.1. Work-family support

"Work and family" issues are now primary concerns for employers in the U.S. (Perry-Jenkins et al., 2017) and ways to support employees to balance between two domains remain a topic of debate. While an increasing number of scholars across various disciplines have devoted attention to work-family issues, similar terms are interchangeably being used with a lack of consensus on a universally adopted definition or consistency of the usage of constructs (Masterson et al., 2021). For example, work-family benefits are defined as "any benefit, working condition, or personnel policy that has been shown to empirically decrease job-family conflicts among employed parents (Glass and Fujimoto, 1995, p. 382)". Work-family programs, the second related term, have been referred to as "any employer sponsored benefit or working condition that helps an employee to balance work and nonwork demands (Cascio, 2000, p. 166)". Lastly, while work-family policies hold a similar meaning to concepts introduced earlier, they include interventions not only in an organizational but also governmental level with a public purpose. Indeed, sample studies included in this systematic review used different terms based on their own operational purpose (e.g., work-life program, family-responsive policies, and work-life initiatives, work-family benefits). To increase clarity, this study decided to use the term "work-family supports" which embrace the broadest conceptualizations among the related terms. Work-family supports are operationally defined as "discretionary and formal organizational policies, services, and benefits aimed at reducing employees' work-family conflict and/or supporting their family roles outside of the workplace (Masterson et al., 2021, p. 1)." Such support can be divided based on formality into formal support and informal support, discussed below

(Greenberger et al., 1989). The next section provides definitions of work-family supports to position the study and highlight its purpose.

2.1.1. Formal support (Organizational support)

Formal support can be defined as tangible support such as "organizational policies, services, and benefits aimed at reducing employees' work-family conflict and/or supporting their family roles outside of the workplace" (Masterson et al., 2021, p. 118). Examples include employers' family-friendly policies or benefits provided by employers to aid employees in meeting their family responsibilities along with their work responsibilities (Boushey, 2008; Greenberger et al., 1989). Greenberger et al. (1989) listed the four representative categories of formal support as follows: 1) flexible work arrangement, 2) parental leave policies, 3) childcare policies, and 4) other benefits (Greenberger et al., 1989; Newkirk et al., 2020; Perry-Jenkins et al., 2017). While flexible work arrangements come in many forms, all are concerned with the workplace and working time. In terms of time, scheduling flexibility provides workers many options such as reduced hours and flexible schedules to start or get off work in a way that better accommodates family demands (Fuller and Hirsh, 2019). When it comes to the location of work, spatial flexibility ranges from the option to work at home or off-site, which allows workers to efficiently manage work and family care at the same time (Fuller and Hirsh, 2019). The bottom line of workplace flexibility is to grant employees control over their work. The second category of family-friendly policies is parental leave policies (e.g., maternity leave, paternity leave). Parental leave, which constitutes time off from work to take care of family, has been considered one of the most important policies to enhance the lives of individuals and families (Rodgers, 2020). Parental leave policies in the US became formalized after the Family and Medical Leave Act (FMLA) was enforced in 1993. Since then, employers have been required to provide workers with 12 weeks of unpaid leave for their personal needs (U.S. Department of Labor, N/A). Some organizations offer parental leave over and above the legal entitlement of the FMLA (in terms of duration) or partially/fully paid parental leave (e.g., Pollack, 2019). The third category of formal support concerns childcare. There are several childcare policies such as on-site childcare, vouchers for childcare or reimbursement, employer-subsidized childcare near the workplace, and childcare information or referral services (Hwang, 2018; Perry-Jenkins et al., 2017). Other family-responsive benefits include the right to refuse a relocation, part-time work with full-time benefits, and cafeteria-style benefits.

2.1.2. Informal support

Even though informal support, intangible social support at the workplace, is not the scope of the current study, it is noteworthy to mention as it helps employees address numerous areas of concern over work-family conflicts (Hwang, 2018). At the most general level, family-supportive organizational culture, a culture which is supportive for family matters above and beyond their work lives (Bhave et al., 2010), is critical because the shared values regarding work-family life facilitate employees' actual utilization of formal support systems (Chang et al., 2014). Nevertheless, it has been recognized that "immediate supervisors [are] primarily responsible for defining what the working experience of their employees will be like" (Vanier Institute of the Family, 1993, p. 15). In other words, an immediate supervisor who accommodates subordinates when they have family issues and sincerely cares about their subordinates' family obligations is more likely to mitigate those difficulties of combining work-family roles (Warren and Johnson, 1995). Ample evidence suggests the significant effect of a supportive supervisor (Behson, 2005; Mennino et al., 2005; Mills et al., 2014; Spector and Cinamon, 2017). Likewise, work-family support from coworkers plays a pivotal role in triggering positive attitudes and behaviors in parenting employees (Chang et al., 2014; Hwang, 2018). A paucity of studies investigating on co-worker support means a lack of bottom-up studies, such that examine how employees may influence over employers and their interventions. Taken together, informal

support serves as emotional support while formal support in the form of family-friendly policies covers instrumental support (Mauno and Ruokolainen, 2017).

2.2. The progress of hospitality research on organizational support and work-family dynamic

Hospitality researchers have become increasingly cognizant of the importance of employees' work-family life balance and have paid mounting attention to their experiences of work-family conflict (O'Neill and Follmer, 2020; Zhao et al., 2020). Across studies, a number of factors emerged to influence employees' work-family life such as emotional labor (Krannitz et al., 2015; Lawson et al., 2013), emotional intelligence (Lee, Magnini, and Kim, 2011), or job characteristics (i.e., job autonomy, job control) (Lin et al., 2015; Tromp and Blomme, 2012; Zhao et al., 2016). Among them, workplace supports (i.e., supervisor support, organizational climate, organizational support) have been repeatedly emphasized to reduce both work-family and family-work conflict (Cheng and Yi, 2018; Dai et al., 2016; García-Cabrera et al., 2018; Karatepe and Kilic, 2009). For example, in a survey of yacht captains in Turkey, Yorulmaz and Sevinc (2021) found that perceived supervisor support has a direct effect on turnover intention and work-family conflict. Xu et al. (2020)'s study showed that organizational climate by socializing with coworkers and celebrating at work plays a role in decreasing perceived work-family conflict.

While previous work-family studies have primarily focused on identifying predictors of work-family conflicts, what is missing in the current discourse is then how hospitality organizations can intervene in work-family conflict and bear positive related outcomes (O'Neill and Follmer, 2020). Moreover, existing work-family research typically accounts for the role of informal support, leading to a lack of knowledge about organizational formal support (O'Neill and Follmer, 2020). Only a few hospitality researchers have attempted to identify organizational interventions to help employees manage work-family balance. For example, schedule flexibility was also found to be a key factor in turnover intention (Lee et al., 2011). Recently, Ma et al. (2021) study represents a novel effort to investigate how maternity leave-related policies affect the well-being of female employees with a newborn child in the hotel context. Despite these efforts, much remains unknown about organizational interventions to help employees manage work-family balance. This skewed focus on informal support within the hospitality literature may indicate a deficiency of formal benefits for employees in practice. It is extremely unfortunate given extensive evidence of the close relationship between work-family balance and hospitality employees' well-being (Blanch and Aluja, 2012; Greenberger et al., 1989; Hwang, 2018). Hence, more research attention is needed to various family-supportive policies reflecting the unique characteristics of the hospitality industry so as to improve employees' work-family balance. Thus, this study pays attention to formal work-family supports that are instituted at the organizational level and reviews the relevant literature in order to fill the knowledge void and advance our understanding in hospitality literature.

3. Method

3.1. Research design

The present study aims to gain a comprehensive understanding of the existing research on work-family support systems in the hospitality field. This research conducts a systematic literature review using secondary evidence (journal articles). While following the rigorous and well-established guidelines for systematic reviews, this study synthesized the relevant literature both in the hospitality and general business disciplines. This approach has merits at least three reasons. First, previous studies supported that integrating research from several disciplines is beneficial to acquire a diversity of knowledge (Kline, 2005; Tranfield

et al., 2003) especially when there is an extremely limited number of hospitality studies concerning work-family formal support despite its obvious relevance. In this regard, this approach helps us achieve a more comprehensive understanding and exploratory basis of work-family formal support because business organizations share similarities in terms of human resource management. Last but not least, this approach allows us to make a comparison between hospitality and general business and thereby, to reflect the unique features of hospitality organizations. All in all, this study is expected to aim for a specific inquiry in the hospitality industry. Previous study on work-family dynamic also supported the value of integrating research from several disciplines in reviewing previous literature (Mulvaney et al., 2007). Table 1 provides an exhaustive list of hospitality articles included in this review and Table 2 summarizes examples of studies of the current study as evidence of the body of literature reviewed.

Following well-established guidelines for review articles (Paul, 2020; Paul and Rosado-Serrano, 2019; Paul and Singh, 2017), an extensive search on relevant literature in two major electronic databases of academic journals across several disciplines was performed, using carefully selected keywords and screening criteria. An SPSS database was created by coding key information of retained articles, such as authors and years of publication, channels, key constructs, and methods. A series of analyses was performed to obtain a holistic understanding of the status of research on the topic of interest. In particular, an in-depth systematic synthesis of selected publications identified key antecedents, consequences, moderators, relationships, and theories toward developing an integrated conceptual model. Further, research gaps were identified, and future research directions were discussed, particularly concerning the unique characteristics of hospitality and tourism contexts.

3.2. The databases

Two electronic databases were included in the search: Web of Science and EBSCOhost (including PsycINFO). Additionally, Google scholar was used to supplementing the search results. Various search terms and combinations were used to generate an initial pool of articles: "work-family," "work family supports," "workplace supports," "family-friendly policies," "work-family initiatives," and "work-life balance practices." Only full research papers originally written in English were considered for inclusion because this guarantees a transparent selection strategy (Cukrowska-Torzewska and Matysiak, 2020) as well as a high level of quality of the database (Weichselbaumer and Winter-Ebmer, 2005). There were no date or region restrictions. This search returned 761 papers.

The authors of the study further screened the initial pool of papers by reading the titles and abstracts of each paper. 194 articles were judged eligible for full-text review. As a next step, full-text screening was conducted. As this research concerns work-family supports that can be provided, controlled, or amended by organizations, papers concerning the inherent characteristics of work such as teamwork requirements or complexity of work were eliminated. This process retained 56 studies, published between 1995 and 2021, used for the systematic review. Under the same research criteria, only 8 of hospitality studies out of 56 studies are identified, arguably indicating a paucity of academic attention on work-family support policies in the hospitality field. The process of study selection is illustrated in Fig. 1.

3.2.1. Publication outlets

These articles appeared in a total of 44 journals, of which the most frequent were: *Journal of Marriage and Family* (3: 5.4%), *Journal of Vocational Behavior* (3: 5.4%), *Work and Occupations* (3: 5.4%), *Journal of Family Issues* (2:3.6%), *Family Relations* (2: 3.6%), *Work, Employment and Society* (2: 3.6%), *Pediatrics* (2: 3.6%), *Journal of Social Service Research* (2: 3.6%), and *Pediatrics* (2: 3.6%). There are five hospitality journals identified. *Journal of Hospitality and Tourism Management* has published two articles (3.6%) followed by *International Journal of*

Table 1

An exhaustive list of hospitality articles included in this review.

Authors	Location of Study	Study Method	Sample	Type of work-family support policies	Predictor	Outcomes	Findings
Roan & Diamond (2003)	Australia	Interview	Employees in hospitality and retail industry	Flexible work arrangement	N/A	N/A	Hours flexibility, work-life balance, and career potential are positively related to employees' quality of working life and commitment to the hospitality industry.
Mulvaney, R. H., O'neill, J. W., Cleveland, J. N., & Crouter, A. C. (2007)	N/A	Conceptual paper	N/A	Bundles of work-family support policies	N/A	N/A	This study article presents the importance of organizational interventions to work family relationships for hotel managers. It examines the relationships between the industry context and organizational-, individual-, and family- level outcomes. The processes linking these components and individual differences as a moderator are discussed.
Blomme, R. J., Van Rheede, A., & Tromp, D. M. (2010)	Netherlands	Cross-sectional survey	Managers in university food service facilities	Flexible work arrangement	Workplace flexibility, Working hour flexibility	Work-family conflict, Turnover intention	There is a significant relationship between workplace flexibility and work-family conflict, yet only significant for female employees.
Lee, G., Magnini, V. P., & Kim, B. P. (2011)	Korea	Cross-sectional survey	Employees in lodging industry	Flexible work arrangement	Satisfaction with schedule flexibility	Organizational citizenship behavior, Turnover intention	Satisfaction with schedule flexibility might lead to turnover intention, while it has no significant relationship with organizational citizenship behavior.
Ryan, B., Ma, E., Hsiao, A., & Ku, M. (2015)	U.S.	Cross-sectional survey	Employees in hospitality industry	Flexible work arrangement	Work schedule	Work-family conflict, Turnover intention	Work schedule is significantly related to work-family conflict, leading to increase turnover intention.
Xu, S. T., Yang, W., Wu, L., Ma, E., & Wang, D. (2021)	U.S.	Mixed methods	Employed mothers in lodging industry	Parental leave	N/A	N/A	This paper provides an overview of maternity leave policies in practice in the U.S. lodging industry. Working mothers want to have longer maternity leave and better transitional support from organizations. Also, maternity leave policies are expected to have a significant impact on individual-, organizational-, and societal level.
Calinaud, V., Kokkrankal, J., & Gebbels, M. (2021)	U.K.	Interview	Employed mothers in hospitality industry	Bundles of work-family support policies	N/A	N/A	This study looks at the perceptions of female managers about their career advancement in the hospitality industry. The results show that more family-friendly policies are needed in order to enable women's career progression.
Ma, E., Wu, L., Yang, W., & Xu, S. T. (2021)	U.S.	Interview	Employed mothers in lodging industry	Parental leave	N/A	N/A	This study highlights the process of how working mothers in the hospitality industry cope with post-maternity life and work-life balance. This study also underscores the pivotal role maternity leave and other family support policies during the post-maternity life stage.

*Note: Articles are listed in a chronological order; The findings are described with an attendant focus on formal work-family support policies.⁴

Hospitality Management, *Tourism Management*, *Annals of Tourism Research*, and *Journal of Tourism and Hospitality Research*. No specific journal stands out with a high frequency of publications. A whole list of the journals identified, and the number of articles pulled from the mentioned journals is provided in Appendix A.

3.2.2. Study method

13 studies included in this review utilized longitudinal secondary data (23.3 %) and 13 studies adopted cross-sectional survey designs to test the suggested relationships in question. Simple secondary data without longitudinal sequence was adopted in 13 studies. Mixed method was the fourth frequent method (seven times: 12.5 %) followed by an interview (three times: 5.4 %), longitudinal survey data (three times: 5.4 %), field experiment (two times: 3.6 %). Case study design was

utilized in only one study while one conceptual paper was identified (Table 4).

3.2.3. Study participants

Of the studies included in this review, the majority of studies collected the data of employed mothers in general (22 times: 40.4 %). Several studies sampled from both genders (mothers and fathers) in general disciplines (20 times: 36.4 %). Within the hospitality industry, 4 studies included both mother and father employees while three studies focused on employed mothers. Only two studies utilized dyadic data between partners. Table 5 summarizes the characteristics of study participants included in this review.

Table 2
Examples of studies of the current study as evidence of the body of literature reviewed.

Authors	Location of Study	Study Method	Sample	Type of work-family support policies	Predictor	Outcomes	Findings
Thomas, L. T., & Ganster, D. C. (1995).	U.S.	Cross-sectional survey	Employees in healthcare industry	Bundles of work-family support policies	Information and referral services, Dependent services, Flexible schedules, supervisor support	Control, Work-family conflict, Depression, Job satisfaction, Somatic Complaints, Blood pressure, Cholesterol, Absenteeism	Family-supportive work policies might produce significant benefits in terms of employee attitudes and well-being. - Flexible scheduling has a direct and indirect effect on somatic health complaints through perceptions of control and subsequent decreasing of work family conflict. - Information and referral services and dependent-care services did not show any significant direct or indirect effects on the outcome variables.
Warren, J. A., & Johnson, P. J. (1995).	Canada	Cross-sectional survey	Employed mothers in general	Bundles of work-family support policies	The use of family-oriented benefits, Family-supportive organization perceptions, supervisor flexibility, supervisor support	Work-family role strain	The number and use of family-oriented benefits is associated with lower levels of strain between paid work and family roles.
Kossek, E. E., Lautsch, B. A., & Eaton, S. C. (2006).	U.S.	Mixed method	Employees in general	Bundles of work-family support policies	Total work hours, Formal telework policy user, Volume of telework, User of HR policies to support personal or family needs	Psychological job control, Boundary management strategy, Family to- work conflict, Turnover intentions, Depression, Work-to-family conflict	The psychological experience of flexibility predicts individual well-being. - Formal use of the telework policy is positively correlated to higher performance. - The use of formal work-family support policies significantly decrease turnover intentions but not related to performance.
Gordon, R. A., Kaestner, R., & Korenman, S. (2008).	U.S.	Longitudinal Secondary data	Employees in general	Childcare	Types of childcare	Maternal work absences, Job exits	Childcare centers and large family day care is found to have an impact on mothers' greater work absences because of a sick child, but not on maternal job exits. Greater work absences lead to mothers' job exits particularly when mothers have low-income and nonrelative caregivers.
Tsai, S. Y. (2013).	Taiwan	Secondary data	Employees in general	Breastfeeding	Access to lactation room type and employees' perception of breastfeeding-friendly policy and support	Continuing breastfeeding behavior	A higher education level, lower workload, lactation room with dedicated space, use of breast pumping breaks, and encouragement from colleagues and supervisors to use breast pumping breaks were significant predictors of continued breastfeeding for more than 6 months after returning to work.
Whitehouse, G., Romaniuk, H., Lucas, N., & Nicholson, J. (2013).	Australia	Longitudinal Secondary data	Employed mothers in general	Parental leave	Workplace problems during pregnancy, Paid leave duration, Fathers' leave	Mothers' mental health, Quality of parenting, Couple relationship, Child outcomes	This study underscores the importance of leave duration for maternal mental health. - The benefit of paid leave duration for lessening psychological distress is significant only for mothers who took more than 13 weeks paid leave. - Mothers' leave duration is

(continued on next page)

Table 2 (continued)

Authors	Location of Study	Study Method	Sample	Type of work-family support policies	Predictor	Outcomes	Findings
							not correlated to couple relationship outcomes. - No association is found between total leave duration with maternal mental health while there is a significant correlation between mental health and the degree of workplace problems.
Spitzmueller, C., Wang, Z., Zhang, J., Thomas, C. L., Fisher, G. G., Matthews, R. A., & Strathearn, L. (2016).	U.S.	Longitudinal Secondary data	Employed mothers in general	Breastfeeding	Perceptions of workplace support for breastfeeding, Negative remarks about breastfeeding, Lack of break time for BF, Lack of places to express milk, Lack of place to store pumped milk	Breastfeeding goal intentions, Breastfeeding duration, Exclusive Breastfeeding duration	Working mothers with a high level of perceived workplace support for breastfeeding are likely to have more ambitious breastfeeding goal intentions and longer breastfeeding duration.
Clark, M. A., Rudolph, C. W., Zhdanova, L., Michel, J. S., & Baltes, B. B. (2017).	U.S.	Cross-sectional survey	Employees in general	Flexible work arrangement	Flexibility in work schedule, Flexibility in work location, family-supportive organization perceptions, supervisor support	Negative work-family spillover, Intent to quit, Positive work-family spillover, Job satisfaction	Male employees are more likely to utilize a telecommuting policy than women. Moreover, the use of telecommuting is significantly related to less intent to quit for male employees but not for female employees.
Kramer, K. Z., Bae, H., Huh, C. A., & Pak, S. (2019).	Korea	Longitudinal Secondary data	Employed couples in general	Paternity leave	Paternity leave-taking	Father's job satisfaction, Father's life satisfaction, Mother's family relationship satisfaction	Fathers' use of paternity leave is significantly related to father's job satisfaction, which leads to their life satisfaction. Further, fathers' life satisfaction mediates the relationship between the use of paternity leave and mothers' family relationship satisfaction.
Newkirk, K., Perry-Jenkins, M., Laws, H. B., & Hien, M. (2020).	U.S.	Longitudinal survey data	Employed mothers in general	Parental leave, Flexible work arrangement	Flexibility in work schedule, Compressed work weeks, Paternity leave-taking, Flexibility in work location, Paternity leaves duration	Depressive symptom	The interaction between length of parental leave and negative spillover is related to levels of depressive symptoms. Schedule flexibility has a stronger impact on depressive symptoms for single mothers than partnered mothers.

*Note: Articles are listed in a chronological order; The findings are described with an attendant focus on formal work-family support policies.

3.2.4. Study location

The majority of studies included in this review conducted in the United States (30 times: 54.5 %), Australia, Germany, and Korea (four times: 7.3 %). The rest of studies were conducted in the United Kingdom (three times: 5.5 %), Canada (two times: 3.6 %), Italy, Netherlands, New Zealand, and Taiwan (one time: 1.8 %) (Table 6).

4. Findings

4.1. Frequently used theoretical frameworks

There appeared to be a wide range of theories used to understand work-family relationships such as social exchange theory (e.g., Akter et al., 2019; Casper et al., 2011; Lee and Hong, 2011), conservation of resources theory (e.g., Talukder, 2019), the ecological systems theory (Bronfenbrenner, 1977), psychological contract theory (Rousseau, 1989), and the economic theory of labor supply, among others. That these theories originate in multiple disciplines indicates the complexity and scope of work-family relationships. Among these theories, the five most significant were: role theory (Kahn et al., 1964), social exchange

theory (Blau, 1964), conservation of resources theory (COR) (Hobfoll, 1989), spillover (Bolger et al., 1989), and crossover model (Westman, 2002).

4.1.1. Role theory

Role theory (Kahn et al., 1964) serves as a popular theoretical framework to explain work-family relationships and conflicts. Based on the assumption that human resources are limited, role theory suggests that the more roles an individual occupies, the more energy is consumed (Barnett and Gareis, 2006). Role demands in different spheres are incompatible, creating various negative outcomes such as role conflict, psychological strain, and decreased job satisfaction (Barnett and Gareis, 2006). Based on the theoretical background of role theory, Chang et al. (2014) revealed that organizational work-family culture increases employees' affective commitment as supportive work-family culture helps reduce perceptions of role conflicts.

4.1.2. Social exchange theory

Social exchange theory (Blau, 1964) explains employees' motivation to reciprocate in positive ways what they receive from their

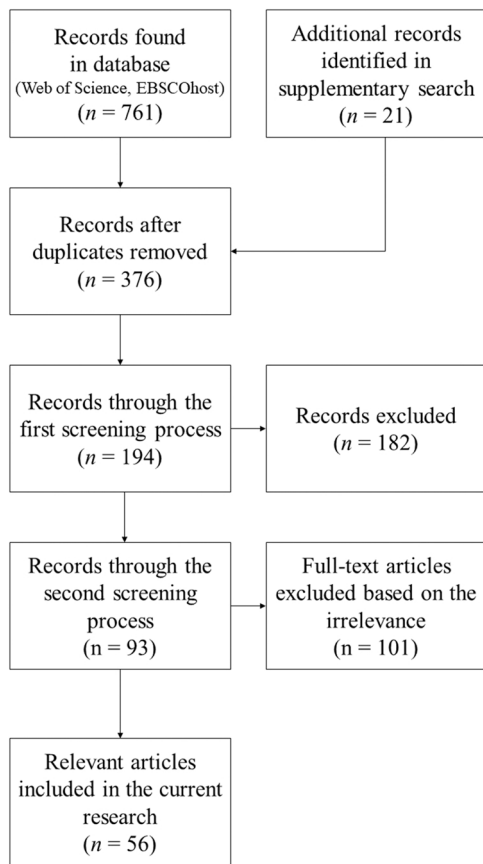


Fig. 1. Literature search process.

organization. It has been widely adopted to predict the relationship between work-family support (e.g., supervisor support and family-friendly policies) as well as positive employee attitudes and firm performance (Akter et al., 2019; Lee and Hong, 2011). For example, Lee and Hong (2011) demonstrated that childcare subsidies show a significant influence on decreasing turnover while increasing agency performance as social exchange suggests that employees who are satisfied with organizational supportive policies display positive attitudes and behaviors as means of reciprocation.

4.1.3. Conservation of resources theory

Conservation of resources theory (Hobfoll, 1989) posits that individual endeavors to minimize the net loss of their finite personal resources (e.g., emotional or cognitive resources) while continuously seeking new resources to achieve their goals (Hobfoll, 1989). When individuals fail to retain or acquire resources, depletion of resources occurs, leading to a deterioration of their well-being (Hobfoll et al., 2000). Thus, work-family support plays a role as a resource that helps employees manage work or family demands more effectively (Clark et al., 2017). Goh et al. (2015) found that work-family conflict serves as a mediator in the relationship between employees' daily perceived workload and life satisfaction, moderated by supervisor support.

4.1.4. Spillover

Spillover is an intra-individual transmission of psychological experience from one sphere of life to another (Bolger et al., 1989). The spillover model has been widely used to explain the relationship between work and family in that work-related stressors spill over into the home, causing negative outcomes (e.g., work-family conflict, work-family interference) (Bakker et al., 2009; Shimazu et al., 2009). Similarly, crossover refers to such transmissions between individuals who are closely related (Westman, 2001). The notion of crossover

Table 3
Types of work-family support identified from literature review.

Category	Detailed policies	Research in General business included	Research in Hospitality industry included
Bundles of work-family support	Availability of work-family support policies Usage of work-family support policies	Akter, Ali, and Chang (2019); Budig, Misra, and Boeckmann (2016); Calinaud et al. (2021); Cook (2009); Costantini (2020); Frye and Breaugh (2004); Kim and Parish (2020); Kossek et al. (2006); Kozhimannil et al. (2016); Mandeville et al. (2016); O'Driscoll et al. (2003); Thomas and Ganster (1995); Warren and Johnson (1995);	Calinaud and Gebbels, (2021); Mulvaney et al. (2007)
Family leave	Paid parental leave (Maternity/Paternity leave) Unpaid parental leave (Maternity/Paternity leave) Leave for dependent care Availability to break up the maternity leave period	Bächmann, Frodermann, and Müller (2020); Baughman, DiNardi, and Holtz-Eakin (2003); Boushey (2008); Gangl and Ziefle (2015); Guendelman et al., (2014); Hewitt, Strazdins, and Martin (2017); Hwang et al. (2021); Kornfeind and Sipsma (2018); Kramer et al. (2019); Lee and Hong (2011); Mirkovic, Perrine, and Scanlon (2016); Newkirk et al. (2020); Ogbuanu et al. (2011); Perry-Jenkins et al. (2017); Petts and Knoester (2019); Petts et al. (2020); Rodgers (2020); Waldfogel, Higuchi, and Abe (1999); Whitehouse et al. (2013);	Ma et al. (2021); Xu et al. (2021)
Flexible work arrangement	Flexibility in work schedule - Preferred hours - Reduced work hours - Flexible off - The management of lunch breaks - Part-time arrangement Compressed week Smart working	Baughman, DiNardi, and Holtz-Eakin (2003); Behson (2005); Boushey (2008); Clark et al. (2017); Fuller and Hirsh (2019); Glass (2004); Guendelman et al. (2009); Heras et al. (2021); Hwang (2018); Jang (2009); Langner (2018); Lauber and Storck (2019); Lee and Hong (2011); Moen et al. (2016); Newkirk et al. (2020); Rothbard, Phillips, and Dumas (2005); Sherman (2020); Waldfogel (1998);	Lee, Magnini, and Kim (2011); Roan and Diamond (2003); Ryan et al. (2015)

(continued on next page)

Table 3 (continued)

Category	Detailed policies	Research in General business included	Research in Hospitality industry included
	Flexibility in workplace - Discretionary remote working	Clark et al. (2017); Glass (2004); Lee and Hong (2011); Newkirk et al. (2020); Sherman (2020);	Blomme et al. (2010).
Childcare	On-site day care Near-site day care Sick childcare Emergency childcare Childcare subsidy Childcare information or referral Vouchers for childcare or reimbursement Before or after school adult-supervised programs Dependent care savings accounts	Behson (2005); Glass (2004); Gordon, Kaestner, and Korenman (2008); Hipp et al. (2017); Hwang (2018); Hwang et al. (2021); Lauber and Storck (2019); Rothbard, Phillips, and Dumas (2005);	
Breastfeeding	Break time for breastfeeding Places to express milk Place to store pumped milk Perceptions of workplace support for breastfeeding	Spitzmueller et al. (2016); Kozhimannil et al. (2016); Mirkovic, Perrine, and Scanlon (2016); Tsai (2013)	
Others	Career development support On-site parenting seminars Taxation policies Gradual return to work Skill training at the end of the maternity Tuition assistance Family allowance On-site conveniences (e.g., cafeteria) Assistant program about elder care Timesaving services (ironing, laundry)		

Table 4

A summary of methods included in the review.

Method	Frequency	%
Longitudinal Secondary data	13	23.2
Cross-sectional survey	13	23.2
Secondary data	13	23.2
Mixed method	6	10.7
Interview	4	7.1
Longitudinal survey data	3	5.4
Field Experiment	2	3.6
Case study data	1	1.8
Conceptual	1	1.8
	56	

Table 5

A summary of participants included in the review.

Participants	Frequency	%
Employed mothers in general	22	40.0
Employees in general (Including both genders)	20	36.4
Employees in specific industries (e.g., health, IT)	4	7.3
Employees in hospitality industry	4	7.3
Employed mothers in hospitality industry	3	5.5
Employed couples in general	2	3.6
Total	55	

Table 6

A summary of locations included in the review.

Location	Frequency	Percent
U.S.	31	56.4
Australia	4	7.3
Germany	4	7.3
Korea	4	7.3
Multi nationals	3	5.5
U.K.	3	5.5
Canada	2	3.6
Italy	1	1.8
Netherlands	1	1.8
New Zealand	1	1.8
Taiwan	1	1.8
Total	55	

considers a significant other (e.g., partner, spouse, or cohabitant) as an important factor when understanding the dynamic interplay between work and family realms (Matias et al., 2017). For example, a positive work experience may have a crossover influence on the partner, favorably affecting his/her psychological and physical health (Westman, 2001). Incorporating both the spillover and crossover models in the work-family interface allows researchers to successfully explain the holistic transmission process of positive/negative experiences spilling over from work into the home, and then crossing over to the partner (Bakker et al., 2009; Kramer et al., 2019).

4.2. Types of work-family supports

Various types of work-family support have been investigated, including informal support, parental leave, flexibility in the workplace, other formal support, and breastfeeding. Below is a detailed description of each.

4.2.1. Flexible work arrangement

The most frequently mentioned work-family supports was flexibility in the workplace and time (26 times: 35.6 %). In detail, studies on flexible time arrangement (19 times) include policies such as flexible hours (Sherman, 2020), compressed workweeks (Newkirk et al., 2020), and discretionary remote working (Sherman, 2020). For example, Newkirk et al. (2020) identified that schedule flexibility predicted less of an increase in mothers' depressive symptoms. In a similar vein, Jang (2009) found that flexible work schedules have potential to improve the perceived well-being of working parents. On the other hand, flexibility on workplace (seven times) are relatively less studied compared to flexible time arrangement. Flexible workplace, such as telework and telecommuting, is shown to reduce intention to quit (Clark et al., 2017). One thing to be noted regarding flexible workplace arrangements is that their effect is largely affected by individual differences such as parent gender or education level (Clark et al., 2017; Fuller and Hirsh, 2019).

4.2.2. Parental leave

Parental leave, including maternity leave, paternity leave, or family leave, was the second most commonly investigated type of work-family formal support (23 times: 31.5 %). Parental leave policy offers a period

that parental employees are allowed to spend away from work to take care of their dependent children (Donovan, 2019). The availability (Bächmann et al., 2020; Hwang et al., 2021; Petts and Knoester, 2019), duration (Mirkovic et al., 2016; Whitehouse et al., 2013), and a comparison of paid and unpaid family leaves (Ogbuanu et al., 2011) were central concerns of research on parental leave. Our review points to a number of studies that agreed upon its positive impacts on employees in various levels. A properly designed parental leave is not only to be positively related to job related outcomes such as retention intention or job satisfaction (Baughman et al., 2003; Kramer et al., 2019; Waldfogel et al., 1999), but also to enhance employees' well-being by increasing their mental and physical health (Hewitt et al., 2017; Perry-Jenkins et al., 2017).

4.2.3. Childcare-related support and breastfeeding

Childcare-related support was ranked fourth (eight times: 11.0 %), and examples of this category included employer-sponsored daycare (Agarwala et al., 2014), on-site childcare (Hwang, 2018), and childcare accounts (Behson, 2005). Childcare has been considered as resources that generate positive employee and family outcomes. For instance, Lee and Hong (2011) showed the significant relationship between childcare subsidies and reducing turnover. Gordon et al. (2008) reported offering arrangements for sick children could help reduce maternal absenteeism.

Breastfeeding-related issues (four times: 5.5 %) were investigated in aspects such as break time for breastfeeding and places to express milk (Spitzmueller et al., 2016). For instance, Tsai (2013) examined how the types of breastfeeding room (breastfeeding rooms with separate space versus those without dedicated space, only curtain separators in a space used mainly for other purposes) affect employees' continuing breastfeeding behavior. Given the various benefits of breastfeeding for both infants and mothers are well-documented, more attention should be devoted.

Other formal supports concerned the availability and usage of family-responsive policies (Frye and Breugh, 2004; O'Driscoll et al., 2003) or were not included the remaining "other support" categories such as career development support (Heras et al., 2020). The detailed types of work-family support investigated in articles of the current systematic review are summarized in Table 1.

4.2.4. Informal support

While informal support is not a main focus of the current review, we briefly analyze informal support as it represents an important source for employees and is frequently studied. Within the informal support category, supervisor support was found to be the most commonly tested antecedent in informal support, followed by organizational support. Organizational support includes organizational work-family culture (Chang et al., 2014) and organizational career development support (Heras et al., 2021). A relatively smaller number of studies examined family (spousal) support to compare the relative contribution of support in the workplace and within the family (Drummond et al., 2017; Greenhaus et al., 2012; Spector and Cinamon, 2017). The least number of studies explored coworker support.

4.2.5. The comparison of work-family support policies between the hospitality and other disciplines

Lastly, the systematic review provides a comparison between the hospitality and other disciplines by identifying work-family support policies that have been studied in each discipline with external support. As the results represent (Table 3), the hospitality industry way falls behind. First, the number of articles concerning work-family support policies identified in this review is only eight, indicating a serious lack of our knowledge and interest in equipping and serving employees' family needs compared to general business disciplines. While a couple of hospitality studies explored schedule flexibility policies (Lee et al., 2011; Ryan et al., 2015; Wong and Ko, 2009), a solid understanding of the effects of flexible work arrangements is missing. Also, there has been

minimal efforts to look at parental leave except recent studies by Ma et al. (2021) and Xu et al. (2021). Two identified studies are exploratory studies with interview methods, which shows a void of empirical evidence. Moreover, studies on childcare or breastfeeding policies were none.

This academic status of the hospitality industry is consistent with its longstanding reputation of its precarious employment contract and unfavorable work conditions (Baum et al., 2020). For instance, according to a recent survey reported by the Congressional Research Service, only 8 % of hospitality employees have access to paid family leave, which was the second lowest across all industries (Donovan, 2019). This can be explained by the characteristics of the hospitality industry. In the United States, employees are granted access to unpaid family leaves through the federal Family and Medical Leave Act (FMLA), which was passed into law in 1993 allow qualified employees to take up to 12 weeks of unpaid leave to care for family members (U.S. Department of Labor, N/A). FMLA has eligible conditions, such that only establishments with 50 employees can be covered by the FMLA and employees working at least 1250 h over the past year are qualified for leaves (U.S. Department of Labor, N/A). Thus, a small nature of hospitality facilities, especially food service sector, does not come under the conditions of the FMLA (e.g., 50 or more workers). In addition, the short duration and an absence of financial resources for maternity leave cause unintended consequences, such that almost up to 40 % of expectant mothers decided to leave their job (Ma et al., 2021). All in all, the review urgently calls for more academic and managerial attention to work-family support with an aim to improve the well-being of hospitality employees and their families.

4.3. Outcomes of work-family supports

The wide impact of work-family support on all stakeholders covers not only employees themselves but also organizations and their family members. Below, this study summarizes outcomes of work-family supports into individual, job, and family-related.

4.3.1. Individual outcomes

Outcomes at the individual level are deeply interrelated to individual well-being in terms of both psychological and physical health. Regarding psychological health, Perry-Jenkins et al. (2017) investigated the relationships between other types of formal support such as schedule flexibility and childcare supports and depressive symptoms based on the spillover model, so that single mothers with schedule flexibility reported a lower level of depression. In a similar vein, several studies suggest that length of parental leave (i.e., maternity leave) is negatively associated with mothers' depressive symptoms (Kornfeind and Sipsma, 2018; Newkirk et al., 2020; Perry-Jenkins et al., 2017). Paid maternity leave benefits working mothers not only in terms of mental health but also physical health (e.g., backache, fatigue, perineal pain, and gastrointestinal problems) (Hewitt et al., 2017). Overall, various forms of work-family supports help increase parental employees' overall life satisfaction by positively affecting other aspects of life such as childcare satisfaction or job satisfaction (Kramer et al., 2019; Lauber and Storck, 2019).

4.3.2. Job-related outcomes

Beyond individual-level outcomes, job-related outcomes were frequently explored outcomes as a function of work-family supports. The most common job-related outcomes are turnover intention, organizational commitment, job satisfaction, and job performance. Social exchange theory was the most frequently adopted theoretical rationale underpinning for work-family support and job-related outcomes. For instance, Mills et al. (2014) suggested that family-supportive organizational perceptions might influence family-supportive supervisor behaviors, leading to an enhancement of subordinate self-efficacy and affective commitment in accordance with social exchange theory, affective event theory, and boundary theory. Such studies suggest that

work-family support from employers works as a positive cue that compels employees to pay back.

From an organizational perspective, work-life support policies are positively associated with various organizational measures, including perceived organizational performance and corporate social responsibility (Akter et al., 2019). Interestingly, several studies investigated the relationship between work-family policies (e.g., childcare, parental leave, flexibility in work schedule) and wage (Budig et al., 2016; Fuller and Hirsh, 2019; Glass, 2004; Waldfogel, 1998), implying the wide-ranging impact of work-family support on employees.

4.3.3. Family-related outcomes

Consistent with role theory suggesting that more roles create stress and conflict with romantic partners, Petts and Knoester (2019) argued that duration of maternity leave is positively related to mothers' relationship satisfaction with their spouse, noting the potential effect of paternity leave on parental relationships. As such, it was found that mothers in unsupportive workplace conditions during pregnancy are likely to have negative experiences with their partners (Whitehouse et al., 2013).

Support for employees' work-family balance affects employees' parental roles as well. For instance, when organizations provide formal policies (i.e., on-site childcare and flexible scheduling) and informal support (i.e., supportive supervisor), working mothers might display a low level of parenting stress (Hwang, 2018). Meanwhile, across studies on breastfeeding, organizational support, including reasonable break time and private space to express breast milk, emerged as a key determinant of breastfeeding intention and breastfeeding duration (Kozhimannil et al., 2016; Spitzmueller et al., 2016, 2018). This is an important implication as breastfeeding is significantly related to the health of employees and their families (Binns et al., 2016). These studies underline the far-reaching role of work-family interventions in helping employees' family functioning.

4.4. Mediators and moderators

Variables related to work-family balance (work-family conflict, work interference with family, family interference with work) were most often investigated as mediators (Casper et al., 2011; Chang et al., 2014; Drummond et al., 2017; Goh et al., 2015; Greenhaus et al., 2012; Jang, 2009; O'Driscoll et al., 2003; Talukder, 2019). For example, work-family interference and family-work interference were tested as mediators in the relationships between supervisor support and job and family satisfaction (Drummond et al., 2017). In addition, a couple of studies tested work-family balance variables as outcomes and well-being indicators as mediators (Frye and Breugh, 2004; Matias et al., 2017). That is, the relationships between work-family balance and employees' well-being are bidirectional and closely associated.

While it is generally agreed that work-family support enhances employees' well-being, research revealed inconsistent results (Akter et al., 2019; Butts et al., 2013; Nomaguchi et al., 2005). This may indicate the need to understand the role of potential moderators (Drummond et al., 2017), such as contextual differences and demographic characteristics. This study found gender to be the most frequently included moderator. Based on gender role theory, women are expected to invest more in the family domain while men focus on the work sphere due to societal norms and the persistence of traditional gender roles (Blanch and Aluja, 2012; Katz-Wise et al., 2010). In this regard, Clark et al. (2017) found that supportive supervisors may benefit women more than men in terms of burnout while men are more influenced than women by telecommuting use. Similarly, Petts and Knoester (2019) identified that length of paternity leave is only positively correlated with relationship satisfaction in mothers but not in fathers. Besides, a variety of moderators appeared in the systematic review, including region (Drummond et al., 2017), education level (Behson, 2005; Fuller and Hirsh, 2019), income (Gordon et al., 2008; Kozhimannil et al., 2016), marriage status (Kozhimannil

et al., 2016), employment status (Glass, 2004; Petts and Knoester, 2019; Waldfogel, 1998), partner relationship (Newkirk et al., 2020), supervisor support (Casper et al., 2011; Frye and Breugh, 2004; Talukder, 2019), and child-related factors (age of children, children sickness) (Bächmann et al., 2020; Budig et al., 2016; Gordon et al., 2008).

4.5. Conceptual framework

Based on the systematic review, a conceptual framework of work-family support literature was developed with overarching theories, types of work-family support, mediators, outcomes, moderators, and control variables (Fig. 2).

4.6. Meta-analysis results

Owing to its rigorous design and reliability of findings, meta-analysis is considered the highest quality evidence of research on a general or specific topic (NCU Library, 2019). Meta-analysis is a quantitative method of synthesizing empirical research outcomes in terms of effect sizes (Card, 2015). Generally, owing to the large number of studies, conclusions drawn from a meta-analysis are stronger than any single study statistically. On the other hand, meta-analysis also needs to satisfy certain criteria, such as the use of consistent measures and availability of key pieces of statistical information (Cronbach's alpha estimates, correlation coefficients, sample size, etc.) (Card, 2015). Based on the preceding review and conceptual model, including work-family support policies and the outcomes, this study performed meta-analytic structural equation modeling (SEM), following the procedure proposed by Viswesvaran and Ones (1995). We have four criteria for study inclusion. We included studies which operationalized flexible time management, family friendly policies, job-related outcomes, and work/family related outcomes. Studies that reported reliabilities of variable measurement, sample size, and correlations among variables of interest were included. For each two random variables, there are at least two studies reporting their correlations or value that could be converted into correlations. The uniqueness of each study was secured by carefully examining descriptions of sampling and data analysis in order to meet the independence assumption required for meta-analysis (Morris and DeShon, 2002). The final sample consists of 17 studies.

We followed the coding process recommended by Lipsey and Wilson (2001). The first and third author independently coded a random selection of 5 studies to assess the agreement level in coding necessary information. After checking data entry and resolving differences, both went on to code the rest studies. The consensus rate was 95 % and disagreements were solved through discussions among authors. The meta-analytic SEM was used to test impacts of work-family support practices upon job and work/family outcomes. We categorized relevant variables into six types, including two types of work-family support practices, two types of job-related outcomes, and two types of work/family outcomes. Specifically, work-family support practices include work flexibility management and bundles of family friendly policies. Variables of workplace flexibility, flexible schedule, and flexible hour fell into types of work flexibility management. Family friendly policies include childcare policies, parental leave policies, and dependent care policies. Job-related outcomes include positive job-related outcomes such as job satisfaction, organizational commitment, and performance, while negative job-related outcomes include turnover intention, absenteeism, and job burnout. Negative work/family outcomes include work-family conflict, and work-family interference. Positive work/family outcomes include work-family enrichment and work-life balance.

To test the impacts of bundles of family support policies through meta-analytic SEM, we need to calculate the meta-analytic correlations among different supporting policies and their outcomes. Although meta-analysis could be conducted with uncorrected measures, correcting sampling error can improve estimate accuracy of inter-construct

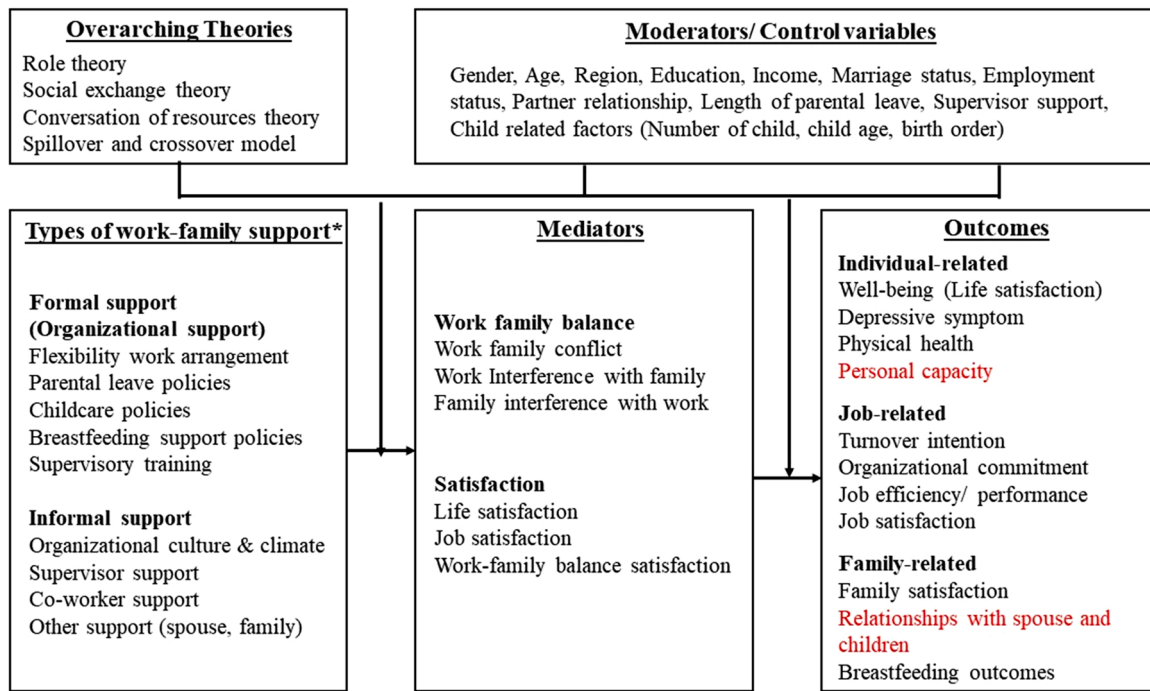


Fig. 2. A comprehensive framework of work-family support. ** $p < 0.05$.

relationships (Ng and Feldman, 2015). For a study which studied different dimensions of outcomes (e.g., affective and continuance commitment) (Costantini et al., 2021), we combined the correlations between individual family friendly policies and outcomes by following suggestions in Hunter and Schmidt (2004). By doing this, we created a single effect size of each pair of relationship from each study and also ensured samples included for meta-analysis was independent.

Table 2 summarizes correlation results of the relationships among work-family support policies and the outcomes. This study also estimated the Q homogeneity statistics, which suggest the variance in the sample-weighted mean correlation (Jiang et al., 2012). The Q statistics and the associated p-values suggest the heterogeneity of a given relationship. As such, this study used random effect model to correct for sampling errors when the Q statistics are significant and fixed effect

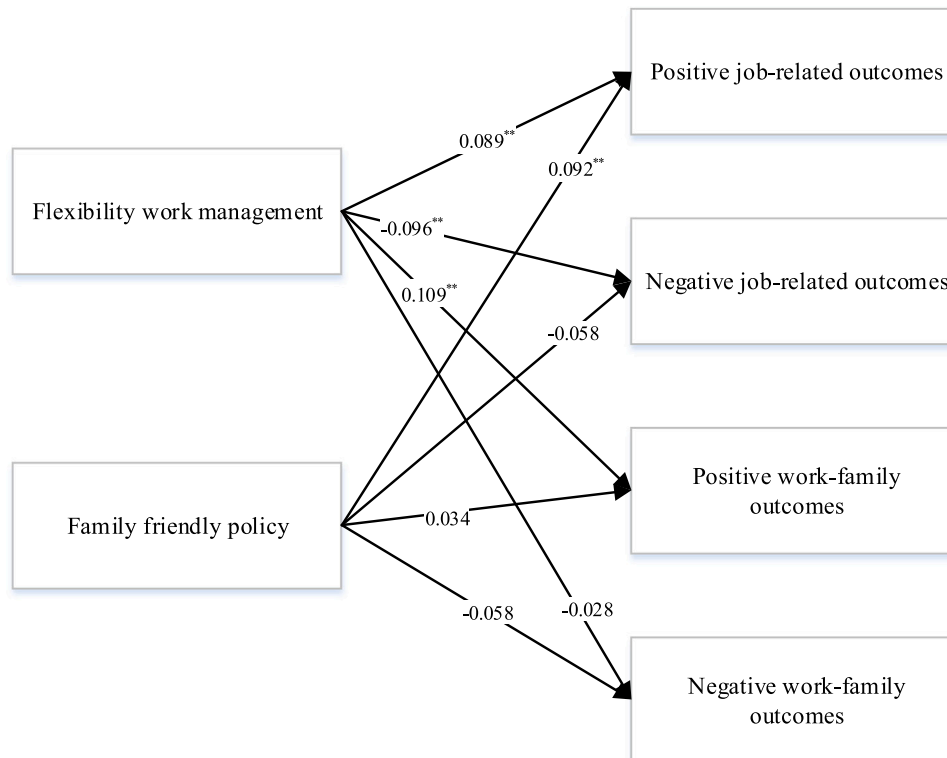


Fig. 3. Theoretical model of family support policies and the outcomes.

model when not significant (Hunter and Schmidt, 2004). Later, we tested the impacts of work-family policies, using the meta-analyzed correlation matrix shown in Table 2 and maximum likelihood estimation in LISREL 8.7 (Jöreskog and Sörbom, 1996). We used four established model fit statistics to examine the viability of the structural model: χ^2/df , the comparative fit index (CFI), the standardized root-mean-square error (SRMR), the root-mean-square error of approximation (RMSEA) (Kline, 2005). Our hypothesized model, as indicated in Fig. 3, was a good fit to the data ($\chi^2/df = 8.308$, CFI = 0.938, SRMR=0.315, RMSEA=0.090). It is worth noting that the model fit indexes were sound considering the comparatively small number of studies included for analysis in this study.

As shown in Fig. 3, flexibility work management had significant and positive effects on positive outcomes, including both job-related work-family outcomes, while it had significant and negative impacts on negative job-related outcomes. As to bundles of family friendly policy, only its impacts on negative job-related outcomes was significant, while other three effects was not statistically significant. Furthermore, we ran Z-test, which shows the significance of the difference between regression coefficients, to test the relative effects of flexibility work management and family friendly policy. The results of Z-tests show that the regression coefficient of flexibility work management on negative job-related outcomes ($\beta = -0.096$, $p < 0.05$) was significantly stronger than that on positive job-related outcomes ($\beta = 0.089$, $p < 0.05$, $Z = -3.847^{***}$). Although the regression coefficient of flexibility work management on positive work-family outcomes ($\beta = 0.109$, $p < 0.05$) was larger than that on positive job-related outcomes ($\beta = 0.089$, $p < 0.05$), the Z-test result shows that such difference was not statistically significant ($Z = 0.42$). The regression coefficient of family friendly policy on positive job-related outcomes ($\beta = 0.092$, $p < 0.05$) was larger than that of flexibility work management on positive job-related outcomes ($\beta = 0.089$, $p < 0.05$) while such difference was not statistically significant based on the Z-test result ($Z = 0.06$) (Table 7).

5. Discussion of research gaps and promising future research agenda

5.1. A need of more research on work-family support policy in the hospitality industry

Taken together, this study synthesizes the extant literature on work-family support policies through a systematic review and meta-analytic approach. This review provides an overview of what is known and what is unknown based on the meaningful comparison between the hospitality discipline and other disciplines. The reviews demonstrate that work-family support policies are beneficial to better manage employees' work-family balance, which leads to various positive outcomes at individual, job, and family-level. Also, the comparison based on this review uncovers a paucity of work-family support policies in the hospitality context (Table 3). Lastly, valuable future research directions are suggested (Table 8).

Thus, hospitality researchers should pay more academic attention to work-family support policies so as to fill the research void and help hospitality employees fulfill both work and family needs.

When incorporating the results and implications into the hospitality context, it is essential to engage the unique characteristics of the hospitality industry as work-family support cannot be a "one-size-fits-all" solution for organizations and their employees (Masterson et al., 2021). For example, while the results of meta-analysis approach showed that flexibility work arrangement is associated with positive job-related and work-family outcomes, it may not be applicable to the hospitality field. In other words, interventions involving where to work such as discretionary remote working be challenging to implement in the field (O'Neill and Follmer, 2020). This is because most hospitality work requires employees' physical presence and cannot be performed remotely (O'Neill and Follmer, 2020). Thus, when seeking to grant work flexibility to hospitality employees, stakeholders should approach this issue in terms of time, as found in the systematic review including preferred hours, part-time arrangement, or management of lunch breaks. Given that a majority of hospitality facilities operate 24 h a day, 365 days a year, requiring hospitality employees to work long, nonstandard hours, the effect of flexibility in work schedule is expected to be highly beneficial to improve employees' work-family balance (Lee et al., 2011; Ryan

Table 7
Meta-analytic correlations between work-family policies and the outcomes.

Variables	Flexibility work management	Family friendly policy	Positive job-related outcomes	Negative job-related outcomes	Positive work-family outcomes
family friendly policy	0.266	1			
K(N)	4(3193)				
95 %CI	0.019:0.482				
Q	98.864* **				
positive job-related outcomes	0.114	0.116	1		
K(N)	6(3790)	6(3590)			
95 %CI	0.047:0.179	0.049:0.182			
Q	14.943*	13.565 *			
negative job-related outcomes	-0.108	-0.071	-0.207	1	
K(N)	5(3179)	5(5632)	6(5076)		
95 %CI	-0.187:- 0.027	-0.115 : - 0.026	-0.316 : - 0.091		
Q	12.020*	14.408 **	95.341 ***		
positive work-family outcomes	0.118	0.063	0.145	-0.177	1
K(N)	3(1667)	3(696)	3(1544)	3(1081)	
95 %CI	0.070:0.177	-0.087:0.209	-0.042:0.321	-0.177: - 0.234	
Q	4.551	7.986 *	27.925 ***	5.466	
negative work-family outcomes	-0.043	-0.065	-0.194	0.048	-0.221
K(N)	4(3120)	6(3323)	3(2452)	6(3214)	3(878)
95 %CI	-0.078:- 0.008	-0.126 : - 0.004	-0.302:- 0.082	-0.140:0.233	-0.411:- 0.013
Q	2.586*	72.816	15.566 ***	193.470 ***	19.735 ***

* $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$;

Table 8
Future research agenda.

Topic	Sample research questions
A need of more research on work-family support policy in the hospitality industry	<p>How do hospitality employees feel about the current work-family support policies? What difficulties are experienced by hospitality employees in different life stages?</p> <p>What kinds of the unique characteristics of hospitality industry do play a role in the relationship between work-family policies and outcomes?</p> <p>The more work-family support policies, the better? What is the optimal design of work-family support policies for hospitality employees?</p> <p>What changes are needed in current work-family support policies? Which policies can or cannot be directly adopted from general business discipline?</p> <p>What are the key elements needed for hospitality employees to successfully manage work-family balance?</p> <p>How do interactions with customers affect employees' work-family dynamics? Do the frequency or quality of interactions with customers have an impact on the relationship between work-family policies and outcomes?</p> <p>How do formal and informal support interplay in enhancing employees' work-family balance?</p> <p>Can be a bottom-up perspective applied to work-family policies studies? How does employees' input make change the effect of work-family policies?</p> <p>What are the costs of the adoption of more work-family policies? Do the policies backfire?</p> <p>Can we identify new types of work-family support policies specific to each sector of hospitality industry (e.g., food service facility, hotel, casino)?</p>
A call for studies on childcare policies	<p>What are the current childcare or breastfeeding policies available in the hospitality industry?</p> <p>How is a lack of childcare and breastfeeding policies related to various HRM problems such as turnover rate and a lack of female leadership?</p> <p>Is the availability of childcare or breastfeeding policies enough? How should it be equipped?</p> <p>What are the short-, middle-, long-term of childcare policies on hospitality employees?</p> <p>Can the adoption of childcare policies attract potential workers?</p> <p>How will male employees feel about new childcare policies?</p>
Taking into account individual differences of employees	<p>What demographic and socioeconomic aspects should be considered?</p> <p>How do the relationships between work-family policies and outcomes differ depending on individual differences?</p> <p>What kinds of measurements or methodologies should be adopted to best reflect employees' individual difference?</p> <p>What kinds of other factors do serve as contextual contingencies on various levels?</p> <p>What kinds of individual differences do have the strongest influence?</p> <p>Do employees' personalities such as Big 5 affect? What kinds of other factors do serve as contextual contingencies on various levels?</p>

Table 8 (continued)

Topic	Sample research questions
Various countries as a research context	<p>What are the current work-family support policies in easter countries? How do the established relationships between support policies and outcomes differ depending on countries?</p> <p>How does the difference of work-family support policies in each country affect hospitality employees' perception?</p> <p>Does the combinations of cultural background of the location of hospitality organizations and employees play a role?</p>
Far-reaching outcomes of work-family support policies	<p>Do work-family support policies affect hospitality organizations' financial performance? If so, how?</p> <p>Will work-family support policies affect customer outcomes? How do the policies affect customer satisfaction, perceived service quality, or revisit intention?</p> <p>Will work-family support policies affect their family outcomes? What are the underlying mechanisms?</p> <p>What kinds of measurements or methodologies should be adopted to best reflect outcomes on various levels?</p>

et al., 2015; Wong and Ko, 2009).

5.2. A call for studies on childcare policies

Hospitality workforce is highly gendered (Dashper, 2020). The hospitality industry has a high portion of female employees in entry-level roles, making up more than 50 % of the 9.2 million hospitality workers (National Travel and Tourism Office, 2020). However, only 5 % of the CEOs and 9 % of the presidents are females in the hotel industry (Clausing, 2018), representing serious gender inequality and glass ceiling. This issue is particularly relevant post-COVID 19. Traditionally, women disproportionately take on family labor including childcare and household chores while men devote more to work (West and Zimmerman, 2009). The COVID-19 pandemic has escalated this traditional perspective of division of labor (Shockley et al., 2021; Stefanova et al., 2021), such that mothers are struggling more burden of family labor than fathers (Craig and Churchill, 2021). Hence, the hospitality industry needs to urgently put into an action to solve this disproportionately gendered workforce landscape by providing attractive work-family support policies for all potential employees, especially women. Given that women in particular who are more vulnerable to the lack of work-family support (Craig and Churchill, 2021), addressing work-family issues can be a potential solution for a high level of turnover rate (Gornick and Meyers, 2003; Pettit and Hook, 2009).

One of the possible interventions that has been identified is childcare support (Frye and Breaugh, 2004; Gordon et al., 2008; Martucci, 2021). Childcare interventions are well-known for its positive outcomes. For example, maternal absenteeism could be reduced by appropriate childcare arrangements (Gordon et al., 2008). Also, funded childcare is correlated with smaller motherhood wage penalties (Budig et al., 2016). Despite of the well-documented effects of childcare support in addressing gender inequality and enhancing working mothers' well-being, this review demonstrates that studies on childcare or breastfeeding in the hospitality context are nearly absent and a solid understanding of the impact of childcare policies is missing. Hence, more hospitality researchers need to explore working mothers' experiences with childcare and the related support policies in the hospitality industry. Such attention may be able to provide better insights into this phenomenon of a significant underrepresentation of female leadership (Dashper, 2020). When hospitality organizations are able to successfully address the needs of working mothers in balancing with childcare and work responsibilities, they can retain talented female leadership and

address gender inequality simultaneously.

5.3. A comprehensive perspective of work-family issues

Considering the complex and multilevel nature of the work-family dynamic will allow researchers to fully understand the effects of work-family supportive policies in a holistic picture. In other words, a whole consideration of how work-family supportive policies operate should enter, for example, under which conditions policies yield the best outcomes, and how far-reaching the outcomes of policies will be.

5.3.1. Taking into account individual differences of employees

This review found that work-family studies in the hospitality setting focused on the suggested relationships without considering individual demographic characteristics. This is unfortunate because it may lead to inconsistent results. For example, while the review results indicated there is a negative relationship between flexible work arrangements and work-family conflict, [Blomme et al. \(2010\)](#) found that such relationship was only significant for female employees in the hospitality context. Also, it was shown that the effects of flexible work arrangements in reducing motherhood wage penalties differ across employees' education level ([Fuller and Hirsh, 2019](#)). The limited consideration of individual differences may prevent this nascent field of work-family support from moving forward and establishing a consensus model. Thus, demographic and socioeconomic aspects such as gender, age, education, or tenure of employees, and the number of dependents ([Zhao, 2016](#)) are important aspects to be considered ([Yavas et al., 2008](#)).

Further, incorporating a various range of personal attributes might be beneficial to expand our clear understanding of work-family support policies. For example, while the results of meta-analysis showed that flexible work arrangement yields positive job-related and employee outcomes, [Rothbard et al. \(2005\)](#) found that employees with a higher desire of segmentation are likely to be less satisfied with their organization when they have greater access to integrating policies (e.g., onsite childcare) than segmenting policies (e.g., flexible schedule). Similarly, [Newkirk et al. \(2020\)](#) found that mothers' relationship status whether single or partnered may influence how much schedule flexibility benefits maternal postpartum mental health. Each of these studies suggests that employees' individual differences must be carefully considered in the implementation of work-family support policies. As such, studies could incorporate a wide range of personal attributes such as resilience, self-efficacy, assertiveness, and work attachment so as to reflect an in-depth interrelationship between work and family domains.

5.3.2. Various countries as a research context

The results of the current study show that a majority of work-family policy studies in the hospitality sector are conducted in western countries, mainly in U.S. Therefore, the regional scope of the present review is primarily based on U.S. and the findings might be hard to be applied to the other part of countries. We believe that it is useful to take into consideration countries where studies are conducted in as an important research context. The extent and types of supports vary widely across borders ([Hegewisch and Gornick, 2013](#)). Even under the same group of high-income and industrialized countries, each country provides different package of work-family support policies and the absence of the policies may have an influence on employees' perception ([Pitt-Catsouphes et al., 2015](#)). For example, in terms of family leave policies, other western and developed countries provide generous family leaves, with more parents eligible and much higher levels of wage replacement during leaves. For example, organizations in Canada provide a long period of leave, a maximum of 50 weeks and the United Kingdom offers a higher wage coverage rate during parental leave ([Kelly, 2006](#)). In contrast, the FMLA in U.S. has severe drawbacks with limited coverage as discussed earlier. To be specific, only 11 % of U.S. establishments are covered by the FMLA ([Kelly, 2006](#)). Furthermore, among those who did take a family leave, 37 % reported that they cut their leave shorter than

they would have wished because of financial concerns ([Kelly, 2006](#)). Similarly, flexibility work arrangements also are not easily available in U.S. compared to other western countries. For instance, the U.K. parents of children under 6 are lawfully endowed a right to request a flexible working arrangement ([Hegewisch & Gornick, 2008](#)). Also, European Union Directive requires at least 4 weeks of paid vacation each year, yet American workers use about 11 days of vacation each year with no legal requirements about paid vacation time ([Kelly, 2006](#)). As a result, the impact of family leaves and the consequent perception of policies may differ between Canada and U.S. based on scarcity and availability.

5.3.3. Far-reaching outcomes of work-family support policies

In line with previous arguments of a comprehensive perspective of work-family issues, a missing piece of the puzzle in the hospitality literature is a wider range of outcomes on various levels. Much of the hospitality research that this study reviewed narrowly focused on employee attitudes such as turnover intention or organizational citizenship behavior ([Blomme et al., 2010](#); [Lee et al., 2011](#); [Ryan et al., 2015](#)). However, there exists basic agreement that the influence of work-family support policies does not restrict only to an employee level but can go as far as to influence family or organizational outcomes ([Masterson et al., 2021](#)). [Kramer et al. \(2019\)](#) found that fathers' use of paternity leave is positively associated with their partners' family relationship satisfaction via the mediating role of fathers' life satisfaction. From an organizational outcome perspective, [Akter et al. \(2019\)](#) showed that a bundle of work-family support policies may help improve perceived organizational performance, financial performance, and corporate social responsibility. Also, how work-family support policies affect employees' relationships Although a few conceptual hospitality studies attempted to include family outcomes ([Mulvaney et al., 2007](#)), there has been minimal empirical attention to investigating cross-level relationships that test the link between employee and family or organizational outcomes. In the similar vein, hospitality researchers are strongly suggested to consider customer outcomes as the effects of work-family support policies. Given customers are the ultimate judges of service and their role is critical to determining service firms' success in the customer-centered marketplace ([Olorunniwo et al., 2006](#))—it should not be overlooked to understand customers' outcome as a function of work-family support policies. Thus, moving beyond the primary focus on traditional employee attitudes, more studies are needed to represent a larger and broader picture of work and family relationships by the foreseeable outcomes in various levels ([Masterson et al., 2021](#)).

6. Conclusion

This study provides a systematic review across disciplines to reflect the current status of hospitality work-family research and reveal valuable future research avenues. This study hopefully advances the understanding of work-family supports and offers beneficial implications for every stakeholder of work-family spheres. It also opens avenues for future research using first-hand empirical evidence and quantitative causal-effect research designs.

Data Availability

Data will be made available on request.

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