

Jan 1st, 12:00 AM

# Barriers to Organizational Work-Family Support in Academia: An HR perspective

Russell Matthews  
ramatthews2@culverhouse.ua.edu

Follow this and additional works at: <https://docs.lib.purdue.edu/worklifeinclusion>

---

## Recommended Citation

Matthews, R. (2019). Barriers to organizational work-family support in academia: An HR perspective. Abstract of a paper presented at the NSF Workshop: Fostering Gender and Work-Life Inclusion for Faculty in Understudied Contexts: An Organizational Science Lens. (#1837920). Organizers: E. Kossek & K. Lee, Purdue University, West Lafayette, IN. Retrieved from <https://docs.lib.purdue.edu/worklifeinclusion/2018/dccsowfs/2/>

This document has been made available through Purdue e-Pubs, a service of the Purdue University Libraries. Please contact [epubs@purdue.edu](mailto:epubs@purdue.edu) for additional information.

Scholars have consistently noted that employee perceptions of family-supportive supervision and family-friendly organizations foster experiences of reduced work-family conflict, promote emotional and physical well-being, and enhance positive work-related outcomes such as engagement, job satisfaction, commitment, and retention. The underlying premise here is that organizational efforts to accommodate employee non-work needs are reflected not only in providing but also embracing supportive benefits and policies by proactively encouraging employees to practice healthy work-life management. Yet in the context of academia, to have a meaningful conversation around promoting a supportive work-family culture there are important underlying institutional realities that must be recognized. This thought paper emphasizes family-supportive perceptions as explanatory mechanisms as to why, even in a resource rich environment like academia, faculty still experience heightened levels of conflict between work and family. Highlighting a number of human resource (HR) practicalities, a pivot is made to argue that if we truly wish to develop our understanding and promotion of organizational work-family support for academics, we must begin to systematically consider realities facing post-secondary institutions.