

Role conflict and work-life-family (WLF) demands: a perspective of Malaysian family business

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Abstract

Purpose – *The purpose of this study is to analyze the relationship between work-life-family (WLF) demands and job satisfaction in family businesses.*

Design/methodology/approach – *Data were collected from 220, who involve in the family business sector in Malaysia. In this study, the major demands in individuals are classified into three categories of WLF. The work component was measured in terms of standard working hours, work pressure and conditions, co-worker relationships and promotional opportunities. The life component was represented by living standards, level of self-motivation fulfillment, achievement of individual targets, self-compassion, self-care and health and community development. The family component represented another segmentation of responsibility and demands for specific role, which relates to family tasks, collective/familiness targets, family involvement and mutual understanding.*

Findings – *The empirical results indicated that work-related demands determine entrepreneurs' job satisfaction, then followed by family-related and life-related (personal) demands. As this study was confined to the micro businesses under the family business sector, this provides valuable findings by uncovering the differences among the antecedents because of the reasoning of work culture and business management practices. It is argued that the role conflicts are related to job satisfaction, individual happiness and family contentment.*

Originality/value – *It expands the typology and fostering sustainable entrepreneurial development. Insights gained could facilitate business strategies and effective human resource policies particularly among the family businesses in Malaysia.*

Keywords *Entrepreneurs, Family business, Work-life balance, Job satisfaction, Family demands*

Paper type *Research paper*

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1. Introduction

Work-life (WL) balance is an issue of strategic importance to organizations and having significance to employees, especially for family businesses, where employer and employee share and maintain manifold roles in personal, business and family relations. The interaction between household and enterprise was affected by the characteristics of the overlap between family and the firm, by the life cycle of the family and the firm, by the size of the family and the firm, and by the division of labor and gender roles within the family (Paakkanen, 2002). The complex operates on the basis of its values, sets of goals and available resources. Thus, organizational awareness and management support with respect to implementing WL balance strategies hinges on an organization's need to enhance work performance that leads to the sustainability of the family business.

The view that WL balance is drawn from an individual's multiple life roles derives from the early recognition that non-work (family or personal) demands may carry over into the working day and adversely influence individual health and performance at work. Particularly

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