

Development and Validation of a Work-Family Enrichment Model: Insights from Thai Family Enterprises

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Abstract

The objectives of this study were to 1) develop a Work-Family Enrichment model for family businesses and 2) examine the consistency of the developed model with empirical data. The sample group consisted of 207 family members of family business owners in Thailand. Data were collected using the Work-Family Enrichment assessment. The model was found to be consistent with empirical data, supporting the hypothesis. These findings emphasize the importance of balancing work and family roles to improve both organizational outcomes and family well-being in family-run enterprises.

Keywords: *Work-Family Enrichment, Work to Family Enrichment, Family to Work Enrichment, Family Business.*

Introduction

Family-owned businesses play a significant role in creating a global economy. Those who have survived for centuries indicated their strength, entrepreneurial spirit, the importance of core values, and family culture. Family businesses, fostering commitment and relationships in the family, often succeed more than others do not do so. Open communication, mutual support, and responsibility could let members work effectively and solve problems constructively (ADDVALUE, 2023). To participate and work daily with a loved one was more valuable than economic or financial issues but included emotional well-being, a sense of security, and psychological support. Not only was strengthening family relationships but also contributing to better mental health. Moreover, the businesses were not necessarily to report or inform the decision-making process to an external owner or Board of Directors, so they were independent in long-term planning and executing their vision (Spore, 2020). Emotional support was equally essential as financial support for business owners because money could not usually alleviate their stress on business expansion. Bank of America's research indicated that support from family and friends was a principal part of building their future motivation and excitement (Waltower, 2022). In the family business context, family members executing business shall present Altruism Behavior by strengthening the warmth and family relationship rather than financial wealth (Zahra, 2004).

Work-Family Enrichment also encouraged Organizational Citizenship Behavior prominently and had a positive effect on employee behavior at work and family life. When family and work are related closely, Work-Family Enrichment would increase employee's well-being, performance, and success in the transition to retirement (Tang, Siu, & Cheung, 2014). While job resources such as knowledge, skills, or supportive colleagues could enhance a family's quality of life, family resources like emotional support or family stability increase work efficiency and vice versa (Greenhaus & Powell, 2006). The Organization's participation and support were the most significant for Work-Family Enrichment (Carlson, Kacmar, Wayne, & Grzywacz, 2006) and included a friendly working environment, increasing employee satisfaction (Grzywacz & Marks, 2000). The impact of participation in these roles was distinct by individual depending on various factors such as personality, social support, and satisfaction with their roles (Rothbard, 2001). The study affirmed that participation in Work-Family Roles was beneficial to Mental Health, Physical Health, and Personal and Work Relationships (Barnett & Hyde, 2001).

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Work-life balancing might be arduous for members of the family business when family time and business often overlap, so searching for an explicit balance or maintaining their boundaries and not interfering with each other would be a challenge. Family and business roles might overlap like the parent-child relationships overlap the employer-employee relationship when the parent has a role as the child's employer. The more family members participated in business; the more dynamics would be more complicated. Particularly, when business goals contrasted with family needs and the hatred of family members outside the business interfered with the family dynamic, it became worse. Meanwhile, more talking about business at dinner or setting family roles in members' relationships would finally disunite and interrupt their improving unity (Myre, 2021). Sometimes, family issues involved in the company caused some conflict of decentralization and influence internally due to using emotion for judgment. On the contrary, business conflicts could extend to families, double the intensity of conflict in the business, and worse as time passed (Jakubiec, 2023). Therefore, family conflict management was significant for strengthening family relationships, pushing for growth, and building cultural structure delivered to employees. Because those might cause pain, destroy good relationships, verbal abuse, health problems, isolation, and over-expectation with next-generation leaders. From the financial perspective, it would decrease operational efficiency and affect business failures or force the sale of the business under duress (Baldwin, 2021).

In Thailand, approximately 80% of the most successful business foundations were from family businesses, and it was considered a significant driving factor for the country's economic growth (Department of Business Development, 2024), with profitable revenue around 60-70% of GDP. However, most often faced with business succession because of its limited specialized family business management and nurturing, and no supported study for Work-Family Enrichment variables explains the effect of business's efficiency. Thus, the researcher would be interested in the Work-Family Enrichment Model in family businesses in Thailand for comprehension of its mechanism and to find productive solutions for business growth and sustainability.

Objectives

To develop work-family enrichment model for family businesses.

To examine the consistency of the developed work-family enrichment model for family businesses with empirical data.

Benefits of Research

To identify the components of the Work-Family Enrichment model for family businesses.

To obtain a Work-Family Enrichment model for family businesses.

Research Hypothesis

The developed Work-Family Enrichment model for family businesses will be consistent with the empirical data following specified criteria.

Scope of Research

Content Scope: The researcher studied the theoretical concepts of Work-Family enrichment to develop and examine the consistency of its model of family-owned businesses.

Population and Sample Scope: It consisted of family members of family businesses in Thailand.

Literature Review

Definition of Work-Family Enrichment

The work-family relationships concept was to explain processing experiences or situations in an environment impacting another environment. In other words, family life and work affected each other. The working group obtained emotion, attitude, skill, and work behavior in family life, and family influences their work, and vice versa (Edwards & Rothbard, 2000). Enrichment was a process by which one role reinforces or enriches the quality of another role (Greenhaus & Singh, 2003). Therefore, was the extent to which experiences in one role improve the quality of life in another (Greenhaus & Powell, 2006) by emphasizing resources gained from family or resulting work with high performance in work and being a better family member.

Though there were some substituted wordings many researchers used to clarify Work-Family Enrichment (Carlson, Kacmar, Wayne, & Grzywacz, 2006), such as Work-Family Enhancement, Work-Family Facilitation, and Work-Family Positive Spillover, all explained the structure of work-family relationship positively (Singh & Singh, 2011). This relationship was mutual benefits in two dimensions as 1) Work-Family Enrichment (Development, Affect, and Capital), and 2) Family-Work Enrichment (Development, Emotion, and Efficiency) (Carlson, et al., 2006). Some personality traits, Extraversion (Wayne, Musisca, & Fleeson, 2004), Positive Emotion ((Michel & Clark, 2009), Work and Family needs, and individual characteristics (Brummelhuis & Bakker, 2012), also influenced the enrichment.

Work-Family Enrichment could encourage employees' Perceived Value of their work, organization, and family, but also related to employee loyalty by positively working and tolerance to stress at work. When they received resources or benefits from working or being in a family role, it affected some advantages in return (Carlson et al., 2006; Greenhaus & Powell, 2006). The theory indicated that Work-Family Enrichment happened when individuals handled resource management in each role effectively, enhancing Life & Work satisfaction, work efficiency, and Family Well-being (Carlson et al., 2006).

Components of Work-Family Enrichment

The work-family relationships concept was to explain processing experiences or situations in an environment impacting another environment. This relationship structure was mutually beneficial by emphasizing resources gained from family or resulting work with high performance in work and Work-Family Enrichment. So, the Enrichment structure consisted of two dimensions Carlson et al., 2006).

Work-Family Enrichment included three components: 1) Development, participation at work leading to knowledge and skills 2) Affect, a positive emotional state or attitude by participation supporting good family membership 3) Capital, participation enhancing social and spiritual resources like sense of security and stability or success for individual being good family membership.

Family-Work Enrichment included three components: 1) Development, family involvement leading to re-skilling, behavioral change, or solutions for better performance 2) Affect, family involvement affecting positive emotional state or attitude for better performance 3) Efficiency, family involvement affecting individual' commitment for better performance.

Though the positive work-family relationships supported individuals as good family members, it also affected Organizational Citizenship Behavior, especially in family businesses acting like a big family of their organization. Baral & Bhargava (2010), studying the role of family support in Organizational Citizenship Behavior through Work-Family Balance, indicated that both were highly related to good behavior in organizations and Work-Family Balance had a positive relationship with Organizational Citizenship Behavior at the individual and organizational levels, with Positive Affect acting as a mediator in this relationship (Carlson et al., 2013).

Related Researches

Work-Family Enrichment concept by Carlson et al. (2006) and Greenhaus & Powell (2006) found that Work-Family Enrichment affected a positive individual's emotions and be patient with work-related stress. Moreover, an individual would perceive their resource or benefits from working and keep their commitment by being Organizational Citizenship Behavior.

The study by Carlson et al. (2006) measuring the Positive Side of the work-family relationship from consistency measurement examination of Work-Family Enrichment following its concepts, then represented extensive research on three dimensions of Work-Family Enrichment (Development, Affect, and Capital) and three dimensions of Family-Work Enrichment (Development, Affect, and Efficiency). The study showed that enhancing Work-Family Enrichment was consistent with better Life satisfaction, Life balance, and Work efficiency

Hill (2005), studying Work-Family Facilitation and Conflict, Parental work, Stress, and Work-Family Support, found that Work-Family Facilitation had a positive relationship with work and life satisfaction, Marital satisfaction, and family satisfaction but a negative one with individual stress. Meanwhile, the study by Roche & Haar (2011), Importance of Motivation Affecting Enrichment and Satisfaction in Managers, indicated that internal motivation had a positive relationship with Work-Family Enrichment and work satisfaction. Following Sathapornwajana's (2008) study found that a member receiving family support through stuff, money, motivation, advice, or paying attention to problems would relieve stress from work and spend more time on development and achievements.

Brummelhuis & Bakker (2012) demonstrated the Work-Home Resources Model that received from work, for example, skill development, knowledge, or social support, could enhance family enrichment, while the resources by family members, like emotional support, also increased work efficiency. The research indicated that the Work-Family Enrichment process was related to the role of exchange and transfer of resources, by one sufficient resource strengthening another side of well-being. Rothbard (2001) found that participating in both working and family roles showed the aspect of Enrich and Deplete. Experiencing Work-Family Enrichment occurred when receiving a work or family role to enhance a skill or positive emotion for use in another role. On the contrary, a lack of resources happened when the requirement or stress diminished and affected the ability to perform in another role.

The study by Singh & Singh (2011) about Organization Support Perception and Family Participation in Organizational Citizenship Behavior among First-Line Managers found that it had a positive relationship between Organization Support Perception, Family Support (such as Work-Family Enrichment), Organizational Citizenship Behavior, for example, Work-family policies preparation skill, and Employee Retention. Russo & Buonocore (2012) studied the relationship between Work-Family Enrichment and Resignation in Registered Nurses, indicating Work-Family Enrichment related to the intention to resign. Meanwhile, the study of Work-Family Enrichment and Intention to remain working of Nurses in Private Hospitals by Sooksee, Thungjaroenkul & Abhichartitbutra (2020) found that Work-Family Enrichment contributed to working with intention and decreased intention to resign.

Ghisliert, Martini, Gatti & Colombo (2011), studying with a group of Health Professionals on Work-Family Enrichment, found a positive effect on their Job Satisfaction and Well-being. Besides, participation in Work Roles and Family Roles could enhance Skill Development and Positive Affect on both sides, resulting in a good quality of life with good health. Thus, once an individual feels more Work-Life Balance privately, it would be great for mental and physical health. Russo's study (2020) found that Work-Family Enrichment affected Job and Family Satisfaction and enhanced Work-Life Balance by transferring resources and skills between two roles. The study result insisted that work and family support could advocate enrichment effectively. Additionally, Stepanek & Paul (2022) indicated that Work-Family Enrichment positively affected Job and Family Satisfaction and enhanced Organizational Commitment and Well-being. In conclusion, Work-Family Enrichment was positive in work and family dimensions, such as Job Satisfaction, Organizational Commitment, Burnout, Work Performance, Mental and Physical Health Development, and (Overall Well-being) (Lapierre et al., 2018).

Conceptual Framework

The researcher synthesized the components of Work-Family Enrichment to align with the characteristics of family businesses, resulting in two components by developing and applying the concepts of Carlson et al. (2006), as follows:

Work to Family Enrichment consists of three aspects: 1) Development, 2) Affect, and 3) Capital.

Family to Work Enrichment consists of three aspects: 1) Development, 2) Affect, and 3) Efficiency.

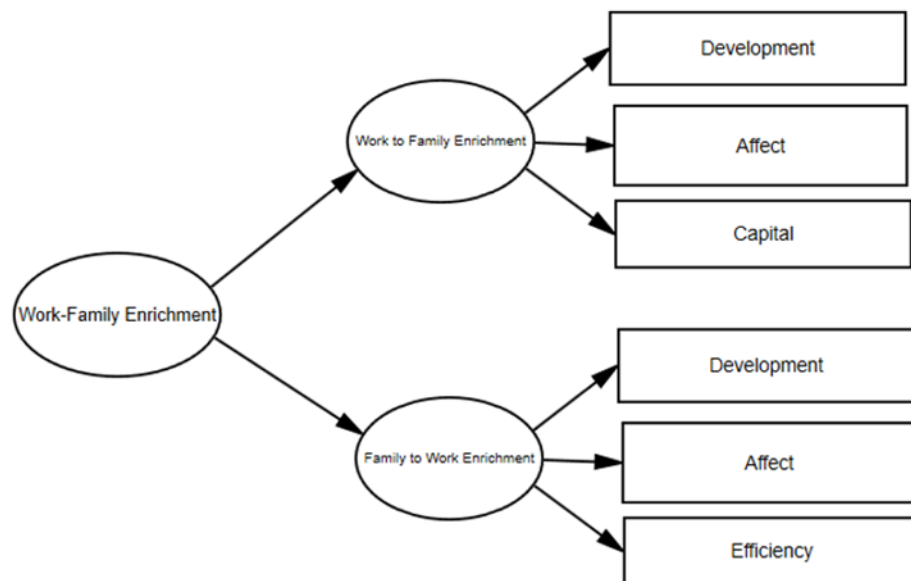


Figure 1: Measurement Model of Work-Family Enrichment Components in Family Businesses

Research Methodology

The population and Sample group were the family members of family businesses in Thailand and used the Purposive Sampling method. With six observable variables, the proper sample group should be 60-120 or 10-20 times the number of observable variables (Hair et al., 2019; Kline, 2023; Schumacker & Lomax, 2016). Data collected by face-to-face and online questionnaire between 4 August 2023 – 30 May 2024 with the total samples of 207. Thus, it was sufficient and over the minimum sample size to analyze by Confirmatory Factor Analysis (CFA) technique.

Research Instruments measuring Work-Family Enrichment, developed and applied from A Brief Work-Family Enrichment Scale by Ghisliert, Martini, Gatti, & Colombo (2011) and the concept of Carlson et al. (2006), divided into two dimensions, 1) Work-Family Enrichment and 2) Family-Work Enrichment). The measuring was a 5-point rating scale (5 = Strongly Agree to 1 = Strongly Disagree) for six items.

Instrument Validity on Content Validity by three experts to examine Item-Objective Congruence (IOC) and improved the question that IOC up to .50 following the expert's advice. Then, this try-out version would demonstrate with a non-sample group of 30 family members in family businesses to examine the reliability and Coefficient Alpha following Cronbach's Alpha Coefficients through the SPSS program. Reliability was valued totally at .975, while was at .943 in Work-Family Enrichment, and at .968 in Family-

Work Enrichment. Those values were over .710 (Fisher & Corcoran, 1994), considered high reliability, and the questionnaire content was acceptable.

Data Analysis collected from the sample group could be analyzed in two sections:

Statistical analysis by basic statistics comprised of Percentage, Mean, Standard Deviation, Arithmetic Mean comparison by T-test, F-test technique, and Coefficient Alpha following Cronbach's Alpha Coefficients through the SPSS program.

Data analysis resulted from Research Objectives consisting of 1) analyzing the relationship between the studied variables according to Bartlett's Test of Sphericity and measured Sampling Adequacy by Kaiser-Meyer-Olkin (KMO) method for further Confirmatory Factor Analysis (CFA) in Social Exchange model through SPSS program 2) measuring consistency of the developed Work-Family Enrichment model with empirical data by Confirmatory Factor Analysis (CFA) through AMOS (Analysis of Moment Structure) program

Research Results

Statistical Analysis Results

Demographic analysis indicated the results as follows: 1) Gender: male at 45.40% and female at 54.60, 2) Marital status: Married, Single, Divorced/Separated at 49.80%, 48.30%, and 1.90%, respectively 3) Education level: master's degree at 54.60% and bachelor's degree at 43.50%, 4) Generation of the family business: 63.30% at Second Generation and 16.14% at First Generation, 5) Age: 31-40 years at 28.50% and 18-30 years at 27.50%, 6) Years of Experience in the family business: 1-10 years at 60.90% and 11-20 years at 19.30%. (As shown in Table 1)

Table 1: Frequency and Percentage of the Sample Group

Variables		Number (n=207)	Percentage
Gender	Male	94	45.40%
	Female	113	54.60%
Marital Status	Single	100	48.30%
	Married	103	49.80%
	Divorced/Separated	4	1.90%
Education Level	Vocational and Higher Vocational Certificates	2	1.00%
	Bachelor's Degree	90	43.50%
	Master's Degree	113	54.60%
	Doctoral Degree	1	0.50%
Generational Status in Family Business	1st Generation	34	16.40%
	2nd Generation	131	63.30%
	3rd Generation	33	16.00%
	4th Generation or higher	5	2.40%
Age	18 – 30 years	57	27.50%
	31 – 40 years	59	28.50%

	41 – 50 years	55	26.60%
	51 – 60 years	24	11.60%
	61 years and above	12	5.80%
Year of Experience in the Family Business			
	1 – 10 years	126	60.90%
	11 – 20 years	40	19.30%
	21 – 30 years	19	9.20%
	31 – 40 years	17	8.20%
	41 years and above	5	2.40%

The Comparison of the Means of the Variables

Descriptive statistics of the observable variables

The variables of Work-Family Enrichment (WF) indicated generally its perception at a high level $\bar{x} = 4.02$, while the dimension of Work to Family Enrichment was valued at $\bar{x} = 4.12$ and Family to Work Enrichment at $\bar{x} = 3.92$. Those were high level, and standard deviation was at range .51 - .59.

Table 2: Descriptive statistics of the observable variables

Variables		\bar{X}	SD	Min	Max	Level
Work-Family Enrichment (WF)	Enrichment dimensions	4.02	.50	1.00	5.00	High
1. Work to Family Enrichment (WFE)		4.12	.59	1.00	5.00	High
1) The work encouraged me to develop new skills and be a good family member.	Development	4.19	.93	1.00	5.00	High
2) The work affected me with good emotions and being a good family member.	Affect	4.08	.98	1.00	5.00	High
3) The work encouraged me with a sense of achievement and being a good family member.	Capital	4.09	.51	1.00	5.00	High
2. Family to Work Enrichment (FWE)		3.92	.51	1.00	5.00	High
4) The family life encouraged me to develop new skills and enhance my work performance.	Development	4.00	.45	1.00	5.00	High
5) The family life affected me with good emotions and encouraged better working.	Affect	3.96	.98	1.00	5.00	High
6) Family participation encouraged me more focusing on work and better working.	Efficiency	3.79	.78	1.00	5.00	High

Results of the Comparison of Means

The comparison of means of variables classified by gender, marital status, and education level by Levene's Test for Equality of Variances, then compared arithmetic mean of variables by T-test. The result was

statistically non-significant at .05, while variables of Age and Generation in family business were at .05 by One-way ANOVA or F-test.

Meanwhile, the result of the comparison of means for the variable Years of Experience in Family Business, classifying 126 members with 1-10 years, 40 members with 11-20 years, and 41 members above 21 years, examined by One-way ANOVA F -test and Post Hoc Tests. It found that the Family Enrichment variable had a statistical significance in the Arithmetic Mean between the groups at .05. However, pairwise comparison indicated that 1-10 years of experience had the lowest Arithmetic Mean when compared with the group of 11-20 years and above 21 years. As per the details in Table 3.

Table 3: The Comparison of Means by Years of Experience in the Family Business (n=207)

Variables	Mean			F-test		Post Hoc Tests	
	1-10 years	11-20 years	21 years and above	<i>F</i>	<i>sig</i>	<i>Group</i>	<i>sig</i>
1. Work to Family Enrichment	3.97	4.33	4.37	4.740	.010*	1-10 to 11-20 years	.024*
						1-10 to 21 years above	.011*
2. Family to Work Enrichment	3.81	4.08	4.08	1.773	.172		

* $p < .05$

The Relationship between Observable Variables of Work-Family Enrichment

Bartlett's test, examining the relationship between variables, showed that all variables had statistical significance at .05 and by Kaiser-Meyer-Olkin Measure of Sampling Adequacy or KMO for Confirmatory Factor Analysis valued at .902. Each variable value was between .868 - .930 and higher than .50 (Hair et al., 2019), so the studied variables were acceptable for further Confirmatory Factor Analysis. (see Table 4)

Table 4: The Relationship Between Observable Variables of the Work-Family Enrichment Model

	wfe1	wfe2	wfe3	fwe1	fwe2	fwe3
wfe1	1					
wfe2	0.725	1				
wfe3	0.737	0.776	1			
fwe1	0.617	0.648	0.686	1		
fwe2	0.668	0.758	0.722	0.753	1	
fwe3	0.589	0.685	0.648	0.679	0.810	1

Bartlett's test = 997.169 Sig= .000 KMO= .902, MSA Between .868 to .930

Second-order Confirmatory Factor Analysis result of Work-Family Enrichment

As shown in Table 5, the results of the Second-order Confirmatory Factor Analysis (CFA) of Work-Family Enrichment through the AMOS program showed relative fit indices of the models as follows:

$\chi^2 = 11.042$, $df = 8$, *relative* $\chi^2 = 1.380$, $p = .199$, $GFI = .981$, $AGFI = .950$, $NFI = .989$, $TLI = .994$, $CFI = .997$, $RMSEA = .043$, $RMR = .019$

The fit indices followed the specific criteria that relative χ^2 was less than 2, $RMSEA$ and RMR less than .05, and GFI , $AGFI$, NFI , TLI , and CFI more than .95 (Schumacker & Lomax, 2016; Suksawang, 2014).

Table 5: Results of the Second-Order Confirmatory Factor Analysis of the Work-Family Enrichment Model

Latent Variables	Work to Family Enrichment			Family to Work Enrichment			<i>r</i> ²
	<i>β_i</i>	<i>b_i</i>	<i>S.E.</i>	<i>β_i</i>	<i>b_i</i>	<i>S.E.</i>	
Observed Variables							
wfe1	.819*	.849*	.056	-	-	-	.671
wfe2	.891*	.949*	.056	-	-	-	.793
wfe3	.879*	1.000*	-	-	-	-	.772
few1	-	-	-	.809*	.819*	.050	.654
fwe2	-	-	-	.939*	1.000*	-	.882
fwe3	-	-	-	.854*	.976*	.053	.729
Latent Variables	Work-Family Enrichment			<i>R</i> ²			
	<i>β_i</i>	<i>b_i</i>	<i>S.E.</i>				
Work to Family Enrichment	.979*	.931*	.062	.958			
Family to Work Enrichment	.910*	1.000*	-	.827			

$\chi^2 = 11.042$, *df* = 8, *relative* $\chi^2 = 1.380$, *p* = .199, *GFI* = .981, *AGFI* = .950, *NFI* = .989, *TLI* = .994, *CFI* = .997, *RMSEA* = .043, *RMR* = .019

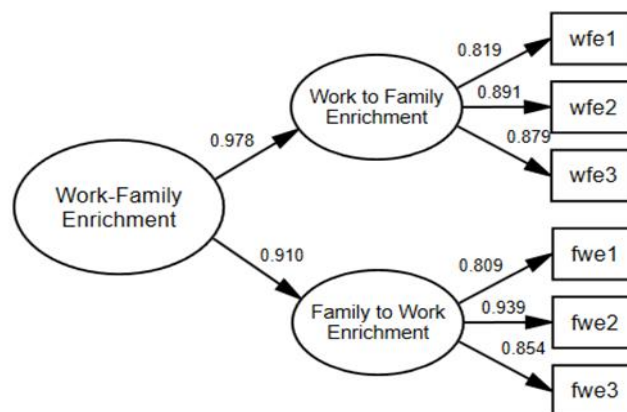
* *p* < .05

In conclusion, Work-Family Enrichment consists of two dimensions: 1) Work to Family Enrichment and 2) Family to Work Enrichment. Considering Factors Loading of two Latent Variables by the standard score coefficient indicated that Work-Family Enrichment was the most important and followed by Family-Work Enrichment (valued at .979 and .910, respectively) (see Figure 2.) It could prioritize observable variables in each dimension as below.

Work to Family Enrichment measured by three observable variables and the variable in Affect (wfe2), was the most significant, followed by Capital (wfe3) and Development (wfe1) (the standard score coefficient valued at .891, .879, and .819, respectively).

Family to Work Enrichment measured by three observable variables and the variable in Affect (fwe2), was the most significant, followed by Efficiency (fwe3) and Development (fwe1) (the standard score coefficient valued at .939, .854, and .809, respectively).

Figure 2: Results of the Second-order Confirmatory Factor Analysis of Work-Family Enrichment



Chi-Square = 11.042 ; *df* = 8
 ; *Relative* Chi-Square = 1.380 ; *p*-value = .199
GFI = .981 ; *AGFI* = .951 ; *NFI* = .989 ; *TLI* = .994 ; *CFI* = .997
RMSEA = .043 ; *RMR* = .019

Thus, the results of the Second-order Confirmatory Factor Analysis of Work-Family Enrichment demonstrated that the developed model was consistent, and the null hypothesis was acceptable with empirical data, as shown in Table 6.

Table 6: Relative Fit Indices model of the Second-order Confirmatory Factor Analysis of Work-Family Enrichment in Family Businesses

Model-fit-Criterion	Criteria	Statistic	Result
1. Chi-Square (χ^2)	Non-significant	11.042	Accepted
2. p-value	> .05	.199	Accepted
3. Relative Chi-square (χ^2 /df)	≤ 2	1.380	Accepted
4. Goodness of Fit Index (GFI)	> .95	.981	Accepted
5. Adjust Goodness of Fit Index (AGFI)	> .95	.951	Accepted
6. Normed Fit Index (NFI)	> .95	.989	Accepted
7. Tucker – Lewis Index (TLI)	> .95	.994	Accepted
8. Comparative Fit Index (CFI)	> .95	.997	Accepted
9. Root Mean Square Error Approximation (RMSEA)	< .05	.043	Accepted
10. Root Mean Square Residual (RMR)	< .05	.019	Accepted

Conclusion and Discussion

In conclusion, Work-Family Enrichment could be prioritized and measured by two dimensions; Work to Family Enrichment and Family to Work Enrichment. The model of Work-Family Enrichment was consistent with empirical data and hypothesis.

As the result of Work to Family Enrichment dimension, when members receiving an opportunity to develop skills or support in work role, these would enrich to family role accordingly, for example improving Communication Skill at work contributing member an Effective Family Communication and leading to good relationships in the family (Ghisliert et al., 2011). Developing skills and perspectives could contribute to members to adapt in other roles, such as participating in work enhancing skills in family role (Hanson et al., 2006), working in a family business supporting members with knowledge, skills, sense of security, job stability, and valuable experience in family role like caring, advising, or financial supporting (Suksri, Thangcharoenkul, & Abhichartitbutra, 2020). The study by Hill (2005) found that Work-Family Facilitation had a positive relationship with the satisfaction of work, life, marital life, and family, but negatively with individual stress. Meanwhile, Jaga & Bagraim (2011) indicated that Work to Family Enrichment could predict work satisfaction significantly but would take some time for explicit results. As shown in the research result, different sample groups would have a distinct perception of work dimensions by a group of 1-10 years of experience less perception than the group of 11-20 years and 21 years and above. Because of their extensive experience, they had tended to more perceived and explicit results in being good family members according to experience period, but sometimes it depended on other factors like motivation or business goals. The research of family-owned businesses or members in family businesses by First Bank Center for Family-Owned Businesses and MacKenzie Corporation showed that motivation for business commencement would vary in each generation. First-generation indicated that the principal motivation of Startup Business came by Self-Sufficiency and Passion (Business Wire, 2023) with a high commitment to it and the caring ability of family, so these would be a faster and longer result. On the contrary, the principal motivation of the next generation would be Family Support and Entrepreneurship because most of them joined family businesses to sustain the family legacy (Business Wire, 2023). Because of the less experienced period, continuing business would take some time and gradually result.

Meanwhile, in Family to Work Enrichment dimensions, Family Support, like emotional support or household chores support, affected members to strive for jobs and had more work satisfaction. Additionally, positive emotions by the family could contribute to work efficiency and stress relief. Members who deliberately enhanced Work-Family Enrichment would have higher job satisfaction because they could use some resources from role to role for capability enhancement (Ghisliert et al., 2011). Members receiving Family Support on household chores, stuff, finances, motivation, advice, and listening to working problems would decrease stress from work and have more time to develop or find any solutions for achievement

(Sathapornwajana, 2008). Especially in family businesses' perspectives on Guardian with Benefits, acting like managers and owners shall behave as good representatives for using business resources to build satisfaction for personal and public purposes. As a result, business profit was growing, but the specific individual characteristic must strive for success, growth, and development besides money (David, Schoorman & Donaldson, 1997). Jaga & Bagraim's study (2011) indicating Family to Work Enrichment dimensions could significantly predict family satisfaction. Affect, the component of Family to Work Enrichment, was the key factor in family satisfaction prediction and resulted in Happiness, Work-Life Balance, and Life management in work and family (Barnett & Hyde, 2001). Participating in work and Family Support enhanced the efficiency of Work Performance, Life Satisfaction, and Work-Life Balance, which affected Overall Well-being (Sunsanee, Thitipong & Siripong, 2018).

The study by Carlson et al. (2006) demonstrated that the developed measurement consisted of each of 3 dimensions in Work to Family Enrichment (Development, Affect, and Capital) and Family to Work Enrichment (Development, Affect, and Efficiency), which were separated and measured in Positive Spillover between work and family role effectively. This measurement tool could assess how one experience affected another, and the result indicated that enhancing Work-Family Enrichment was related to Life Satisfaction, Life Balance, and Work efficiency accordingly. However, Ghisliert et al. (2011) developed a precise and reliable measurement of Work to Family Enrichment and Family to Work Enrichment with explicit structure and simply applying it in another context. It also represented the significant relationship between Work-Family Enrichment, Life Satisfaction, Work Efficiency, and Well-being. Additionally, the Work-Home Resource Model by Brummelhuis & Bakker (2012) indicating some resources from work, such as Knowledge & Skill development or Social Support, could enrich family life. Meanwhile, the resources from the family, like emotional support by members, could enhance work efficiency owing to sufficient resources in one role supporting the capability and well-being of another. Rothbard (2001) found that participating in work and family roles had two aspects: 1) Enrich, occurring while experiencing work or family roles enhancing skills or usable positive emotion to other roles 2) Deplete, or decreasing human resources, occurring while the requirement or the stress from one role diminished existing energy or resource and affected the ability of performance in another.

The study by Ghisliert et al. (2011), indicating Work-Family Enrichment had a positive effect on Job Satisfaction and Well-being, while Work roles and Family Roles could enhance Skill Development and Positive Affect. The Work-Family Enrichment affected better quality of life and health, so members had better mental and physical health because of having a Work-Life Balance. Russo's (2020) study found that Work-Family Enrichment affected Job Satisfaction, Family Satisfaction, and increased Work-Life Balance by transferring resources and skills between the roles. Then, the result insisted that Work and Family Support could enrich the values effectively. Additionally, Stepanek & Paul (2022) found that work-family Enrichment affected the positive result on Job Satisfaction, Family Satisfaction, Organizational Commitment, Well-being, Work & Family Life, and Burnout Decrease (Zeng, 2021). Moreover, it delivered good mental and physical health and enhanced Overall Well-being (Lapierre et al., 2018), Social Support, Energy, and Positive Affect so members could handle work and family better (Hanson et al., 2006).

The study by Singh & Singh (2011) said there was a positive relationship between Organizational Support Perception and Family Participation (such as Work-Family Enrichment) with Organizational Citizenship Behaviors, for example, knowledge of Work-Family Policy Preparation and Employee Retention. In Russo & Buonocore's (2012) study, two dimensions of Work-Family Enrichment were related to intention of resignation, creating positive emotion, and building resources for Professional Commitment. Barnett & Hyde (2001) found that the enrichment was also associated with Job Satisfaction, Professional Commitment, and decreased intention to resign. The study by Suksri, Thangcharoenkul, & Abhichartibutra (2020) indicated that though Work-Family Enrichment could encourage individuals' work motivation and decrease their intention to resign, the management should support their employees with Psychosocial and material and allow them caring the family because doing in family role shall deliver a positive way of high performance eventually.

Some studies finding Work-Family Enrichment was influenced by many factors, such as Individual Dispositions, Organizational Support, Family Dynamics (Rastogi & Rangnekar, 2017), Work Flexibility,

Work Control (Hanson et al., 2006; Rastogi et al., 2016), Social Support, Self-Control (Hanson et al., 2006), Job Reshaping (Mansi et al., 2018). Those encouraged employees to Work-Family Enrichment, and a Family-Friendly Work Environment played a significant role in Work-Family Enrichment and Employee Job Satisfaction (Grzywacz & Marks, 2000). Moreover, related Family Factors, such as Family Emotional Support and Family Flexibility, were significant for enrichment (Greenhaus & Powell, 2006). Wayne et al. (2013) study found that Organizational Support Perception and Organizational Commitment played essential roles in Work-Family Enrichment. Barnett & Hyde (2001) and Roche & Haar (2011) indicated that the importance of motivation affected enrichment and Job Satisfaction. While Intrinsic Motivation had a direct influence on positive relationships and Work-Family Enrichment, motivation had a direct effect on Job Satisfaction. Besides, Work-Family Enrichment had a positive relationship with Job Satisfaction.

Family Participation as the ownership and the management in family businesses had a positive relationship with Financial Performance because family management could minimize agency cost and build management effectively (Salloum, Bouri, & Samara, 2013). Astrachan, Klein & Smyrniotis's (2002) study found that Family Involvement in Business was related positively to Financial Performance, especially in Accounting and Market Returns. The research result indicated that family businesses often outperform non-family businesses. Additionally, the presence of professional Independent Directors and Management plays an essential role in promoting organizational efficiency. However, there would be a complexity of individual dynamics while running the business with family members, leading to the challenge of communication and leadership. Because of family members' relationships involving emotion, trust, disappointment, and grievances, and how they express their relationships in public or individually could affect both positive and negative employee morale and confidence in the family as a leader (Baldwin, 2021). Therefore, organizations should promote work-family enrichment for employees by providing organizational support and encouraging family support. This can include emotional support, opportunities for personal development and career advancement, job characteristics, compensation, time management, material resources, and a conducive work environment. By helping employees manage both roles effectively, businesses can also promote sustainability in the long term. Thus, organizations should encourage Work-Family Enrichment of employees through Organizational Support and Family Support, for example, Mental development, Self-development, Career growth, Job characteristics, Compensation, Time management, Material resources, and Working environment. When employees could handle both roles effectively, it led to sustainable business afterward.

Recommendations for Research Application and Future Research

Research application for family businesses

Firstly, family businesses should foster environments that enhance both work-to-family and family-to-work enrichment by integrating comprehensive support systems. Implementing supportive policies, such as flexible work arrangements, mental health programs, and initiatives to nurture both professional and personal growth, will contribute to a holistic environment that benefits both the family and the business. Family business leaders should also prioritize open communication channels to address challenges related to work-family balance, promoting transparency and trust among family members.

Secondly, establishing formal governance mechanisms, such as family councils, family constitutions, or advisory boards, is essential for managing overlapping family and business roles. These structures provide clarity in decision-making, ensure equitable participation among family members, and help maintain alignment between family values and business objectives. Family governance frameworks can also address potential conflicts by defining explicit roles, responsibilities, and conflict resolution processes, thus preserving family unity while enhancing business effectiveness. Emphasizing the importance of structured governance can help mitigate the emotional complexities often present in family-run enterprises.

Suggestions for Future Research

Future research should explore how cultural values, leadership styles, and generational differences uniquely impact work-family enrichment in Thai family businesses. Investigating these factors can reveal how

traditional Thai cultural norms, such as respect for elders and collectivism, influence the dynamics of work and family enrichment. Understanding the interplay between these variables will help identify strategies to maximize the benefits of work-family synergies within the Thai context.

Moreover, qualitative research, such as in-depth interviews or ethnographic case studies, could provide a nuanced understanding of family dynamics and role interactions in Thai family businesses. Such studies can uncover how different family members perceive their roles and responsibilities, as well as how family support mechanisms shape business outcomes. This approach would be particularly useful in understanding the unspoken norms and expectations that influence behavior and decision-making within family enterprises.

Additionally, longitudinal research on work-family enrichment during generational transitions is crucial for identifying key success factors in family business succession. Studying how work-family enrichment evolves across generations can provide insights into maintaining family cohesion and business performance during leadership changes. Such studies could also help in understanding how younger generations adapt to leadership roles while balancing their commitments to both the business and the family, thus offering best practices for sustainable succession planning.

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