

Time Management Strategies and Quality of Life in Family Business

Sung-Hee Hong*, Mary Winter**

Professor, Dept. of Family Well-being
College of Life Science, Kei-Myung University*

Professor, Dept. of Human Development and Family Studies
College of Family and Consumer Science, Iowa State University**

Abstract : A time management strategy would reduce the time conflicts from competing time demands of family and business, and contribute to the quality of life of family members in family business. Data were collected on 259 families where one family member was both a household manager and business manager. Household time management strategies and business time management strategies were compared. The individual performing two roles used different time management strategies in household and in business, and they were more likely to use time management strategies in business than in the household. Multiple regression analyses suggested that time management strategy contributed to increased quality of life of dual managers.

Key Words : time management strategy, quality of life, family business.

I. INTRODUCTION

Managerial behavior, defined, as thought processes and activities directed toward the use of resources to meet demands, is behavior common to individuals, families, and organizations. Although it is widely accepted that effective management is a major determinant of achievement of desired outcomes, the empirical evidence between management behaviors and outcomes has not been well established.

A dual manager must play two roles within daily time limitations. Legler, Holyoak, and Olson (1989) used major concept from family resource management as the basis of their

framework for family business planning. Their framework indicated the potential for overlap between the two arenas. The findings from studies of home-based work (Ahrentzen, 1990; Winter et al., 1993) have suggested that the process of managing home-based work might be closely associated with the processes of managing household work.

In earlier studies of the interface between work and family, and of the overlap between household management and business management, there have been contradictory suggestions made. For example, it is well documented that family businesses offer a fertile ground for time conflicts. The time conflicts were a result of the individual's dual roles in business and family. Consequently, the interface of family and work had negative influences on family life quality, and life satisfaction (Weigel et al., 1995). However, some of the empirical evidence also suggested that certain types of interrole conflicts are not as prevalent in family businesses perhaps because family members have found ways to solve, circumvent, or ignore the problems that arise from the dual status of being a family member involved in a family business (Beehr, Drexler, & Faulkner, 1997). In their study of management decisions in small family business, Riordan and Riordan (1993) suggested that, when family is particularly important to business managers, business resources may be used to achieve family goals as well as business goals. In Ahrentzen's (1990) study, workers established strategies such as strict scheduling of work activities to minimize conflicts among the activities. These findings offer evidence that management strategy might reduce the competing time demands from the business and from the family. In the special case of households in which individuals perform household production and income generation at the same time, a broader range of strategies might be adjusted for managing the time demands.

Despite increased interests in family businesses, delineating the managerial processes that are unique to family business and comparing management of business work to the management of household work when the same individual performs both roles have not been studied.

Other suggestions from reviews of family business are related with the advantages of family business. The family business worker experiences feelings of control and independence and is better able to share time with his/her family (Carskey et al., 1991).

Although the advantages and incentives of family business have been suggested, it has scarcely been attempted to capture the advantages that contribute positively to satisfaction with life quality of the family business managers who combine the family role and the business role. Also, the factors influence on the family business manager's satisfaction with their quality of life, particularly the effects of time management strategies on them has not been well established.

The purpose of this paper is 1) to explore the similarities and differences between the time management strategies of household work and business work used by individuals who perform the dual roles of business manager and household manager in the family business, and 2) to examine the usefulness of the time management strategy as a contributing factor to increase the satisfaction with quality of life in family business.

II. THEORETICAL BACKGROUND

1. Time Management Strategy in Family Business

It is hypothesized that individuals who are accomplished in business management as well as household management are pressured by time demands and make conscious efforts to manage their time, and utilize strategies to reduce time pressures.

Earlier research suggests that the time management strategies of substituting the labor of others in the household and substituting market goods for the women's household labor, especially for the employed women who have the dual roles of managing household and of managing work outside. Strober and Weinberg (1980) asserted that several potential strategies or combinations of strategies could be used by employed wives to economize on time: (1) substituting capital equipment for nonmarketing labor, holding constant total quantity and quality of household production, (2) substituting labor of others (paid help, husband, or children) for the women's nonmarket labor, holding constant total quantity and quality of household production, (3) reducing the quality or quantity of household production or using own labor more intensively or efficiently when engaging in such

production, (4) decreasing time allocation, if any, allocated to volunteer or community work, and (5) decreasing time allocated to leisure or sleep. Although the management strategies that were suggested by Strober et al. (1980) were developed for employed wives to economize on household work time, they might be useful for the individual who has both roles of managing household and of managing business in the family business.

Winter et al. (1993) examined time management strategies from the perspective of overlapping workload in the household having home-based work. Two groups of time management strategies which were regrouped from eight initial time management strategy items, reallocation of personal time and obtaining additional help, were used to measure the home-based worker's manner of adjustment and the household manager's increased demands of the home-based work. Individuals who filled both roles were more likely to report the reallocation of personal time, usually their own time, than were those who only managed the household. Findings suggest that reallocation of time is the most popular strategy in the households whose manager fills both roles; however, it wasn't examined whether complementary strategies are used in their business.

Miller et al. (1999) examined the family in business to ascertain how adjustments are made during hectic times when the family and work realms are not entirely independent. One additional difference is that the dual manager performing both the household and business management roles hires outside help for the business or home significantly less often the family managed by two-manager.

From the findings of Winter et al. (1993) and Miller et al. (1999), it is expected that there might be distinctions between the time management strategies of the individuals performing both household management and business management roles. And it is also implied that time management strategies in the household can be adjusted to the business management because of permeability and interface between the family and business domain in the family business

2. Quality of Life in Family Business

Quality of life implies some type of life enhancement; life is either better than it was

before or better than in some other place (Arcus, 1985). Campbell et al. (1976) and Andrews and Withey (1976) viewed quality of life as individual satisfaction with life's domains. Families were viewed as having demands and resources that serve as inputs into decisions of management in the household and business and as producing satisfaction from family life that serves as the output from the work (Owen et al., 1993).

Within the context of an individual's and a family's quality of life, literature on family business pointed to positive outcomes for both the business and the family. For example, a family business could be an adaptive response to macroeconomic changes in the business perspective, particularly if the business is labor-intensive (Winter et al., 1998) for sharing time and labor of family members. From a family perspective, starting a family business has been suggested as a way for parents to combine income generation with child care (Horvath, 1986). The advantages of increasing opportunities for shared resources and activities benefit the entire family unit.

Although the business and family systems may support one another, they also compete with each other for scarce resources such as time, money, and human energy. Therefore, quality of life may not be greatly enhanced if work and family responsibilities compete for the worker's time. Time pressure from the family and business may lead to time conflict, which in turn could have negative effects on the quality of family life. The time management strategies can be used in the manner in which families perform complex management, and they would reduce the time conflicts from competing time demands of family and business, consequently, contributing to the quality of life of individuals and families involved in family business.

3. Determinants of the Quality of Life in the Family Business

From the reviews of family business literature, the determinants of the quality of individual life in the family business are expected to be influenced by manager/family characteristics, the nature of the business and the business environment, and moderated by an interaction of the time management strategies in family and business.

In terms of work-family overlap, Loscocco (1997) found that women reported more

family intrusion on work, whereas men indicated that work intruded more on family. Overall, women appeared to be more affected by the work-family interface, and they expressed greater dissatisfaction with family life.

Gritzmacher (1993) reported that higher educational levels of home-based worker were negatively related to level of life satisfaction.

Rowe et al. (1992) reported in their study of home-based workers that single-parent families were the least satisfied with the quality of their lives, whereas workers living in adult-only families were the most satisfied. Based on the earlier study, it is expected that the marital status of the individual will affect the satisfaction with one's quality of life.

The household size, including the presence or absence of dependent family members, might influence the work and family demands in family business, which, in turn, may increase stress and role overload that affects respondent's overall satisfaction with their lives.

Household income from working in the family business has several facets. The actual income generated from the family business, the proportion of total household income contributed by the family business worker, and the perceived necessity for total income to provide for the needs of the family are part of this factor. Therefore, total household income, including the business income, could affect the satisfaction with quality of life.

The manager in a family business has more control over the scheduling of their work time, including the number of hours worked, than does the traditional worker (Carsky et al., 1991). The degree to which managers can control their work time may influence the satisfaction derived from the work and from the family-work interface.

Family workers are easily located and may be easier to manage and control (Aronson, 1991), while use of family workers limits the range of skills and decision-making processes in the business (Heck et al., 1993). However, Adams et al. (1996) reported that higher levels of family involvement were associated with higher levels of emotional sustenance from family members, which, in turn, had a positive relationship with life satisfaction.

Home-based work has a different work environment from on-site work. Home-based workers are expected to have more control over their work time than do conventional on-site workers. The location of home-based work usually occurs in or near the family

residence. Transfers of business resources to the family are easier when the business is a family business and the business and the family share the same space (Winter, 1999). Rowe et al. (1992) found that nearly all the home-based workers reported themselves 'satisfied or 'very satisfied' with the quality of their lives, although the differences by gender and family status were significant.

Gritzmacher (1993) found that location of the household in a rural or an urban area was not associated with satisfaction with quality of life in the home-based worker, but the state in which one resided was related to satisfaction with the quality of life.

Job satisfaction is a psychic reward that comes from the performance of income-generating work (Owen et al., 1992). Adams et al. (1996) reported that job satisfaction had a positive relationship with life satisfaction and concluded that life satisfaction for some workers may be partially the result of having a good job.

The family business manager has more control over his/her work time than the traditional worker and may arrange work time to be compatible with routines of other family members. The level and the type to which family business workers can manage their time with time management strategies may influence the satisfaction derived from work and from family life.

III. DATA AND METHOD

1. Conceptual Framework

The conceptual framework in this study is derived from Owen, Carsky, and Dolan's (1992) model for a family/work interface, and a work-family conflict model (Adams et al., 1996; Weigel et al., 1995). Owen et al. (1992) presented a conceptual framework that can be equally related to income-generating activity and household production for families who engage in at-home income generation. In this model, the exogenous variables are conditions present in the family, including goal demands and circumstantial demands as demands and human resources and material as resources. The management of the household and

business are included as the intervening variables. Output variables include remuneration from the home-based work and the satisfaction derived from work and family life. Of particular interest is the effect of management on the household and business on the satisfaction from the family life.

Models of work-family conflict propose that it arises when demands of participation in one domain are incompatible with demands of participation in the other domain, such that this conflict has an important effect on the quality of both work and family life (Adams et al., 1996; Weigel et al., 1995). Time management strategy has been used as a mechanism to manage the conflicts in which the role pressures from work and family domains and to adjust competing demands on time and/or human resources either in the family or the business (Miller et al., 1999; Winter et al., 1993; Winter et al., 1999).

Theoretical constructs from a family resource management concept were operationalized to delineate the management process in family and in business and to measure the time management strategies using multidirectional demanding of time from household to work and vice versa in this paper. Work-family conflict model provided a rationale of the time management strategy as a mean of maintaining an acceptable level of quality of life that is derived from managing the time conflicts in the family business.

It is hypothesized that:

The individuals who have both roles of household management and business management use time management strategies differently in household and in business.

The factors that are related with individuals and families, those are related with business, and time management strategies influence the individual's quality of life.

2. Methods

1) The Data and Sample

The data for this study are from the U.S. National Family Business Survey based on a national probability sample where more than 14,000 households were screened via telephone to ascertain whether someone in the household was the owner/ manager of a family business. More than 1,500 households included someone who met that criterion.

Because the focus of the project was the interaction of the business and the family in a family business, further restrictions were placed on the sample. The owner/ manager had to have been in business for at least one year, had to spend at least 6 hours a week working in the business over the past year, had to be involved in the day to day management, and had to live with at least one other household member.

Telephone interviews were completed early in 1998 by staff at the Iowa State University Statistical Laboratory. A total of 794 families were administered at least one of the interviews, two different people were interviewed in 414 families, and the combined interview was administered to 259 respondents. In this study, only households in which a single individual in the family filled both roles, household manager and business manager, were included for purposes of comparing the overlapping field between family and business from the perspective of a single individual managing both areas.

2) Measures

(1) The Independent Variables

To provide a framework for understanding a single individual performing two different managerial roles, variables were divided into three categories: characteristics of the individual and of his or her family, characteristics of the business, and strategies for managing time and human resources<Table 1>.

Total household income was the amount of income from all sources, including family business, that was available to household members. Because of the skewed distribution of the total household income, the log estimate of the total household income was computed for the regression model. Family involvement was measured by the number of family members who worked for the family business. Home-based businesses were categorized according to whether they were based in or from their home. Community size was dichotomous variable; if the population of the town or city in which the respondent lived was 10,000 or more, it was coded 1', less than 10,000 was coded 0'. Satisfaction with business role was measured by the manager's satisfaction with role in family business. It was measured by a 5-point Likert scale.

To assess the type and level of time management strategy adopted by managers who had

<Table1> Definition and Measurement of Variables

Variables	Definition and measurement
<i>Independent variables</i>	
<u><i>Family-related variables</i></u>	
Gender	Gender of dual manager
Education	Educational attainment of dual manager
Marital status	Marital status of dual manager
Household size	Current household size
Total household income	Total household income in 1996
<u><i>Business-related variables</i></u>	
Years in business	Dual manager's working years from starting work
Work hour	Dual manager's work hour a week
Family involvement	Number of family members worked for the business
Home-based business	Home-based business or not Home-based; 0 Non home-based; 1
Number of employees	Number of total employees in business
Community size	Less than 10,000; 0 10,000 more over; 1
Satisfaction with business	Dual manager's satisfaction with business role
<u><i>Time Management Strategy Variables</i></u>	
Additional help in household	non-paid help, paid help, shift responsibilities to others
Time allocation in household	put off/ skip household task, sleep less, family work done at business, do more business tasks at home
Additional help in business	non-paid help, paid help, shift responsibilities to others
Time allocation in business	defer or skip business demands, sleep less, take care of family responsibilities at work, do more business at home
<i>Dependent variables</i>	
Satisfaction with overall quality of life	Dual manager's satisfaction with overall quality of life

both roles and conflicting demands from family and business, a list of strategies was modified for adoption on the work of Winter et al. (1993) and were regrouped to get more information on business. In all, seven pairs of items were generated to measure the respondent's frequency of adopting time management strategy in household to spend more time on business, and in a similar manner, to measure the frequency of adopting time

management strategy in business to spend more time on family matters.

(2) The Dependent Variable

The dependent variable is satisfaction with quality of life, one item to assess dual manager's level of satisfaction with overall quality of life. The satisfaction with quality of life represented output and reward deriving from family life and from work in family business. It was measured by a 5-point Likert scale 1 very dissatisfied to 5 very satisfied.

(3) Analysis

Univariate analysis of variance was conducted to compare mean scores of household time management strategy to business time management strategy. Ordinary Least Square regressions were used to regress the satisfaction on the quality of life on the independent variables representing family and business, and time management strategies. Zero Order correlation coefficients between all pairs of variables were also examined before regression analysis for multicollinearity among the independent variables.

IV. RESULTS

1. Descriptions of the participants

It is important to describe the households whose members were involved in the dual roles, household management and business management, in this study <Table 2>. The average age of respondents was 44.93, and they were involved in the business over 10 years. 84.9% of all the respondents were married, and, on average, 1.71 family members were involved in family business. More than two-thirds (69.5 %) of respondents' family business were based in the home.

Of particular concern was the gender of individuals performing both roles. In almost two-thirds of the sample, the individual performing both roles is female. Family business types were self-reported as predominantly service for the dual manager's business type, and the

<Table 2> Family and Business Demographic Characteristics

(N=259)

Characteristics	Mean		S.D.
Age	44.93		10.71
Household size	3.27		1.38
Total household income	69544.4		64068.22
Business income	28697.07		49838.91
Business profit	28314.31		113502.41
Years in business	10.37		9.97
Number of family in business	1.71		0.95
Number of employees	3.57		16.39
(continued) Work hour	38.23		17.11
		Percent	
Own their home		89.2	
Education			
Less than high school		3.1	
High school diploma		26.6	
More than high school		70.3	
(to be continued) Gender			
Male		32.4	
Female		67.6	
Marital status			
Married		84.9	
Not married		15.1	
Size of community			
Less than 10,000		56.0	
10,000 or more		44.0	
Home-based business			
Yes		69.5	
No		30.5	
Standard industrial classifications			
Agriculture and mining		8.9	
Construction		6.6	
Manufacturing		5.0	
Transportation		1.2	
Wholesale trade		0.4	
Retail trade		24.7	
Finance, insurance, real estate		7.3	
Service		45.7	

second ranking was retail trade.

2. Comparison between Time Management Strategy in Family and in Business

To compare the use of time management strategy in family and in business, a sorted group from the highest to lowest mean scores of household management strategy and business management strategy was obtained. A T-test was conducted to discover whether the time management strategies differed significantly between household and business for each of the seven paired time management strategies<Table 3>.

In analyzing the t-test conducted on time management strategy, two different sets of time management strategy were used. First, the mean score of each seven paired strategy items

<Table3> Comparison of Time Management Strategy Mean Score (N = 259)

Time management Strategy in Household and Business	Mean	S.D.
H1. Others help in business without pay	2.00**	1.25
B1. Others help in business without pay	2.57	1.28
H2. Put off /skip household tasks to do business work	2.78	1.32
B2. Defer of skip routine business demands	2.76	1.11
H3. Sleep less to spend more time in business	2.43**	1.41
B3. Get less sleep	2.92	1.30
H4. Household work usually completed at home is done at business	3.08**	1.46
B4. Do more business tasks at home	3.35	1.45
H5. Do more business work at home	2.98	1.50
B5. Take care of family responsibilities at work	2.95	1.32
H6. Household work shifted, more time spent on business	2.97**	1.18
B6. Business work shifted, more time spent with family	1.95	1.08
H7. Hire temporary help for business or home	2.05**	1.20
B7. Hire temporary help for home or business	1.89	1.10
Time allocation in household	9.04**	3.21
Time allocation in business	9.77	2.83
Additional help in household	6.23**	1.93
Additional help in business	4.58	1.96

** P < .01

in family and in business were compared. Second, seven pairs of items were regrouped into two groups, time allocation and additional help, based on the factor analysis in the Winter et al. (1993), and were compared.

Those individuals who had two management roles with the highest mean score of household management strategy, working in the family business reported that they were likely to H4) take family work usually done at home to complete at the work, H5) do more business work at home, H6) shift family work among family members, H2) put off or skip family work to do business work, H3) sleep less, H7) hire temporary help, H1) have unpaid help in business when things are particularly busy in the business (Table 3). These findings are comparable to those of Miller et al. (1999) that household managers followed the most frequent adjustment of bringing business tasks home (H5), skipping household tasks (H2), and taking care of family responsibilities at home (H4) when business demands were heavy.

The order from the highest mean score in the business management strategy was similar to that of the household management strategy. The highest score was B4) to do more business tasks at home, and the second one was B5) to take care of family responsibilities at work. The implications are that respondents in family business usually use the same type of time management strategy in business as well as in household. The lowest time management strategy in business was nonpaid help (B7), meaning that nonpaid help from the temporary employees was not an important adjustment strategy in the family business.

In the analysis of time allocation strategy and additional help strategy mean scores, the respondents use time allocation strategy as a group more often in business than in the household, while adopting more additional help in the household than in business.

Comparing significant differences between household and business in terms of adopting time management strategies, five of seven time management strategy pairs were significantly different <Table 3>. The respondents adopted the following strategies significantly more often in the household than in business a) temporarily shift some of family work among family members to have more time for the business (H6) and b) hiring temporary help for either business or home (H7). This finding means that individuals with two roles are likely to decrease work loads from the dual roles or to assign the household work to either family members or outside helpers. These findings are comparable to those

reported in Winter et al. (1993) that hiring paid-help for the home-based work and for the household chores was reported the lowest percentage of use.

Time management strategies that the dual managers use more often in business than in the household were reported a) to get nonpaid help (B1), b) to sleep less (B3), and c) to do more business tasks at home (B4). These findings indicate that the individuals who perform two roles control the business demands more frequently by themselves or depend on their family members; relatives; or friends' help rather than paid help. This implies that these individuals tend to be overloaded by their dual roles, and they might be stressed from the work-home role conflicts. It may also imply that the business role in family business is not efficiently distributed out of family.

Comparing the difference of time allocation strategy and additional help strategy between the household and the business, the dual managers adopt time allocation strategy more often in business than in the household, while they adopt additional help more often in household than in business. These findings were similar to those of Winter et al's (1993) that reported individuals who filled both roles, the household manager and home-based worker, were more likely to report the reallocation of personal time, usually their own time, than those who only managed the household. Overall, these findings suggest that the individuals who had two roles in this sample used different time management strategies between the household and the business.

3. Effects of Family, Business, and Time Management Strategy on Quality of Life

An Ordinary Least Squares regression model is used to regress the effects of family and business characteristics, and time management strategy in household and business on the dual managers' quality of life. In the regression model, four independent variables have significant effects on the dual managers' quality of life<Table 4>.

Household income is significant, indicating that dual managers having more household income are more satisfied with their quality of life. This is comparable to the outcomes of Gritzmacher's study (1993) of households with home-based employment in that total family income and life quality of household managers were not associated. Two variables

<Table 4> Regression of Satisfaction with Quality of Life on Characteristics of Family, Business and the Time management strategy

(N = 259)

Variable	Satisfaction with quality of life	
	Beta	Sig. T
<u>Family-related variables</u>		
Gender	-0.042	0.460
Marital status	0.059	0.309
Education -0.018	0.761	
Family size	0.016	0.803
Household total income(log)	0.144	0.025
<u>Business-related variables</u>		
Number of employees	-0.001	0.991
Community size	0.026	0.659
Home-based business	0.052	0.371
Number of family in business	0.043	0.512
Work hour	-0.167	0.004
Years in business	0.004	0.948
Satisfaction with business role	0.446	0.001
<u>Time management strategy variables</u>		
Additional help in household	-0.031	0.651
Time allocation in household	-0.039	0.559
Additional help in business	0.193	0.003
Time allocation in business	-0.082	0.204
R-square	0.304	
Adjusted - R square	0.256	
F-ratio	6.560	
Sig. F	0.000	

representing the business characteristics are significant. The individuals who have less work hours are more likely to be satisfied with their quality of life. Another significant variable is satisfaction with business role, indicating individuals who were more satisfied with their business role were more likely to be satisfied with their quality of life. This finding is consistent with those of Adams et al. (1996) who reported positive relationships between job satisfaction and life satisfaction and noted the importance of job satisfaction to other aspects

of life.

Of particular concern, additional help strategy in business representing the time management strategy is a significant variable, indicating that the individuals who adjusted more others' human resources for the business were more likely to satisfy their quality of life. In contrast, household time management strategy does not help to increase individual's quality of life, while their use of business time management strategy contributes to increase their quality of life. This finding means that family business has characteristics suggesting the process of managing such work might be closely associated with the processes of managing household work. Further, it might be inferred that a time management strategy that has been developed for household management can be adjusted for business management in a family business.

V. CONCLUSION

Family business systems compete for time and human resources of individual family members and of the family collectively. The time demands of either a family or business system can cause the pressure and conflict concerning time use. Time management strategies might be useful in controlling time use when time demands in family business are heavy. Further, it might be useful to increase the quality of life of individuals who have dual management roles in the household and in business.

When ranking the highest mean scores of household management strategies and business management strategies, individuals who have two management roles use the most frequently in their household H4) to take family work usually done at home to complete at the business, and the secondly used H5) to do more business work at home when business demands were heavy. Similar to the order of household management strategies, the highest ranking in business management strategy was B4) to do more business tasks at home, and the second ranking was b5) to take care of family responsibilities at work when family demands were high. These findings imply that the strategies of bringing work from the household to the work, and from the business to the household are the easiest way to adjust

additional time demand in household or in business. It also implies that family and work areas interface and are interdependent in a family business.

Comparison of differences in mean scores for the seven pairs of time management strategies suggests that individuals with two roles use time management strategies more frequently in business than in the household when the demands of family business are particularly heavy. It is interesting to note that the time management strategy of hiring temporary help had no importance in family business. Rather, nonpaid help of family members, relatives, or friends was more frequently used when business demands were heavy. It is because nonpaid helpers were easily located in the same household or nearby, and they may be sought immediately in case of additional labor input. The alternative interpretation is that family businesses are typically too small to substitute general labor supply in the labor market. It is also interesting that the high percentage of family businesses in this sample were home-based business. The labor supply of nonpaid helpers and the home-based business might be noticeable features of family business that human resource adjustment is made almost always within the boundary of family.

Among the significant variables affecting the quality of life, satisfaction with business role had the strongest effect. This finding is partly a result of work's importance in the domains constituting the quality of life. In contrast to the earlier studies that have suggested the disadvantages as well as the advantages of family business, the positive and strong effects of satisfaction with business role on the quality of life in this study support the advantages and incentives of family business as an occupation.

It is interesting to find out more women than men had two roles of household manager and business manager in this sample. Gender differences in time management strategies were not a focus of this study, and gender was not a determinant of quality of life. However, gender differences may have significant influences on the use of time management strategies in their management of household and business and, thus, influences on the quality of life. Further study is suggested to focus on the gender differences in the managing of family business and its effect on quality of life of individuals and families in family business.

In this study, time management strategies were used for examining business

management as well as household management. The time management strategies are useful strategies for managing business; however, business management strategies that are typically used are also analyzed for the purpose of an integrated perspective in family business. Future studies should focus on developing a more integrated management strategy measure in the capacities of family and of business.

REFERENCES

- Adams, G. A., King, L. A., & King, D.W. (1996). Relationships of job and family involvement: Family social support, and work-family conflict with job and life satisfaction. *Journal of Applied Psychology, 81*(4), 411-420.
- Ahrentzen, S. B. (1990). Managing conflict by managing boundaries: How professional homemakers cope with multiple roles at home. *Environment and Behavior, 22*, 723-752.
- Andrews, F. M. & Withey, S. B. (1976). *Social Indicators or well-being*. Plenum Press, New York.
- Arcur, M. E. (1985). Quality of life: Toward conceptual clarification. Paper presented at the Beatrice Paolucci Symposium. Michigan State University.
- Aronson, R. L. (1991). *Self - employment: A labor market perspective*, Ithaca, New York, ILR Press.
- Beehr, T. A., Drezler, J. A. & Faulkner, S. (1997). Working in small family business: Empirical comparisons to non-family business. *Journal of Organizational Behavior, 18*, 292-312.
- Campbell, A., Converse, P. E. & Rodgers, W. L. (1976). *The quality of American life*. New York: Russell Sage foundation.
- Carskey, M. L., Dolan, E. M. & Free, R. K., (1991). An integrated model of homebased work effects on family quality of life. *Journal of Business Research, 23*, 37-49.
- Gritzmacher, J. E. (1993). Satisfaction with home-based employment. *Journal of Family and Economic Issues, 14*(2), 145-161.
- Heck, R. K. Z. (1988). A profile of home-based workers. *Human Ecology Forum, 16*(4), 15-18.
- Heck, R. K. Z. (1991). Employment location choices: Factors associated with the likelihood of

- homebased employment. *Lifestyles: Family and Economic Issues*, 12, 217-233.
- Heck, R. K. Z., Winter M., Stafford, K. (1992). Managing work and family in home-based employment. *Journal of Family and Economic issues*, 3(2), 187-212.
- Heck, R. K. Z. & walker, R. (1993). Family-owned home business: Their employees and unpaid helpers. *Family Business review*, 6(4), 397-415.
- Horvath, F. W. (1986). Work at home: New findings from the current population survey. *Monthly Labor review*, 109(11), 31-35.
- Legler, J., Holyoak, A., & Olson, G. (1989). Development of an integrate systems framework to analyze family business planning. Paper presented at the annual meeting of the North Central Research Committee, NCR-116. Champaign-Urbana. IL.
- Loscocco, K. A. (1997). Work-family linkages among self - employed women and men. *Journal of Vocational Behavior*, 50, 204-226.
- Loscocco, K. A. & Leicht, K. T. (1993). Gender, work-family linkages, and economic success among small business owners. *Journal of Marriage and the Family*, 55, 875-887.
- Miller, N. J., Fitzgerald, M. A., Winter, M. & Paul, J. J. (1999). Exploring the overlap of family and business demands: Household and family business managers' adjustment strategies. Unpublished manuscript. Ames, IA: Department of Textile and Clothing, Iowa State University.
- Nickols, S. Y. & Metzen, E. J. (1983). Buying time and saving time: Strategies for managing household production. *Journal of Consumer Research*, 10, 197-208.
- Owen, A. J., Carskey, M. L. & Dolan, E. M. (1993) Home-based employment: Historical and current considerations. *Journal of Family and Economic Issues*, 13(2), 121-138.
- Riordan, D. A. & Riordan M. P. (1993). Field theory: An alternative to systems theories in understanding the small family business. *Journal of Small Business management*, 31, 66-78.
- Rowe, B. R., Bentley, M. T. (1992). The impact of the family on home-based work. *Journal of Family and Economic Issues*, 13(3), 279-297.
- Strober, M. H. & Weinberg, C. B. (1980). Strategies used by working and nonworking wives to reduce time pressures. *Journal of Consumer Research*, 6, 338-348.
- Winter, M., Puspitawati, H., Heck, R.K. Z., & Stafford, K. (1993). Time management

strategies used by households with home-based work. *Journal of Family and Economic Issues*, 14(1), 69-92.

Winter, M., Fitzgerald, M. A., Heck, R.K. Z., Haynes, G. W., & Danes, S. M. (1998). Revisiting the study of family businesses: Methodological challenges, dilemmas, and alternative approaches, *Family Business review*, 11(3), 239-252.

Winter, M., Miller, N. J., Fitzgerald, M. A., & Paul, J. J. (1999). Time and human resource transfers by entrepreneurial families in hectic times. Unpublished manuscript. Ames, IA: Department of Textile and Clothing, Iowa State University.