



Family Friendly Policies: Assessing Family Friendliness of Greater Kuala Lumpur/Klang Valley (GKL/KV) Areas

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Abstract

Families in the urban areas are facing competing demands of family and work in their day-to-day living. Favourable economic growth and improved facilities in most cities had resulted in the formation of more dual-earner families, where both parents work outside the home. In addition, families in the urban neighbourhoods have gradually lost the informal social ties and kinship support that characterised the rural communities. This paper focuses on essential domains and indicators that contribute to making cities more family-friendly i.e. socio-economic status, children's care and education. Districts in the Greater Kuala Lumpur/ Klang Valley (GKL/KV) area were evaluated in terms of the level of family friendliness in these domains which consists of eleven indicators. GKL/KV is one of the government's National Key Economic Areas (NKEA) which aims to transform the area to become among the top-20 most livable metropolis in the world. Analysis was mainly done based on documents review and secondary data that were collected from relevant governmental agencies. Findings revealed that most areas, except for Kuala Lumpur and Putrajaya, scored less than 60 percent. This indicates that most areas need to improve in terms of accessibility, affordability and quality of services related to enhancing the quality of life for families.

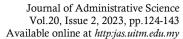
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INTRODUCTION

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Urbanization and progress in the nation's economy has led to greater participation of women in the employment sector, leading to the creation of more dual-earner families. However the job of managing home and family, raising children and

providing care for ailing and aged parents must go on. Cleaveland and Fleishman (2014: ix) acknowledged that "...work in the 21st century is increasingly 24-7, family structures are more diverse, and there are more working families (both adults work outside the home with a nonblood-related adult caring for children) than ever before". The importance of families as the basic building blocks of society has been universally acknowledged (United Nations, 1995). In an urban setting, where families did not have the extended families and kinship support to fall back on, parenting and care giving job becomes more challenging. A study by Habsah (2010) found that "social facilities especially public childcare centers were inadequate. Community programs were also found to be limited and were not effectively implemented at the neighborhood level". FMT Reporters (2015)

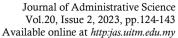




quoted Utusan Malaysia's article regarding the issue of young children left at home without adult supervision. This worrying trend was revealed by the National Population and Family Development Board (NPFDB) in their report of the Fifth Malaysian Population and Family Study conducted in 2015. The NPFDB's study also found a case where a teacher reported that an eight-year-old child had to skip school to babysit a younger sibling aged 11 months. Situation has not changed much in the Malaysian context as there has been several incidence of babies and children get hurt, abused and even died from injuries inflicted while being cared for by their babysitters or caregivers even though there were public outcries when such incidence were reported by the media.

Previous studies by scholars on family friendly policies focuses on various aspects related to the employment and family matters. Study by Vyas, L., Lee, S. Y., and Chou, K. L. (2017) have discussed on the availability and usability of family friendly policies in work places while studies by Guedes, M. J., et al (2023) and Kim, E. J., & Parish, S. L. (2020) have investigated the role of family-friendly policies in mitigating work-life conflicts among employees. Besides that, studies by Yadav, V. and Sharma, H. (2023), Bae, K. B., & Yang, G. (2017) and Ronda, L., et al (2016) have look into the family-friendly practices in relation to job satisfaction. In addition to that, scholars have also focused on the aspect of work life balance and the impact of family-friendly policies on organizational performance were also as studied by Berheide, C. W., et al, (2022) and Bae, K. B., and Goodman, D. (2014). One could argue that prior research has primarily concentrated on employment-related aspects.

Reviewing the current scholarly work in this area, Cleaveland and Fleishman (2014) highlighted that "in the last few decades, scholars have investigated the linkages between work and family domains, but little research explicitly considers the larger context within which both work and family are embedded – specifically, the community. Williams and Pocock (2010) reported on the Work, Home and Community Project, a national study in Australia to analyse how changes at work, in households and in residential areas are affecting men, women and children. The study in South Australia and Victoria found that "familiarity, availability, and the enabling of social bridges" are important elements in the development of community and social capital. The need for adequate support system is paramount, as stated by Bronfenbrenner (2005:260) "Children need the consistent and reliable care of their parents ... but to provide that care parents need the support of employers, schools, and the society as a whole". The Declaration on Cities and Other Human Settlements in the New Millennium adopted by the UN General

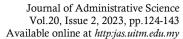




Assembly in August 2001 reaffirms this and urged that families should be strengthened and should receive comprehensive protection and support (United Nations, 2001).

Voydanoff (2014:3) believed that "the analysis of work and family should be expanded to include community.... Work and family life are embedded in the contexts of the communities in which they operate". Family-friendly community is defined as "communities where families enjoy housing at affordable prices, childcare, parks to play in, pedestrian pathways, quality public schools, and safe neighborhoods, among many other potential features that promote family well-being" (Warner and Rukus, 2013). The American Planners Association (APA) had devoted a session on planning family friendly communities in its 2008 National Planning Conference to highlight the role of Planners "in creating more family friendly communities with housing at affordable prices, access to child care, parks, pedestrian pathways, quality public schools, safe neighborhoods, and many other potential features that promote family well-being" (Israel and Warner, 2008). Facilities within the community offer significant support for families, as stressed by Bookman (2004: 78) who believed that "the physical place where people live is a significant dimension of community that often creates the foundation for other kinds of support and connections". As such she suggested for a new model that takes into consideration a worker's community of residence (neighborhood) as a starting point to solve the competing demands of work and family. In addition to employment-related factors, the urban dimension of cities may also have contributed to the family-friendliness aspect. However, there has been a lack of research examining the indicators for a family friendly city in urban areas in Malaysia.

This study aims at evaluating urban areas within Greater Kuala Lumpur/Klang Valley (GKL/KV) in the essential indicators for a family-friendly city. Cities in the GKL/KV area were chosen for this study because these cities possess the characteristics of an urban area and located in the most highly inhabited area in the country. Due to continuous physical and infrastructural growth for three decades especially during the 1970s and 1980s, these cities became major urban conglomerations in the nation. In terms of physical development, plantation and forest land that used to dominate the landform had been transformed into buildings (houses, shops, factories, institutions etc.). Many residential neighborhoods were formed as more and more people migrated from the rural areas and other states, seeking opportunities in the cities. With further conglomeration of people and agglomeration of urban activities, land for agriculture and plantations were being converted to houses, commercial buildings and factories. From the economic





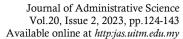
perspective, these cities fulfill the characteristics of an urbanized area whereby the manufacturing sector took over as the basic economic activity. This was followed by the growth in the commercial and service sectors. Its suitable location within the vicinity of the national capital of Kuala Lumpur, the country's international airport in Sepang and the country's major port in Port Klang made these cities preferred choices by businesses and entrepreneurs.

Several indicators could be used to gauge the level of family-friendliness in an area. This study adapts four essential domains and eleven indicators of the Family-Friendly Community Index, constructed by Ann Bookman (2004) to the Malaysian context. Bookman's Index was based on a study in Massachusetts beginning from 1997 until 2001. The Family-Friendly Community Index comprises ten domains that comprehensively assess various aspects crucial to community well-being. These domains include economic self-sufficiency and housing affordability, preschool childcare, schoolage childcare, quality of education, elder care, public libraries, recreation areas, transportation services, public safety and family support. Each domains comprises of several sub-indicators, each assigned a specific weight, with the cumulative weight totaling 100 points. Cities receive scores based on these indicators, and subsequently, communities are ranked according to their performance across these criteria.

This study only focuses on the four essential domains that reflect the level of family friendliness; which are economic self-sufficiency and housing affordability, preschool childcare, school-age childcare and quality of education. Adjustments were made to some indicators because of unavailability of data and unsuitability of the measures in the Malaysian context. The descriptions of these adjustments are stated in Table 1.

LITERATURE REVIEW

Many scholars share the view that families are the foundation and building block of society. While Hunt (1966:1) considers the family as "the strongest social institution", Bronfenbrenner (2005: 260) sees it as "the heart of our social system" and to Etzioni (1993:256), the family is a place "where each new generation acquires moral anchoring". Childrearing and child upbringing should not be taken lightly, since the success of the National Vision is in their hands as highlighted by Professor Chiam (1992:31) in an

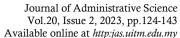




inaugural lecture. Besides caring for children, some families also has to care for elderly parents/grandparents or ailing family members. Many authors have highlighted the issue of balancing between work and family and how the conflict could affect emotional and physical health (Narayanan and Savarimuthu, 2015; Leineweber et al. 2013; Griggs et al. 2013; Fergusona et al. 2012; Aminah Ahmad, 2007).

In studying the impact of work-family conflict and family-work conflict on the work-life balance of women employees working in Information Technology industries in Bengaluru, Bangalore, India, Narayanan and Savarimuthu (2015) revealed that "worklife balance issues were of major concern... high job involvement, job demands, lack of career opportunities were some of the sources of dissatisfaction which led to high levels of work-family conflict which in turn has contributed to work-life imbalance among women working in IT industries". Leineweber et al (2013) reported that in the Swedish Longitudinal Occupational Survey of Health (SLOSH study), which studied Swedish workers in various types of occupation, found that work-family conflict was related to "an increased risk of emotional exhaustion among both men and women". Aminah Ahmad (2007) studied a group of women production operators in Malaysia and found that "the operators experienced work-to-family conflict and the intensity of conflict experienced was negatively related to satisfaction with child care arrangements". Karatepe and Tekinkus (2006) quoted by Aminah Ahmad (2008) reported that there were empirical evidence which prove that "work-family conflict is often a severe stress factor at work leading to various negative outcomes, including impaired wellbeing". Aminah also reported that a study conducted among Canadian employees by Duxbury and Higgins (2003) found that employees with dependent care (children and/or elderly) responsibilities experienced higher levels of work-to-family conflict because they are more likely to have "inflexible commitments at home that will conflict with expectations or demands at work" and this situation will often affect the general well-being and cause caregiver strain.

Striking a balance between work and dependent care responsibilities can pose challenges for employees pursuing careers in professional fields, where the high demands of productivity creates conflict with family responsibilities. Consequently, certain countries have implemented family-friendly policies to address these issues. Studies by Kutser, T., and Toming, K. (2018) highlighted several best practices in family friendly policies. Some of the adopted family-friendly policies include flexible working arrangements, leave entitlements, and financial and childcare assistance. Examples of





flexible working hours include the ability for individuals with caregiving responsibilities to work from home especially for some oil and gas companies in Malaysia. Additionally, there is an adjustment of meeting and teaching times to accommodate family-friendly hours. Research findings also indicated that certain countries, such as Estonia, offer paid parental leave with maternity leave durations of 140 calendar days. Similarly, in Germany, maternity leave spans 14 weeks, and in Lithuania, it extends to 18 weeks (Kutser, T., and Toming, K., 2018).

There are several domains and indicators that could be used to evaluate the level of family-friendliness. Other than Bookman's Family-Friendly Community Index that consists of ten domains, the family-friendly index used in Australia to rank 30 most populous cities consists of six domains which are Education, Safety, Health, Income, Unemployment and Mortgage stress. In the Malaysian context, Noraini et al (2014) develop indicators for family well-being which take into account past studies and the characteristics of family and society in Malaysia. The domains and indicators of family well-being according to Noraini et al "is considered as a multi-dimensional concept that incorporates family relationship, family's economic situation, health and safety, community relationship, housing and environment, as well as religion/spirituality".

METHODOLOGY

This research evaluates municipalities in the Greater Kuala Lumpur/Klang Valley area in four domains and eleven indicators of Bookman's (2004) family-friendly community index. In adapting the Bookman's Family-Friendly Community Index to suit the local context in Malaysia, this study selected and implemented four specific domains out of the original ten. This adjustment was made to ensure that the index accurately reflects and addresses the unique characteristics, values, and priorities relevant to the Malaysian community. The indicators adapted from the Bookman's Family-Friendly 1. Economic self-sufficiency and housing affordability; 2. Community Index are; Preschool childcare; 3. School-age childcare; and 4. Quality of education. However, due to administrative procedures in getting data from the Ministry of Education, the final family friendly score used an estimate for the two indicators in domain 4 (quality of education). The analysis was based on secondary data gathered from the various governmental agencies in the state of Selangor and also federal departments in the national administrative capital in Putrajaya. Figure 1 shows the municipalities in the Greater Kuala Lumpur/Klang Valley area which consists of Kuala Lumpur City Hall,



Petaling Jaya City Council, Shah Alam City Council, Subang Jaya Municipal Council, Selayang Municipal Council, Ampang Jaya Municipal Council, Kajang Municipal Council, and Putrajaya.

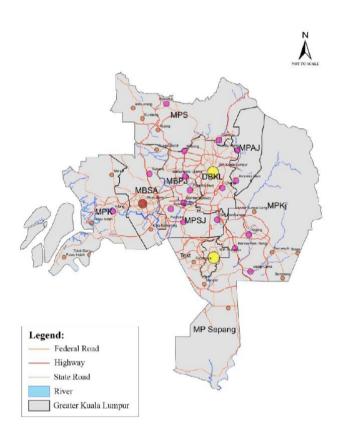
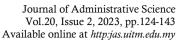


Figure 1: Greater Kuala Lumpur/ Klang Valley Areas Sources: Author

Table 1 outlines four of the Bookman's domains and sub-indicators and the equivalent sub-indicators for Malaysia. There are indicators that require data not available





in the Malaysian context and these indicators were being replaced or adjusted to suit the Malaysian situation. There are four domains used to derive the Family-Friendly Community Index in Greater Kuala Lumpur based on Bookman's (2004). The domains comprises of economic self-sufficiency and housing affordability, preschool childcare, school-age childcare and quality of education. Each domains is composed of several subindicators to further improve the results of the index.

Table 1: The Essential Family Friendly Indicators						
Bookman's (2004) Domains and Sub- Indicators	Malaysian Context	Points				
Economic self-sufficiency and housing affordability (20 points)						
Percent of families earning above S50,000/yr.	Percent of households earning more than RM5000/month	5				
Housing affordability gap	Same as Bookman's	7				
Percent of families with children under 18 living at 100% of poverty	Percent of households earning less than RM2000/month	4				
Percent of families with college education	Percent of population above 25 with tertiary education	4				
2. Preschool childcare (Bookman's 10 points/	Malaysia 6 points)					
Availability	Percent of households within 5km from public kindergartens	3				
Quality	No data (4 points here were moved to Indicator 3)					
Affordability No data. Change to Percent of households within 5km from private kindergartens						
3. School-age childcare (education in public s points)	schools and after school program) (Bookman's 10 points/	Malaysia 18				
Availability Percent of households within 5km from government schools (primary and secondary schools)						
Affordability	Percentage of monthly income spend on education	4				
Transportation (Not applicable to Malaysia. Change to Quality)	Pupil: Teacher ratio (primary and secondary schools)	7				
4. Quality of education (Bookman 12 points/ Malaysia 8 points) Note: Due to rigid administrative procedures, the data required for this domain cannot be obtained in time for finalizing this paper. As such, an estimation was done for the two indicators to come out with the score in table 5.						
Per-pupil expenditure	No data (4 points here moved to Indicator 3)					
Advanced or proficient 4 th grade MCAS English scores	Primary School Achievement Test (UPSR) -	4				
Advanced or proficient 4 th grade MCAS Math scores	Achievement All Grade A(s)	-				
Advanced or proficient 10 th grade MCAS English scores Advanced or proficient 10 th grade MCAS Math scores	Malaysian Certificate of Education (SPM) – Achievement All Grade A(s)	4				
Iviani scores						



The index was constructed using district level data — obtained from the local authority and government agencies covering areas in Federal Territory of Kuala Lumpur, Petaling, Klang, Gombak, Ulu Langat and Sepang. Being the most urbanized part in Malaysia, the data at the district level would reflect the conditions in the cities since most of the districts in GKL/KV have relatively small percentage of rural population. Table 2, Table 3 and Table 4 are the data and scores for the respective domains by districts.

Table 2: Domain 1 - Economic self-sufficiency and housing affordability

Greater Kuala Lumpur/Klang Valley (GKL/VK) Areas		Percent of	Housing affordability gap (7 points)				Percent of households
		households earning more	Income needed	Median	Affordability		earning less than
Local Authority	District	than RM5000 / month (5 points)	(median home price divided by 2.5)	Household Income (Annual)	RM	%	RM2000 / month (4 points)
DBKL	Wilayah Persekutuan KL	94.4 (5 points)	208000	108876	99124	47.7 (7 points)	0.4 (3 points)
MBPJ MBSA MPSJ	Petaling	91.8 (3 points)	278000	94848	183152	65.9 (2 points)	0.9 (2 points)
MPK	Klang	87.0 (1 point)	164000	80688	83312	50.8 (6 points)	1.8 (1 point)
MPS MPAJ	Gombak	91.6 (3 points)	208000	94836	113164	54.4 (5 points)	0.3 (3 points)
MPKj	Ulu Langat	91.6 (3 points)	220000	94212	125788	57.2 (3 points)	0.1 (4 points)
MP Sepang	Sanana	93.7 (4 points)	220000	98088	121912	55.4 (4 points)	0.8 (2 points)
Putrajaya	Sepang	95.8 (5 points)	295460	99300	196160	66.4 (1 point)	0.0 (4 points)
State	Selangor	89.5	162000	86700	75300	46.5	1.2

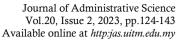




Table 2 displays the domain of economic self-sufficiency and housing affordability, encompassing sub-indicators related to household income, housing affordability gap and percentage of households earning less than RM2,000 per month. The data to compute the score for each sub-indicators were obtained from Census Data from Department of Statistics Malaysia and Median House Price from National Property Information Centre.

Table 3: Domain 2 - Preschool Childcare

Greater Kuala Lumpur/Klang Valley (GKL/VK) Areas		Availability Percent of households	Quality (No	Affordability (No Data) Change to Availability	
Local Authority	District	within 5km from public kindergartens (3 points)	Data) (4) points here move to Indicator 3	Percent of households within 5km from private kindergartens (3 points)	
DBKL	Wilayah	99.8	_	100	
	Persekutuan KL	(3 points)	_	(3 points)	
MBPJ		97.3	-	98.9	
MBSA	Petaling	(2 points)		(2 points)	
MPSJ		(2 points)		(2 points)	
MPK	Vlana	96.6		97.1	
	Klang	(2 points)	-	(2 points)	
MPS	Cambala	98.0		98.6	
MPAJ	Gombak	(2 points)	-	(2 points)	
MPKj	TIL T	96.1		97.4	
Ulu La	Ulu Langat	(2 points)	-	(2 points)	
MP Sepang		86.1		90.3	
	C	(1 point)	-	(1 point)	
Putrajaya	Sepang	100		100	
		(3 points)	-	(3 points)	
State	Selangor	96.5	-	96.9	

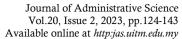
Table 3 illustrates the domain of preschool childcare, featuring sub-indicators that include availability of households from public and private kindergardens. The score for each sub-indicators were computed using ArcGIS software. ArcGIS were used to determine the availability of public and private kindergardens within 5km from residential areas using the proximity analysis and overlay methods. Results from the proximity analysis and overlay method were used to compute the percentage of household within 5km from kindergardens in the study areas.



Table 4: *Domain 3 - School-age childcare (adapted to Education in public schools)*

	ater Kuala Lumpur/Klang Valley (GKL/VK) Areas		Pupil: Teacher ratio (7)		nseholds within 5km nment schools (7)
Local Authority	District	Primary (4 points)	Secondary (3 points)	Primary (4 points)	Secondary (3 points)
DBKL	Wilayah Persekutuan KL	13.8 (4 points)	11.6 (3 points)	100 (4 points)	100 (3 points)
MBPJ MBSA MPSJ	Petaling	16.3 (1 point)	14.5 (2 points)	97.3 (3 points)	95.9 (2 points)
MPK	Klang	15.6 (1 point)	15.1 (1 point)	95.3 (2 points)	89.4 (1 point)
MPS MPAJ	Gombak	14.9 (3 points)	14.2 (2 points)	95.8 (2 points)	93.2 (2 points)
MPKj	Ulu Langat	15.6 (1 point)	15.1 (1 point)	96.8 (2 points)	87.9 (1 point)
MP Sepang	Sepang	13.4 (4 points)	13.1 (2 points)	85.4 (1 point points)	83.8 (1 point)
Putrajaya		14.0 (2 points)	10.1 (3 points)	100 (4 points)	100 (3 points)
State	Selangor	14.6	14.1	96.2	91.5

Table 4 displays the domain of school-age childcare, encompassing sub-indicators related to teacher ratio and percentage of household within 5km from government schools. The locational data of schools were collected from site survey and were transferred to GIS while the residential area data were estimated from the landuse data obtained from each local authority. The score for each sub indicators were calculated using ArcGIS software. ArcGIS was employed to ascertain the availability of government schools within a 5km radius from residential areas, utilizing proximity analysis and overlay methods. The outcomes from these analyses were then utilized to





calculate the percentage of households situated within a 5km proximity to government schools in the study areas.

RESULTS

Table 5 below shows the scores of each GKL/KV areas for the four domains. The score from the Family-Friendly Community Index adapted in this study relied on four dimensions, incorporating elements such as economic self-sufficiency and housing affordability, preschool childcare, school-age childcare and quality of education. The process for obtaining the scores for each sub-indicators were explained in the methodology section. Based on the scores, the capital city of Kuala Lumpur and Putrajaya performed well in terms of the dimensions of the family friendly indicators . The score of these cities were above 60 percent. Other cities in the district of Gombak (Selayang and Ampang Jaya) and cities in the district of Petaling (Petaling Jaya, Subang Jaya and Shah Alam) scored average while Ulu Langat district, Sepang district and Klang scored below 50 percent.

One of the factors contributing to the low score in those districts were the housing affordability, coverage of educational facilities from residential areas and the quality of services. Nevertheless, it's crucial to emphasize that a low score does not necessarily indicate a lack of facilities in the areas or lack of services. The scoring method, which involves ranking from the best district to the worst district, may inherently lead to results that may appear skewed in this manner.

Based on the results, it indicated that most areas need to be improved in the domains of economic self-sufficiency and housing affordability and school-age childcare. This two domain focuses on housing affordability, household income and teacher to pupil ratio. The study reveal that despite the existence of a designated land parcel for a school in the zoning plan, on-site observations indicate that the school has not yet been constructed. Therefore, it is important for policymakers and professionals to differentiate between an actual school building and a planned school when projecting for school facilities in local plan. This strategy will enhance the teacher-to-pupil ratio and mitigate the occurrence of overcrowding in schools. Therefore, in order to improve the quality of life for familities, strategies or policies must be formulated to address economic self-sufficiency, housing affordability and school facilities.



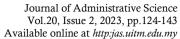
Table 5: Greater Kuala Lumpur/ Klang Valley Areas Family Friendly Score

Greater Kuala Lumpur/Klang Valley (GKL/VK) Areas	Economic self- sufficiency and housing affordability 20 points	Preschool childcare	School-age childcare (education in public schools and after school program) 18 points	Quality of education (assumption)	Score 52 points 100%	
Kuala Lumpur	15	6	14	8	43	83
Petaling District (Shah Alam, Petaling Jaya and Subang Jaya)	7	4	8	4	23	53
Klang	8	4	5	2	19	36
Gombak District (Selayang and Ampang Jaya)	11	4	9	6	30	58
Ulu Langat District (Kajang)	10	4	5	3	22	42
Sepang District	10	2	8	5	25	48
Putrajaya	10	6	12	7	35	67

DISCUSSION

The score from the Family-Friendly Community Index adapted in this study relied on four dimensions, incorporating elements such as economic self-sufficiency and housing affordability, preschool childcare, school-age childcare and quality of education. Results from this study showed that this index serves as a valuable tool for estimating the overall quality of a family-friendly neighborhood.

The score from the index can be used as a guidance for the policymakers and government agencies to formulate strategies and action plans to improve the vulnerable areas and improve the quality of life for families. However, it's crucial to emphasize that data collection is an integral part of deriving the index and this study has showed that basic data from government agencies should be made public and available to download





from government websites. This is to ensure that any index derived can accurately depict the actual scenario in the study area. Future research is suggested to further improve the Family-Friendly Community Index to cover rural areas and to expand the domain and sub-indicators to cover social aspects.

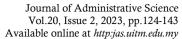
Neighborhoods, whether in the urban or rural areas need adequate facilities and services for families. The support system within easy reach of families is essential in the daily routine of families, without having to seek services far away. The results of this study indicate that specific regions within Greater Kuala Lumpur are still deficient in creating a family-friendly environment. Challenges persist in areas such as economic self-sufficiency and housing affordability for families residing in Greater Kuala Lumpur. However, in the education domain, the region has achieved a commendable score.

The findings of this study suggest that a broader evaluation of family-friendliness could provide valuable insights for policymakers and government, particularly in identifying areas that require improvement. Given the increasing cost of living and the growing necessity for dual-income earners in each households, addressing specific aspects of living environment that can help families alleviate work-related stress and attain a work-life balance is of paramount importance.

CONCLUSION

This study indicate that a family-friendliness index could offer valuable insights for policymakers and the government. This is particularly crucial for identifying areas that need improvement. With the rising cost of living and the increasing prevalence of dual-income households, it is imperative to address specific facets of the living environment that can assist families in mitigating work-related stress and achieving a work-life balance. However it is imperative that a robust index to be formulated in order to achieve the desired results.

For work-life balance policies to achieve effectiveness, all relevant stakeholders must be embraced and integrated seamlessly to ensure employees with dependent care responsibilities have equal chance of progressing in their careers, rather than being viewed as a special consideration for working mothers. In order to achieve that,





policymakers and government agencies requires a robust Family-Friendly Community Index to ensure appropriate strategies and action plans can be formulated to address the issues. A robust Family-Friendly Community Index requires a complete overhaul of the data sharing policies among government agencies and the integration of social dimensions into this Family-Friendly Community Index. This approach is crucial for laying the foundation to ensure that pertinent strategies integrate work policies and spatial planning policies in a more inclusive manner, without leaving working mothers behind.

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Author contributions

All authors in this article contributed in the formulation of the theoretical framework, data collection, data analysis and writing of this article.

Conflict of interest

No conflict of interest associated to this publication.

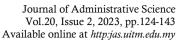
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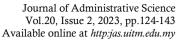
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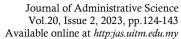




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