

Family-Work Conflict and Performance of Women-Owned Businesses: The Role of Work-Family Centrality

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Abstract

The decision to start and run a business may generate positive and negative effects on the women entrepreneur's ability to balance their work and family life, which can adversely affect their performance. As a result, women entrepreneurs make decisions based on the level of importance they ascribe to their work and family roles. While research has examined the antecedents and consequences of family-work conflict (FWC), limited attention has been placed on the specific role that work-family centrality plays in moderating the relationship between FWC and performance. Using a sample of 343 women entrepreneurs in the Free State from the Mangaung Metropolitan Municipality (Bloemfontein, Botshabelo and Thaba 'Nchu) in South Africa, this study examined the moderating role of work-family centrality on the relationship between FWC and the performance of women-owned businesses. The results indicate that work family centrality moderates the relationship between FWC and performance such that women entrepreneurs with high work family centrality will perform better regardless of the FWC they experience. This study culminates with possible managerial and policy implications aimed at fostering the performance of women-owned businesses.

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1. Introduction and background

All over the world, the significance of women entrepreneurs is highlighted by their potential to influence their countries' economies through job creation, economic growth and development (Beriso, 2021; Adikaram & Razik, 2022). Women entrepreneurs across the world have a crucial role in influencing economic development and their contribution is apparent in the increase of small businesses owned by women entrepreneurs (Beriso, 2021; GEM, 2022). The SDG-8, the 2030 Agenda for the United Nations and the African Agenda 2063 all place emphasis on the necessity to promote women's involvement in the labour market, particularly in the fight against poverty (Ajayi et al., 2019). As a result, the number of women participating in the labour market has increased globally over the last decade (Weinstein, 2018). Statistics from the Global Entrepreneurship Monitor 2021/22 Women's Entrepreneurship Report (GEM, 2022) revealed that among active early-stage entrepreneurs worldwide, women make up two out of every five. Given their potential to contribute to employment creation, women-owned businesses need to be supported.

Most women entrepreneurs simultaneously juggle the roles of being a parent, a spouse and a business owner. Also, gender-specific events like childbirth and care responsibilities impact women because they still shoulder the majority of domestic and familial responsibilities (Agarwal, Mishra & Dixit, 2015; Jayawarna, Marlow & Swail, 2020; De Clercq, Kaciak & Thongpapanl, 2022) resulting in family work conflict (FWC). Netemeyer, McMurrian and Boles (1996, p. 401) define family-work conflict (FWC) as "a form of inter-role conflict in which the general demands of time devoted to and strain created by the family interfere with performing work-related responsibilities." Women entrepreneurs who juggle multiple roles in their family domain may run out of time or experience substantial pressure to meet the demands of their businesses. As such, balancing the demands of work and family is a continuous challenge for many women entrepreneurs, as the time spent on childcare and familial responsibilities reduces the time they spend on their business (Germano, 2019; Neneh, 2021) and thus negatively impacts their business performance. Consequently, women entrepreneurs find it harder to balance work and family, which has become a significant obstacle to the advancement performance of their businesses (Neneh, 2022).

Even though FWC affects women entrepreneurs' business performance, even in the presence of FWC, significant disparities in the performance of women-owned businesses are observed (Shelton, 2006; Neneh, 2018; Lu, Han, Wang & Tang, 2023). Although many factors have been identified to explain the variations in performance amongst women-led businesses, work-family centrality is one particular area that has received limited attention and may help to explain the complexity of performance among women entrepreneurs (Carr et al., 2007; Sharabi, 2017; Sousa et al., 2018). Work-family centrality is defined as the level of importance individuals ascribed to the work and family roles at a point in time (Sharabi, 2017; Gong, Chen, Tang & Xiao, 2023). Consequently, given that family-work conflict is

unavoidable, especially among women and women entrepreneurs, it becomes vital to examine if work-family centrality can help explain the difference in performance amongst women entrepreneurs based on the FWC they experience.

1.2 Problem statement

In South Africa, women make up more than half of South Africa's adult population (51.1%), as women amount to approximately 30,75 million (The South African Government, 2023). Also, women's entrepreneurship saw an upsurge as the ratio of male-to-female entrepreneurial activity climbed to 1.14 (the ratio is 10.9 male entrepreneurs: 9.6 female entrepreneurs), (Bowmaker-Falconer & Harrington, 2019/2020). In 2021, women accounted for 21.9% of business owners in South Africa, compared to 21.1% in 2020 (Mastercard Report, 2019/2020). However, even with a 0.8% increase in women's ownership, South African women entrepreneurs still need to catch up to those in comparable nations, suggesting a small progression and development of women entrepreneurs in South Africa.

According to Harrichurran (2021), women in South Africa often spend less time on leisure activities than men because they devote much of their time to work and family responsibilities. Similar to men, most working women put in over 40 hours a week at their job (Statsa, 2021) but are still expected to handle the majority of household and childcare responsibilities. As a result, it is challenging for women to avoid FWC (Cerrato & Cife, 2018; Harrichurran, 2021), which may eventually have an impact on the performance of their businesses.

Furthermore, extant research points to differences in the performance of businesses owned by women entrepreneurs (Shelton, 2006; Neneh, 2018; Lu et al., 2023), suggesting boundary conditions could explain these differences in performance amongst women, as many women are increasingly finding ways to enhance their performance despite the FWC they face. In this regard, the present study intends to examine whether work-family centrality can buffer the negative effect of FWC such that their business performance can still increase even in the presence of FWC.

1.3 Objectives of the study

The aim of this study is to investigate the moderating role of work-family centrality on the relationship between family-work conflict and firm performance amongst women-owned businesses.

2. Literature Review

2.1 Theory development

The current study is built on the role theory to inform a conceptual model that links FWC to women entrepreneurs' business performance and identity theory to explain the moderating role of work-family centrality on the WFC performance relationship. The role theory suggests that conflict occurs when

individuals engage in incompatible roles (Katz & Kahn, 1978) and thus provides the framework to study how individuals strive to balance the family domain with the work domain life (Biddle, 1986; Poggesi, Mari & De Vita, 2019).

According to Stryker and Burke (2000), the identity theory is based on the tenant that individuals' identities are infused with different meanings and expectations. The three pillars of identity are individuals, roles and groups or societies (Gong et al., 2023). Individuals are expected to fulfil their commitments in the family domain and perform effectively in jobs either as an entrepreneur or an employee. Regarding women entrepreneurs, because they view family and business demands as intertwined, they usually take on multiple roles in both domains, which in turn creates conflict as they have to simultaneously maintain a dual presence at home and work (Sullivan & Meek, 2012; Neneh, 2022). This conflict arises because, while they must assume the responsibility of caregivers and nurturers, in the family domain, as entrepreneurs, they are responsible for the success of their businesses.

Applying these theories to this study, it is noted that juggling multiple roles in the family domain could reduce the time women entrepreneurs invest in their businesses, which could negatively impact their business performance. Nonetheless, women entrepreneurs who possess a work-family centrality will place more importance on their work domain and thus ensure that the multiple roles in their family domain do not interfere with the performance of their businesses. These relationships are presented in Figure 1.

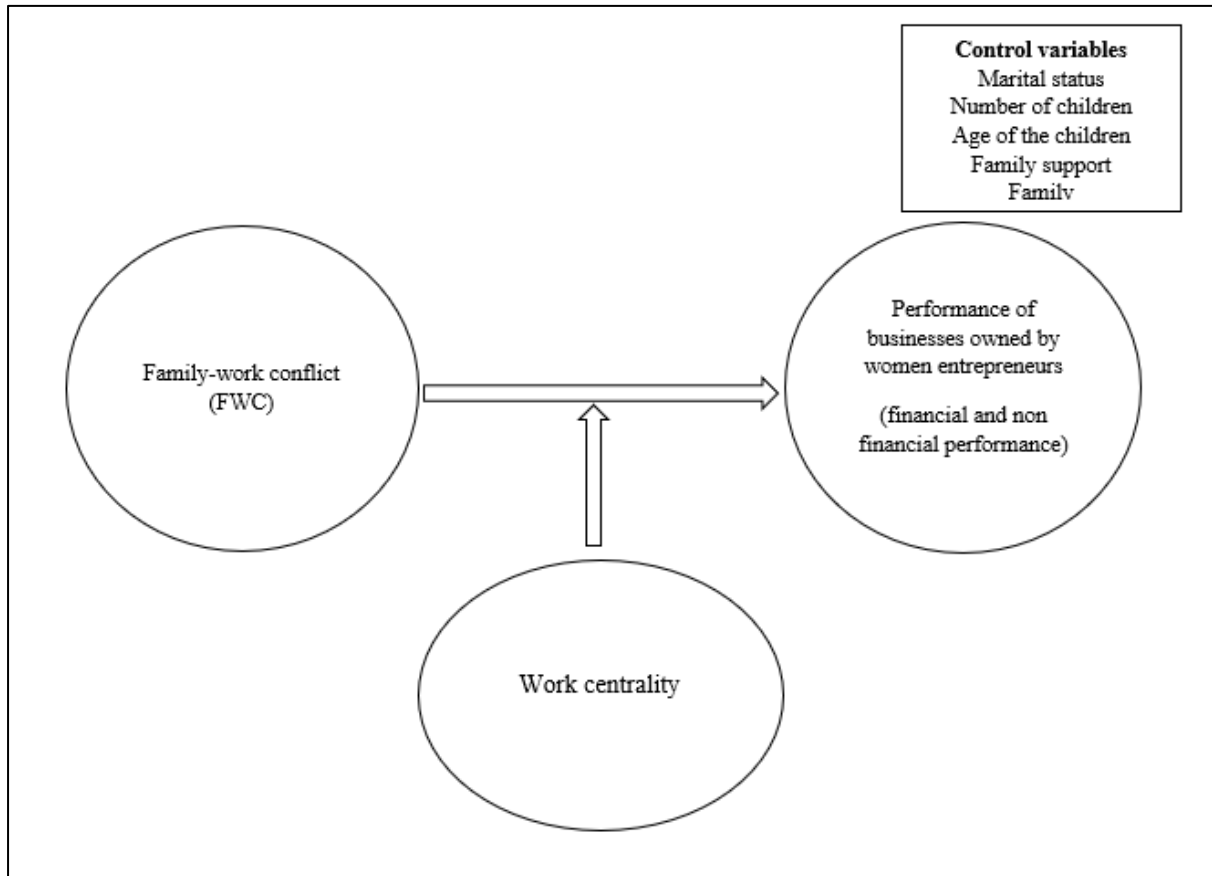


Figure 1: Conceptual model.

2.2 FWC and the performance of women-owned businesses

Family and work represent two important domains of an entrepreneur’s adult life (Lu et al., 2023). Managing both domains is a continuous challenge, particularly for women entrepreneurs who consider both roles as entwined (Jennings & Brush, 2013; Welsh et al., 2021) as their entrepreneurial activities are ingrained in family systems. Women typically find it more difficult than males to balance work and family obligations because of the unequal distribution of these duties. This is especially true in some families in the developing world, where the traditional view that women are expected to be the primary family caregivers and the men the breadwinners (Hundera et al., 2019). The patriarchal nature in these families places the burden for household duties primarily on women and thus places undue pressure on them to prioritise household tasks over work obligations (De Clercq et al., 2022).

In line with the role theory, once the demand in the family creates conflicts with the women entrepreneurs’ role as entrepreneurs, they may be unable to commit time and effort to their businesses, which, in turn, could impact the performance of their businesses negatively (Lu et al., 2023). This view is supported by Ramadani, Hisrich and Gërguri-Rashiti (2015) who revealed that 57.5% of Macedonian women entrepreneurs cited juggling family and business responsibilities as one of the main challenges they experience. Likewise, Maziku, Majenga and Mashenene (2014) reported that in Tanzania, women

entrepreneurs frequently had to close their businesses early to go home and take care of family obligations, devoting less time to serving clients and managing other business-related tasks, which in turn negatively impacted their business performance. A study by Neneh (2018) also established that FWC negatively influences women-owned businesses' performance. The study argued that the multiple roles enacted by women entrepreneurs drain them emotionally and psychically, making it difficult to cope with the demands of their businesses. Thus, the view that FWC negatively influences women-owned businesses' performance has been validated in different contexts (Neneh, 2018; De Clercq et al., 2022; Lu et al., 2023). Following the above discussion, this study hypothesises that;

H₁: FWC have a negative relationship with the performance of women-owned businesses.

2.3 Moderating effect of work-family centrality on the FWC-Performance relationship

Work-family centrality is one of the most important personal traits in work-family interface research (Xue, Yang, Wang & Zhang, 2022). Women entrepreneurs with a high work-family centrality value their work more than their family (Gong et al., 2023). These women entrepreneurs are more willing and prepared to devote more time, effort, and skills to their jobs (De Clercq et al., 2021). They believe engaging in more behaviours related to their work identity will enhance their business performance even in the presence of FWC. As such, women entrepreneurs with high work-family centrality will be more willing to tolerate the conflict caused by their family and thus ensure that the multiple roles in their family domain do not interfere with the performance of their businesses (Derks, Bakker & Gorgievski, 2021). This leads to them devoting more time and energy to their work at the expense of the time allocated to the family role (Xie, Shi & Ma, 2017). Prior studies (Shelton, 2006; De Clercq et al., 2021) point out that many women entrepreneurs are highly skilled and motivated to tackle the negative interferences of work and family successfully. Women increasingly adopt strategies such as segmentation and family support to buffer the negative effect of FWC (Poggesi et al., 2019; Neneh, 2021).

Conversely, women entrepreneurs with low work-family centrality will prioritise their family responsibility over their work demands. They will find it challenging to let their work interfere with the family (Gong et al., 2023). As such, these women entrepreneurs will be more willing to let the ascribed primary goals of flexibility and balancing work and family demands (Powell & Eddleston, 2013) take precedence over their agentic goals of recognition and business performance. Extant research (Welsh et al., 2017; Neneh, 2018; Jayawarna et al., 2020) shows that due to gender and societal expectations, women entrepreneurs often prioritise their family during specific periods in their life course, such as childbirth over their business demand. Based on the above, this study hypothesises that:

H₂: Work centrality moderates the relationship between FWC and the performance of women-owned businesses.

3. Research Methodology

This study adopted a quantitative research method and used a causal research design. The study population comprised women entrepreneurs in the Mangaung Metropolitan Municipality (Bloemfontein, Botabelo, and Thaba'Nchu) operating businesses in the Free State province of South Africa. The provinces are relevant units of analysis for this study since they cover the majority of South Africa's rural, semi-urban, and urban areas. These women operated businesses in beauty salons, street vendors, fruits and vegetables and fast foods. Data were collected using self-administered questionnaires. Since there is no database of women entrepreneurs who run businesses in the Free State and in South Africa, convenience sampling and snowball sampling methods were employed. Of the 350 questionnaires that were distributed, 343 usable questionnaires were returned, yielding a response rate of 98%.

The results showed that Blacks (Africans) constituted the largest portion with 89.21% (306). The Whites, Coloured, Indian and Asian were the smallest racial groups with 6.71% (23), 2.04% (7), 1.75% (6), and 0.29% (1), respectively. Majority of the participants were between the ages of 31–40 years (45.19%), and 41–50 years (36.44%). Regarding the level of education, 39.65% had completed matric (i.e. high school certificate). Also, 45.48% of the women entrepreneurs were married and had between one to six children (92.1%). Most children (29.25%) were between the ages of 6-11 years and 12 -16 years (29.7%). Regarding prior experience, 82% of the women entrepreneurs had no prior working experience. Nonetheless, 41.98% of the women's businesses had been in existence for 1 to 5 years and 6–10 years (23.03%). Data were analysed using SPSS and structural equation modelling (SMART PLS 4).

3.1 Measures

Family-work conflict (FWC) was measured using 12 items adapted from (Carlson, Kacmar & Williams, 2000; Kengatharan & Edwards, 2020). Nevertheless, only 7 items were retained and the remaining 5 items with low factor loadings were deleted. Sample items include; "Due to stress at home, I am often preoccupied with family matters at work." These items were anchored on a five-point Likert-type scale ranging from 1 "strongly disagree" to 5 "strongly agree". Work-family centrality was measured using five items adopted from extant studies (Hirschfeld & Field, 2000; Li, 2019). These items were anchored on a five-point Likert-type scale ranging from 1 "strongly disagree" to 5 "strongly agree".

Performance was operationalised using subjective measures (profitability, market share, sales growth and return on investment) following extant studies (Wiklund & Shepherd, 2005; Neneh & Welsh, 2022).

The women entrepreneurs were asked to rate their current business performance compared to their competitor's. These items were anchored on a five-point Likert-type scale ranging from 1 "strongly disagree" to 5 "strongly agree".

Several control variables were also used in the analysis in line with prior studies on women-owned businesses (Welsh, Kaciak, Memili & Zhou, 2017; Neneh, 2018). These included marital status (dummy variable where 0= unmarried and 1= married), education, number of children, age of the children and family support.

3.2 Hypotheses

Following the literature presented in Section 2 above, the following hypotheses were formulated for the study:

H₁: FWC has a negative relationship with the performance of women-owned businesses.

H₂: Work centrality moderates the relationship between FWC and the performance of women-owned businesses.

3.3 Ethics

Ethical clearance was obtained from the General Human Research Ethics Committee (GHREC) at the University of the Free State, Bloemfontein, South Africa.

4. Results and Findings

4.1 Descriptive statistics

The results presented in Table 1 show that the women entrepreneurs had a low FWC (M=2.32; SD=0.781) and a moderate performance (M=3.64; SD=0.916). It is important to note that the women entrepreneurs possessed a high level of WFC (M=4; SD=1.207). In terms of correlations, the findings indicated a negative correlation between FWC and performance (-0.582; p=0.01), FWC and WC (-0.339, p=0.01) and a positive correlation between WC and performance (0.556, p=0.01).

Table 1: Mean, standard deviation and correlation analysis

Variables	Mean	SD	1	2	3
1. Family work conflict (FWC)	2.32	0.781	1		
2. Performance (PF)	3.64	0.916	-0.582**	1	
3. Work-family centrality (WC)	4.00	1.207	-0.339**	0.556**	1

** , correlation is significant at the 0.01 level (2-tailed) * , correlation is significant at the 0.05 level (2-tailed)

4.2 Evaluation of the measurement model

4.2.1 Reliability and convergent validity

Construct reliability was evaluated using Cronbach's alpha (CA) and composite reliability (CR), while convergent validity was assessed using the average variance extracted (AVE). AVE estimate denotes the average variance extracted from a construct by its parallel items (Fornell & Larcker, 1981). An AVE minimum value of 0.5 shows sufficient convergent validity.

Table 2 presents the evaluation of the measurement model in terms of reliability and convergent validity. The findings showed that Cronbach's alpha values were 0.927, 0.824 and 0.861 for FWC, WC and PF, respectively. Also, the composite reliability values were between 0.930, 0.845 and 0.887 for FWC, WC and PF, respectively. All these values are above the recommended value of 0.7, thus showing adequate internal consistency and reliability levels of the constructs (Henseler, Ringle & Sinkovics, 2009). Also, the AVE values were 0.695, 0.652 and 0.641 and 0.695 for FWC, WC and PF, respectively, and thus confirms convergent reliability for all the constructs as all the values are above the recommended value of 0.5 (Henseler et al., 2009).

Table 2: Reliability and validity assessment

Variables	Items	Outer loadings	CA	CR	AVE
FWC	FWC1	0.840	0.927	0.930	0.695
	FWC2	0.814			
	FWC3	0.881			
	FWC4	0.824			
	FWC5	0.820			
	FWC6	0.826			
	FWC7	0.829			
WC	WC1	0.872	0.824	0.845	0.652
	WC2	0.841			
	WC3	0.782			
	WC4	0.726			
PF	PF1	0.746	0.861	0.887	0.641
	PF2	0.756			
	PF3	0.889			
	PF4	0.882			
	PF5	0.712			

4.2.2 Discriminant validity and correlation matrix

Discriminant validity was probed using the Fornell–Larcker criterion. This criterion states that "the square root of each construct's AVE should have a greater value than the correlations with other latent constructs" (Fornell & Larcker, 1981, p.45).

Table 3: Discriminant Validity

Constructs	FWC	PF	WC
FWC	0,834		
PF	-0,594	0,801	
WC	-0,338	0,570	0,807

*Square root of the AVE on the diagonal (bold). Significance level *p<0.05, **p<0.01

The results from Table 3 show that the square roots of the AVE values (i.e. indicated by their diagonal values in bold) for all constructs in the model exceeded their corresponding inter-construct correlations, confirming that the Fornell-Larcker criterion has been achieved.

4.3 Structural model assessment

The SmartPLS version 4 software was used to test the structural model (Figure 2) using the bootstrapping method with 5000 sub-samples. To analyse the structural model, the researcher used the procedures suggested by Hair Risher, Sarstedt and Ringle (2019). The first step assessed the existence of multicollinearity. The nonexistence of collinearity occurs when all VIF values are below 3. The following VIF values of 1.197, 1.197 and 1.116 were obtained for FWC, PF and WC, respectively. The results indicate that the model is free from collinearity, as all the VIF values were below the threshold of 3. The model R² accounted for 54% of the variance in performance.

Also, the study established that FWC had a negative and significant relationship with firm performance ($\beta = -0.409$; $t = 7.838$; $p = 0.000$), supporting H1. Furthermore, work-family centrality moderates the relationship between FWC and PF ($\beta = 0.392$; $t = 9.379$; $p = 0.000$), supporting H2. Additionally, regarding the control variables, emotional support, instrumental support, marital status, and the number of children have a positive with firm performance. The results are depicted in Table 4 below.

Table 4: Direct effects

Hypothesis	Path	Beta	T-values	P- values	Decision
H1	FWC -> PF	-0.409	7.838	0.000	Supported
H2	WC -> PF	0.392	9.379	0.000	Supported
Control variables					
1	ES-> FP	0.181	2.636	0.008	
2	IS -> FP	0.306	4.429	0.000	
3	Age-> FP	0.131	2.145	0.032	
4	CH -> FP	-0.100	1.841	0.066	
5	Edu-> FP	0.048	0.955	0.340	
6	MS -> FP	-0.141	2.666	0.008	

Age = Age CH= number of children Edu= level of education MS= marital status

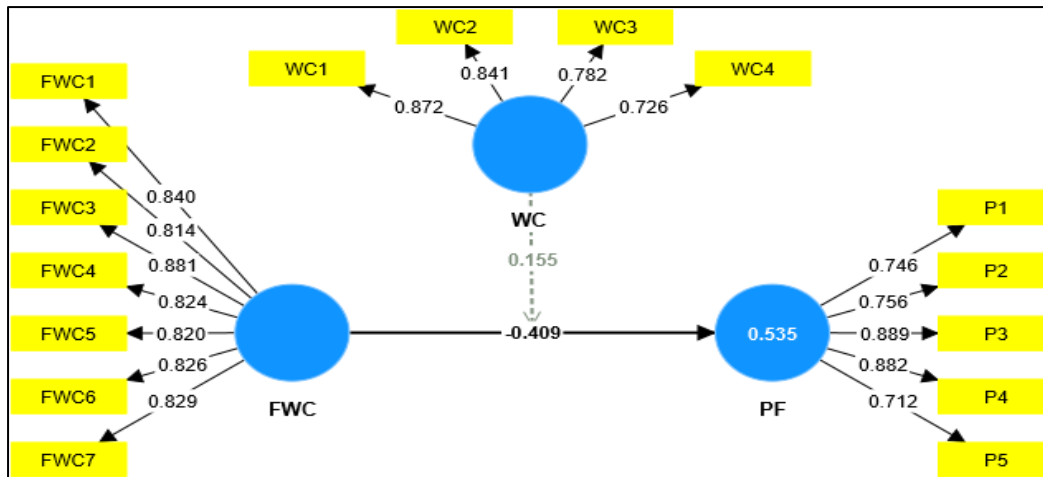


Figure 1: Structural model

4.3.1 Moderation analysis

The moderation effect of WC on the FWC-PF relationship was tested using the product indicator on SMART PLS 4 with 5000 bootstrapping samples. The results from the interaction effect ($\beta = 0.155$; $t = 3.293$; $p = 0.001$) showed that WC positively moderates the FWC-PF relationship. To further explain the moderating effect established in H2, the interaction plot is presented in Figure 2 below.

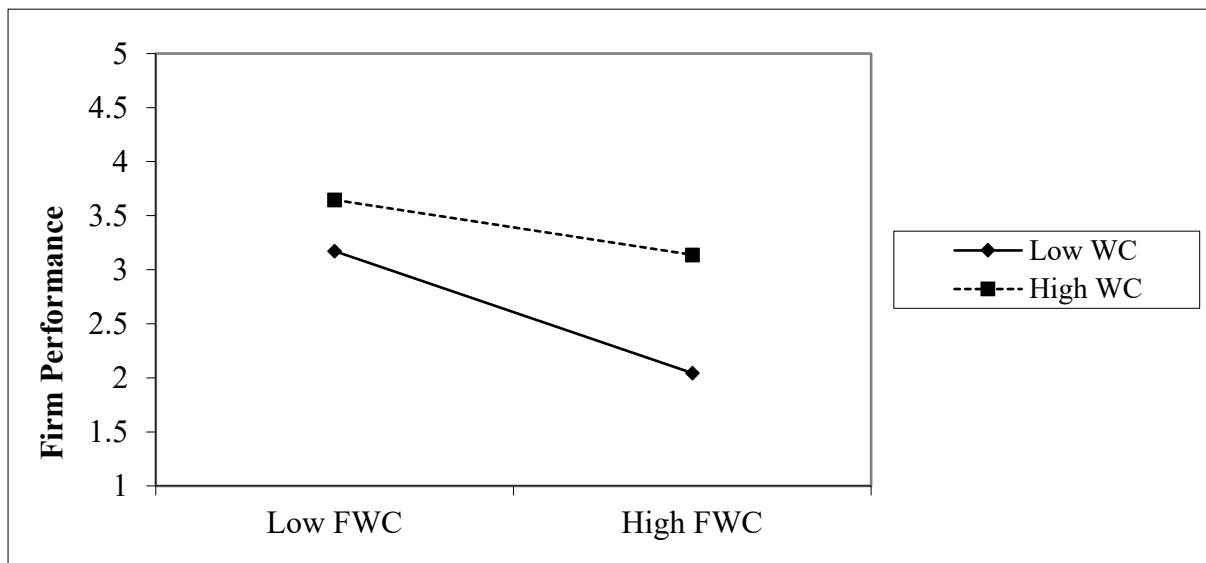


Figure 2: Probing the FWC-PF relationship at different levels of WC

Source: Authors' own construction

The results in Figure 2 show that firm performance decrease as FWC increase, but the effect is worse for women entrepreneurs with low work-family centrality, thus confirming H2.

4.4 Discussion

This study examined the moderating role of work-family centrality on the relationship between family-work conflict and firm performance amongst women-owned businesses. First, the results revealed that

FWC has a negative association with firm performance, which aligns with extant studies (Reina, Peterson & Zhang, 2017; Neneh, 2018). A possible explanation is that most women are still responsible for the bulk of household and childcare duties and simultaneously running their businesses. As a result, the amount of time women entrepreneurs spend on their household responsibilities reduces the amount of time they spend on their businesses, which has a negative impact on their performance, given that running a business requires a full-time commitment and long work hours to be successful (Welsh et al., 2021; De Clercq et al., 2023).

Also established is the fact that work-family centrality moderates the relationship between FWC and firm performance, such that the effect is worse for women entrepreneurs with low work-family centrality. Given that women entrepreneurs have multiple role identities, they turn to prioritise the role that is most important to them. As such, the results indicate that women entrepreneurs with high work centrality are more willing to prioritise the success of their businesses. This suggests that women entrepreneurs with a high work salience prioritise their work and are more inclined to adjust how they construct their family responsibilities to accommodate the work responsibilities. They uphold the collective view that work should complement rather than compete with their family life (Spector et al., 2007).

In line with this view, Capitano, DiRenzo, Aten and Greenhaus (2017), found that when a person has a high salience for a specific role, they usually create permeable boundaries around their other multiple roles to allow them to enact their highly salient role with the other domains. Another study by Banu, Baral and Kuschel (2023) found that work centrality is key to the performance of women owned businesses. The study further noted that women entrepreneurs for instance in India have started adopting different strategies such as staying close to their workplaces to ensure their businesses continue to thrive even though they still play the role of caring for their children.

5. Managerial Implications

This study offers theoretical, managerial/practical and policy implications. From a theoretical perspective, while the role theory has been used predominantly in explaining work-family conflict, this study combines the identity theory and the role theory to provide a new theoretical perspective for understanding the work-family interface and contribute to the growing body of literature on work-family interface. The findings of this study indicate that FWC is unavoidable for many women, particularly women entrepreneurs, who consider their family and businesses as intertwined. However, even in the presence of FWC, the business performance of women entrepreneurs with a work-family centrality identity will still increase.

Regarding the practical and managerial implications, given that some women entrepreneurs with a work-family centrality are still susceptible to the traditional gender-specific barriers and societal

pressure of being a nurturer and are required to prioritise their family responsibilities over the work demands, these women will need to be intentional about how they craft their ideal win for success at both the work and family domain even when they have work-family centrality orientation. Kossek and Lautsch (2008) identified three broad boundary strategies, namely, integrators (people who integrated family and work life completely), separators (people who separated family and work life completely) and volleys (people who alternate between the integration and segmentation strategy during the week, month, or year).

Women entrepreneurs are therefore encouraged to adopt an approach that takes into account their different levels of permeability (e.g., identifying and selecting specific aspects of their work and home domains that will/will not be permeable during different intervals of the day, week and month); setting expectations (e.g., informing people in advance of boundary violations), temporal tactics which entail controlling the work period (e.g., blocking off specific periods) and change the physical space (e.g., creating a physical distance between family and work domain), to help implement their ideal level of and style of work and family segmentation or integration strategy (Neneh, 2021).

Moreover, women entrepreneurs are encouraged to tap into the resources from their family domain to obtain instrumental support. This can be achieved by engaging in weekly discussions with their family members about the specific responsibilities they require assistance on (e.g. cooking, cleaning and childcare, and picking up children). In addition, when family support is scarce, women entrepreneurs should consider alternative social support systems like daycare centres or outsourcing non-core work to their employees and professionals.

The policy implications are twofold. First, given that women juggle multiple roles in the work and family domain, policymakers are encouraged to put in place tailored policies that can promote women's entrepreneurship as they face unique challenges that are significantly different from their male counterparts. New and existing training programs tailored to women entrepreneurs should prioritise training on family-work management strategies and implementation strategies. Secondly, the South African governments, through its different government departments and public enterprises, can partner with local organisations such as Men Engage Alliance; Men for Development in South Africa (MEDSA) and Sonke Gender Justice to implement tailored training programs for men and the broader community at large to create awareness about the gender-equal distribution of childcare and household responsibilities. Such training would benefit women entrepreneurs as their partners and family members can participate actively at home, giving women the opportunity to focus more on their businesses and thus assist in fostering the advancement of the careers of women.

6. Conclusion Limitations and Future Research

This study offers new insights into the moderating role of work-family centrality on the FWC-firm performance nexus. Building on role and identity theories, the results showed that work-family centrality positively moderates the association between FWC and firm performance. These findings suggest that work-family centrality buffers the negative role of FWC on performance, and as such the performance of women-owned businesses will vary based on their work-family centrality.

The results from this study provide theoretical, managerial and policy implications to both the entrepreneurs and the South African government and policymakers on ways to bolster the performance of women-owned businesses. This study also presents some limitations which create a platform for future research. First, the study uses cross-sectional data, and thus future research could use longitudinal data to examine if the women's firm performance increases with an increase in work-family centrality over time and whether the type of work-family conflict changes over time. Second, this study used convenience and snowball sampling techniques, which means the findings may not be generalised. Third, this study used work-family centrality as the only moderator. Hence, future studies could use other moderators that might significantly impact the performance of women-owned businesses but could not be taken into consideration as they were outside of the scope of this study.

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Annexure 1: Measures

Constructs and Source

Family–work conflict (FWC): <i>Source:</i> (Carlson, Kacmar & Williams, 2000; Kengatharan & Edwards, 2020).	
FWC1	Due to stress at home, I am often preoccupied with family matters at work.
FWC2	I am often not in good mood at work due to the preoccupation with family responsibilities that prevent me from doing the tasks at work.
FWC3	I often think about family-related problems at work that prevent me from doing the tasks at work.
FWC4	When I am at work, I see things that need doing at home, planning, and scheduling family-related activities that prevent me from doing the tasks at work.
FWC5	The behaviours that work for me at home do not seem to be effective at work.
FWC6	The time I spend with my family often causes me not to spend time on activities at work that could be helpful to my career
FWC7	Because I am often stressed by family responsibilities, I have a hard time concentrating on my work.
FWC8	The time I spend on family responsibilities often interfere with my work responsibilities.
FWC9	Tension and anxiety from my family life often weaken my ability to do my job.
FWC10	I have to miss work activities due to the amount of time I must spend on family responsibilities.
FWC11	Behaviour that is effective and necessary for me at home would be counterproductive at work.
FWC12	The problem-solving behaviour that works for me at home does not seem to be as useful at work.
Work centrality (WC): <i>Source:</i> (Hirschfeld, & Field, H.S. 2000; Li, 2019).	
WC1	If the unemployment benefit was really high, I would still prefer to work.
WC2	Work should only be a small part of one’s life.
WC3	I would probably keep working even if I didn’t need the money.
WC4	Life is worth living only when people get absorbed in work.
WC5	The major satisfaction in my life comes from my work.
Performance (PER): <i>Source:</i> (Wiklund & Shepherd, 2005; Neneh & Welsh, 2022)	
PER1	Our profits have increased much better than our competitors in the past 3 years.
PER2	Our business’ market share has increased much better than our competitors in the past 3 years.
PER3	Our return on investment has increased much better than our competitors in the past 3 years.
PER4	Our sales have increased much better than our competitors in the past 3 years.
PER5	We have recorded an increase in the growth of employees much better than our competitors in the past 3 years.