

Research Article

PONDERING OVER WOMPRENEURS' WORK-LIFE BALANCE : A SYNOPTIC PANORAMA

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ABSTRACT

Purpose-Keeping in mind the close relationship of women and work life balance (WLB) in today's fast growing world, this paper aims to investigate the extant literature based on types of WLB, factors affecting WLB and coping strategies for the same in case of women entrepreneurs. This paper also paves way for future researchers, to work on the resultant gaps as well as unexplored areas of WLB through this literature work. It will be a support to the researchers in general delving for systematism .

Layout- Scholarly articles from related databases like Emerald insight ,Google scholar and Science direct perused for the period 2001-2018.

Outcomes- This paper provides a deeper insight into WLB of women entrepreneurs , its types , affecting factors and coping strategies.

Research implication/limitations- The various literature works on WLB of women entrepreneurs are presented in this paper based on eighteen scholarly articles only from three database, hence the paper should be viewed ,pertaining to the selected sphere of study only.

Originality- This paper gives a broad review on literature works related to WLB of women entrepreneurs and gives directions for researchers , policymakers and academicians in this field.

Paper type- Literature Review

Keywords- *Women entrepreneurs/wompreneurs, Work Life Balance, Role overload, Work life enrichment*

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"Work is a rubber ball. If you drop it, it will bounce back. the other four balls- Family, health, friends, integrity- are made of glass. If you drop one of these, it will be irrevocably scuffed, nicked, perhaps even shattered."- Gray Keller.

Introduction

Work life balance (WLB) is one of the most trending issue in 21st century, the reason being a vast economic pressure, which families are facing more and more. Such increased economic demand has resulted into dual earners in a family. Thus, to meet the cost of living, today families are having two bread winners (Ford et al., 2007; White and Rogers, 2000). As a result individuals need to keep both work and family at par. This situation becomes more crucial for women where they are bound by various household chores, and also maintain work related responsibilities. In a process to maintain various roles in work and family domains, women often meet a "clash in roles" which ultimately creates conflict and imbalance in both the spheres of life. The personal, societal and domestic "demands & expectations" create severe unrest and inter role conflict (especially among women). Getting involved in work related roles can make it difficult to be a part of expected family role and vice versa (Posig and Kikul, 2004). The trade off for men in terms of balancing work and family is bi directional i.e. they adjust one sphere to compensate the other sphere", whereas women in this case face unidirectional because women cannot be flexible while adhering the responsibilities of home, as in case of women, they are expected to prioritise the domestic domain quite high than the work domain (Posig and Kikul, 2004). Consequently the role complex for women involves for double to triple shifts working, when children, career and aged parents, all come into a single picture (Clancy and Tata, 2005; Hyman and Summers, 2004; Walker and Webster, 2007; Wynarczyk and Renner, 2006).

Doherty (2004) states that such role ambiguity leads to various disadvantages for women in corporate world, i.e. "lack of concentration in low pay, part time jobs as well as frequent absenteeism", these emotional tremors provokes women to leave corporate world and opt for self-employment. Due to these reasons there is a considerable rise in women employment, according to Loscocco and Smith-Hunter (2004, p. 164), "the proportion of women entrepreneurs are becoming more than men". A prime reason for this is, self employment provides various flexibilities to adjust both domestic and work related responsibilities ((Daniel, 2004; Holmes et al., 1997; Walker and Webster, 2006).

This paper examines the various extant literature works on WLB of women entrepreneurs it puts light on the types of WLB, the factors affecting WLB and the coping strategies that can be adopted by wompreneurs. It begins with the concept of WLB, types, factors and finally, the measures.. Next part of paper contains an explanation of methodology with the outcomes of analysis. The further part contains the literature review along with a conceptual model. And finally the paper concludes on possible suggestions.

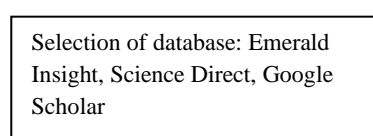
Research Methodology

A Methodical search was conducted in the online databases of Emerald Insight, Google Scholar and Science Direct using the search strings " work life balance of women entrepreneurs", "work life balance and entrepreneurship" and " women entrepreneurs and work life balance" were pored over for this study. The scholarly articles published after the year 2000 were considered to make the study highly valid and relevant. As the results were huge on the applied search strings, thus topics that were closely associated with the study were extracted(avoiding any repeated articles). In Emerald insight database around nine articles were selected which had exact relevance to the study. Four from Science Direct and six scholarly articles from Google Scholar, which were closely relevant to this study were extracted and scrutinised. Table 1. shows the search summary of the articles and fig1. reveals the review methodology. The scholarly papers focusing on extant literature of "work life balance of women entrepreneurs " and papers related to types, factors and coping strategies of women entrepreneurs in maintaining work life balance were selected and extracted for this study.Fig.2 shows the significant contribution percentage of the database.Fig3. shows the year-wise presentation of articles reviewed in graphical form.

Table1. Database used for the Literature Review

Database	No. of. articles reviewed	Frequency
Emerald Insight	9	50%
Science Direct	3	17%
Google Scholar	6	33%
Total	18	100%

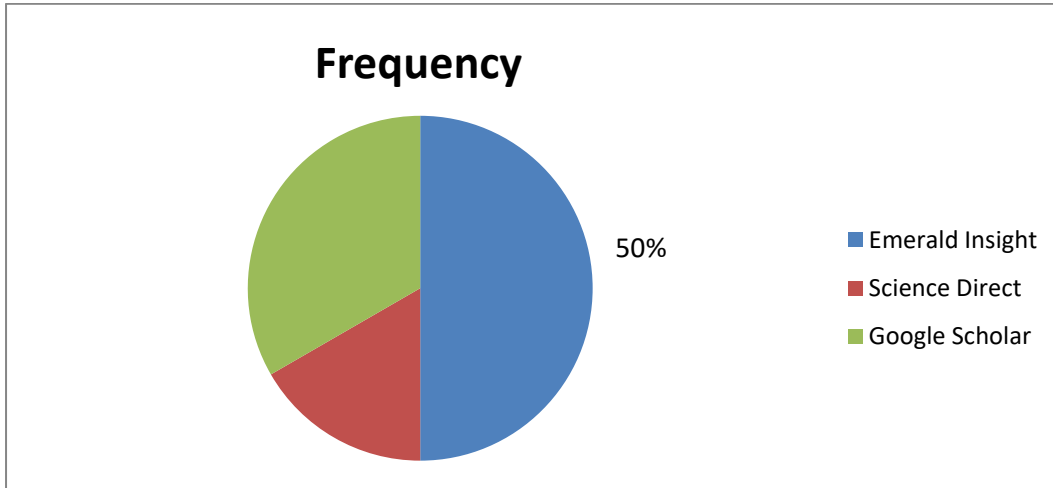
Figure1. Research methodology for selection of articles



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Figure2. Percentage of database used for Literature Review



Emerald Insight:50%; Google Scholar:33%; Science Direct :17%

Fig 3. Year-wise presentation of articles reviewed

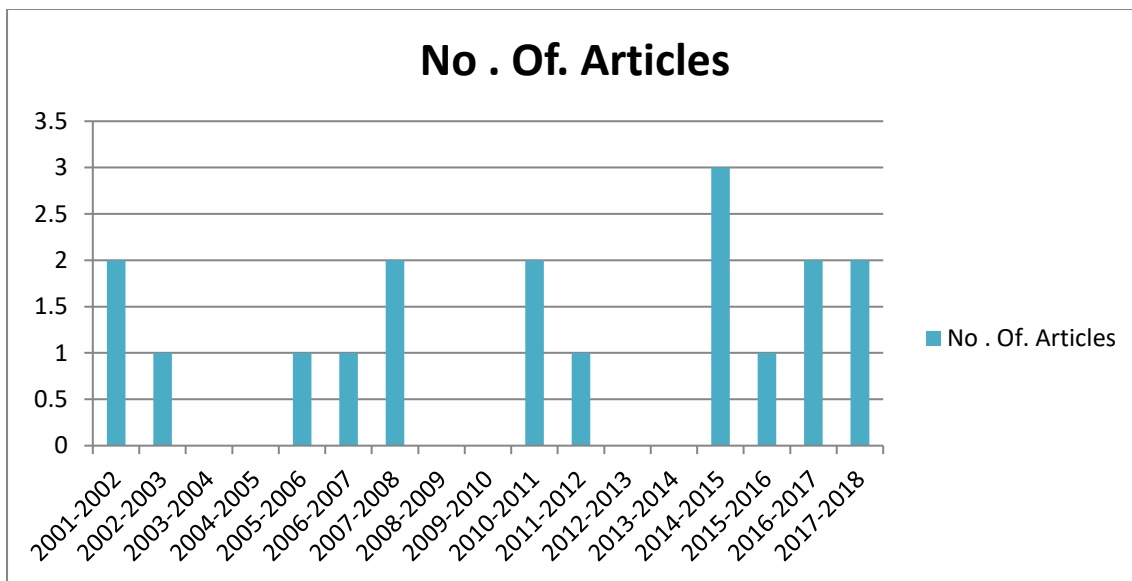


Table2. Classification of scholarly articles with respect to Approach and Focus

Sl. No	Author	Title	Approach			Focus		
			F/T	S	R	1	2	3
1	Jean Lee Siew; KimChooSeow Ling, (2001)	Work-family conflict of women entrepreneurs in Singapore	↑	↑		↑	↑	↑
2	Ruth McKay, (2001)	Women entrepreneurs: moving beyond family and flexibility		↑			↑	
3	Susanna LoRaymond Stone; Catherine W. Ng, (2003)	"Work-family conflict and coping strategies adopted by female married professionals in Hong Kong"		↑		↑		↑
4	Lois M. Shelton(2006)	Female Entrepreneurs, Work-Family Conflict, and Venture Performance: New Insights into the Work-Family Interface	↑					↑
5	Jennifer e. Jennings Megan s. Mcdougald(2007)	Work-family interface experiences and coping strategies: implications for entrepreneurship research and practice	↑		↑		↑	↑
6	Elizabeth Walker Calvin Wang Janice Redmond, (2008)	Women and work-life balance: is home-based business ownership the solution?"			↑		↑	↑
7	Wendy A. Finlay(2008)	Work-life balance in women entrepreneurs: A phenomenological study	↑	↑			↑	↑

8	Rincy V. Mathew and N. Panchanatham (2011)	An exploratory study on the work-life balance of women entrepreneurs in south india.		↑			↑	
9	SibylleHeilbrunn&LiemaDavidovitch(2011)	Juggling Family and Business: Work–Family Conflict of Women Entrepreneursin Israel			↑			↑
10	Divina M. Edralin(2012)	Innovative Work-Life Balance Strategies of Filipina Entrepreneurs: New Evidence from Survey and Case Research Approaches		↑				↑
11	Sucheta Agarwal Usha Lenka , (2015)	,"Study on work-life balance of women entrepreneurs – review and research agenda",	↑		↑		↑	
12	Adame, C., et al(2015)	Work–life balance and firms: A matter of women?,		↑				↑
13	Silvia Gherardi(2015)	Authoring the female entrepreneur while talking the discourse of work–family life balance		↑			↑	
14	Sucheta Agarwal ,Usha Lenka , (2016)	"An exploratory study on the development of women entrepreneurs: Indian cases"		↑				↑
15	Ezilda María Cabrera David Mauricio , (2017)	Factors affecting the success of women’s entrepreneurship: a review of literature			↑			↑
16		Entrepreneurs innovation bringing job satisfaction,		↑	↑			↑

	Jensen et al.(2017)	work-family balance, and life satisfaction: In China and around the world, International Journal of Innovation Studies						
17	Swati Panda, (2018)	"Constraints faced by women entrepreneurs in developing countries: review and ranking		↑			↑	
18	Preetam Khandelwal, Aakanksha Sehgal, (2018)	"Exploring work-family interface for Indian women entrepreneurs	↑		↑		↑	↑

Abbreviations used-

F/T – Frame work/ theory,

S- Survey/Empirical study,

R- Review Comprehensive Summary of Articles w.r.t. Author, Title, Approach

Focus:1- TYPES OF WLB

Focus:2-FACTORS INFLUENCING WLB

Focus:3-COPING STRATEGIES FOR WLB

Table 3. Classification of scholarly articles on the basis of research issues.

PHASE	REPRESENTATIVE ARTICLE	RESEARCH ISSUES	RESEARCH QUESTIONS
Types of WLB (FOCUS1)	Jean Lee Siew & Kim Choo Seow Ling, (2001); Susanna Lo Raymond Stone & Catherine W. Ng, (2003); Preetam Khandelwal, & Aakanksha Sehgal, (2018)	R11:Lack of description about types of WLB , according to particular class of entrepreneur.(i.e. there is no segregation among WLB faced by small and large entrepreneurs separately)	QR1:Are there any measures to exactly find the WLB for particular class of entrepreneurs?
		R12:Lack of light on type of WLB faced by aged women entrepreneurs	QR2:Do aged women entrepreneurs face a different WLB than young women entrepreneurs?

<p>Factors influencing WLB (FOCUS 2)</p>	<p>Jean Lee Siew; KimChooSeow Ling, (2001); Ruth McKay, (2001) Jennifer e. Jennings Megan s. Mcdougald(2007); Elizabeth Walker Calvin Wang Janice Redmond, (2008); Wendy A. Finlay(2008);Rincy V. Mathew and N. Panchanatham (2011);SibylleHeilbrunn&LiemaDavidovitch(2011); Sucheta Agarwal Usha Lenka , (2015); Silvia Gherardi(2015); Ezilda María Cabrera David Mauricio , (2017) Jensen, K. W., et al.(2017) Swati Panda, (2018))</p>	R13: Lack of insight into- Social factors as constraint of WLB	QR3:Do social factors have an impact on WLB of women entrepreneurs?
		R14: Lack of study on how marital status is affecting the WLB of women entrepreneurs	QR4:Do married women entrepreneurs face more/less WLB compared to unmarried women entrepreneurs?
		R15:Lack of light on various phases of entrepreneurship and WLB	QR5:Does WLB vary according to the different phases of entrepreneurship?
		R16:Lack of study on the effect of WLB based on the type of business they own.	QR6: Is "Type of business" an influencing factor in the WLB of women entrepreneurs
<p>Coping strategies for maintaining WLB (FOCUS 3)</p>	<p>Jean Lee Siew; KimChooSeow Ling, (2001); Susanna LoRaymond Stone& Catherine W. Ng, (2003); Lois M. Shelton(2006); Jennifer e. Jennings Megan s. Mcdougald(2007); Elizabeth Walker Calvin Wang Janice Redmond, (2008);Wendy A. Finlay(2008) ;Divina M. Edralin(2012);Adame, C., et al(2015); Sucheta Agarwal ,Usha Lenka , (2016); Preetam Khandelwal, Aakanksha Sehgal, (2018)</p>	R17: Lack of light on uniformity of coping strategies of WLB for all segment of women entrepreneurs.	QR7: Are coping strategies of WLB different for different segments of women entrepreneurs?
		R18:Lack of study on "educational background" of women entrepreneurs for coping with WLB	QR8:Does "educational background" help women entrepreneurs to cope WLB in a better way?
		R19: Lack of light on " training/counselling " as a coping strategy for maintaining WLB of women entrepreneurs.	QR9: Can" training" be an effective coping strategy for maintaining WLB of women entrepreneurs?

Table 4. Research Objectives

Sl.no	Research Question	Objective
1	QR1,QR2	To understand the types of WLB
2	QR3,QR6	To understand the factors affecting WLB
3	QR7,QR8	To understand the coping strategies for maintaining WLB

Literature review

The paper is reviewed in the light of the following aspects:

- Women entrepreneurs
- Women entrepreneurs and work life balance
- Types of WLB for women entrepreneurs
- Factors affecting WLB of women entrepreneurs
- Coping strategies for maintaining the WLB of women entrepreneurs

✓ *WOMPREENEURS:*

The process of starting a new venture, by utilizing human capital, land, raw material and labour with a futuristic approach (James, 1996) and responsibility of all losses and accomplishments (Sandelands, 1997) is known as an Entrepreneur. Richard Cantillon (1680-1734, cited by Landstrom, 1999) first coined the term Entrepreneur. He defined entrepreneur as an individual who takes risks by identifying opportunities and maximizes the monetary returns of the firm. In the current era, where globalization is at its peak, women too realised that they need to work equally as men so as to meet the economic needs of their family as well as create self- recognition in the society. (Marlow 2002). Achievement- oriented women, don't find today's corporate environment as very conducive for their growth and recognition, hence prefer to become entrepreneurs (Appelbaum et al., 2011). Today women entrepreneurs are major contributors in the growth of economy (Davis, 2012). Therefore women entrepreneurs are playing a significant role in socio-economic and cultural development of the nation.

✓ *WOMPREENEURS AND WORK LIFE BALANCE:*

Today's women has overcome all the stereotype barriers that society had build up as hindrance to her growth and recognition. Push and pull factors act as motivational factors (Brush, 1992) to gain identity and recognition in the society. Pull factors are self esteem, working on own

rules and regulation, recognition, to become own boss, become independent and earn money. Push factors are family economic condition, financial condition, husband's sickness or death, child's care and education. In order to overcome economic crises and provide better life to the family , women use their entrepreneurial skills not only to raise the living standard of family but also act as employment generators, problem solvers and wealth creators in the society. There are several reasons why women don't find corporate world fit nowadays ,i.e. inequality in pay, glass ceiling issues, gender discrimination etc(Kephart and Schumacher, 2005; Mattis, 2004). Women paly various roles in life , of a wife , mother, daughter and care taker(Casper & Bianchi,2001). The social role theory states that every role has expectations.(Eagly& Wood,2011). If these roles are not performed judiciously , it creates dissatisfaction among other members. Therefore any failure in expectation of role performance of women creates unrest and imbalance in both work and family . To avoid such in equilibrium women prefer entrepreneurship in order to enjoy freedom. Hence in order to achieve higher self esteem and flexibilities in life, women has largely entered into the field of entrepreneurship(Raley et al,2006) . As women have become highly competent, creative, challenge seeker and hunger for recognition , their number has significantly increased in the field of entrepreneurship (Caudron,2001). Owing to this, the greater involvement of women into business ventures has lead to emergence of work life issues , thus they need to maintain flexible schedules to maintain both the spheres (Frame & Hartog,2003).

TYPES OF WLB FOR WOMPREENEURS:

Work Life balance issues are common to women entrepreneurs , as they find it difficult to divide time between their work ventures and family corner. The distortion in work life balance causes work family conflict , which are of following types: work-spouse balance/conflict, work-parent conflict, work-homemaker conflict(Jean Lee Siew Kim&Choo Seow Ling, 2001). Work spouse balance often arises when an individual don't get emotional/ financial support from spouse which in turn creates unrest in personal life, thus it completely affects the work life balance of the individual. Work -parent balance/ conflict arises when the women counterpart cannot care and nurture the responsibilities of being a mother as care taker. Such situation often creates guilt among women for being ignorant of their personal life as "children" become the ultimate sufferer for being avoided. Finally the work-homemaker balance/ conflict arises when a women, is not able to carry on with the responsibilities of a home maker (i.e. house related responsibilities, in- laws expectations). As a women, there are several roles that she is expected to portray as a home maker, and the responsibilities of a

home maker is equally challenging. Starting from home management to budget management and overall maintenance of house, all fall under the shoulder of a home maker, in such scenario, having equal work responsibilities creates imbalance and ultimately it affects all spheres of working women.

FACTORS AFFECTING WORK LIFE BALANCE OF WOMPRENEURS-

Women entrepreneurs contribute to the socio-economic development of countries ((Jamali, 2009; Verheul et al., 2006). The increase in women entrepreneurship has created significant positive impacts on household welfare (Minniti & Naude, 2010). Women's extensive role in household helps creating enhanced network effects which consequently help in entrepreneurial activities ((Datta and Gailey, 2012; Minniti, 2010). But these entrepreneurial activities are constrained by various factors/ barriers/challenges. Starting from home to society, women entrepreneurs face a number of factors that hinder in their growth and progress. Muslim women have to bear stuff challenges due to traditional beliefs of family (Itani et al., 2011). Women entrepreneurs in Nigeria, Saudi Arabia, the UAE, Turkey, Lebanon and face challenges like insufficient support from family, lack of business knowledge, imbalance in work life ((Yousuf Danish and Lawton Smith, 2012; Halkias et al., 2011). Women face pressure from all aspects, to fulfil their "womanly" responsibilities that of a care giver and "good wife", for which they sometimes even opt out their career (Andersson et al., 2007; Brush et al., 2009). For example women in UAE, can work only if their home don't get obstructed by work life ((Yousuf Danish and Lawton Smith, 2012.) Role overloading, High stress levels, No. of children, background support from family, inconvenient work environment are all the influencing factors that affect the work life of women entrepreneurs, but if take care of all factors/ barriers can have coping solution in order to run work-family sphere smoothly.

COPING STRATEGIES FOR MAINTANING THE WORK LIFE BALANCE OF WOMPRENEURS:

Women constantly struggle between their ambitions and family expectations thus, the unrest created in work-family domain have severe effects on the life of individual. Along with the barriers there are few coping strategies which helps to overcome the problems of WLB to certain extent. Hall (1972) classified coping activities into:

- a) Structural role definition
- b) Reactive role behaviour
- c) Personal role redefinition

For example a women can handle the externally imposed situations by making adjustments. Leaving early from work instead of the stipulated time , to spend more time with children is an example of this concept. Adjusting roles, i.e. asking helping hand to husband in managing house responsibilities. Personal role redefinition says about changing one's role for adjusting into the trade off role, i.e. squeezing shopping time , in order to help children for homework. Reactive role behaviour lays stress on the fact that , one's roles demands are unchangeable and one has to find ways to meet them(hall 1972,p 474).A WLB study in Singapore had concluded that work conflict in relation to the parent, homemaker and the spouse role, can be managed greater spouse support, flexible work schedule, spouse support and full-day school systems (Kim and Ling, 2001).A significant support from family members, specially spouse is the biggest way to avoid WLB and ensure WE(Buttner and Moore, 1997; Carter and Cannon, 1992; Hisrich, 1989). In western context, Work-family conflict largely grow from lack of support by the spouse (Joplinet al.,2003; Hilleetal.,2004)in number of developing countries. Work-family enrichment has been conceptualized as “the extent to which experiences in one role improve the quality of life in the other role” (Greenhaus and Powell, 2006, p.73). Work-to-family enrichment (WFE) signifies how family roles benefit from the developmental resources, positive affect and psychosocial capital derived through one’s involvement in work, while family-to-work enrichment (FWE) denotes how work roles benefits from developmental resources, positive affect and time or efficiency gains derived from one’s involvement in family(Carlson et al.,2006).Flexible and effective time management techniques, work environment support, home environment support , work family enrichment are few of coping strategies that help in a greater extent to get rid of work life balance issues in today's world.(Preetam Khandelwal, Aakanksha Sehgal, 2018) On the basis of the above literature, a conceptual model has been developed on work life balance of women entrepreneurs.

Figure 4. presents a Proposed Conceptual model for work life balance of women entrepreneurs, the model below is sum total of the entire process of Work life balance of women entrepreneurs, starting from the urge that women face to become an entrepreneur ,to the types of WLB(work/family related), followed by factors affecting WLB (work/ family related) and finally the coping strategies. If the coping strategies fit to the issues/factor , then a stage of equilibrium/balance is attained , but if the correct coping strategy is not adopted for the issue, then the imbalance in work and family spheres continues.

Findings and Conclusion:

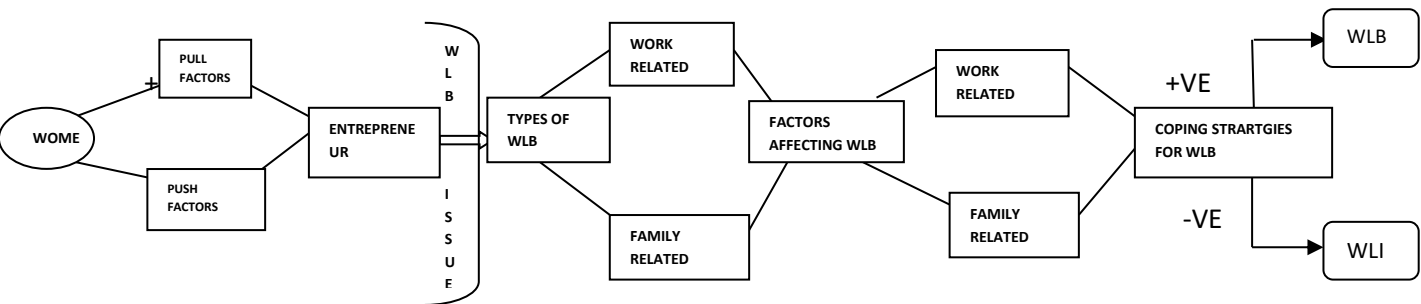
This paper gives insight into the types of work life balance, the factors leading to work life balance and also the coping strategies for it. Findings indicate that there are innumerable challenges for

women entrepreneurs too , just like other women employees and there is no ease even if women entrepreneurs are their own "boss". In such a scenario , it is difficult for women entrepreneurs to handle so many responsibilities, thus, such issues should be taken seriously and further insight/study is required to understand the problems and provide better solutions for the same.The research issues arisen from papers can be helpful for researchers and policy makers to peek into the untouched areas of work life balance.

Suggestions for Contemporary Researchers:

Though a vast literature is available on determinants and coping strategies of WLB, yet some specific issues still needs insight. For instance , "how social factors influence WLB of women entrepreneurs", " Is the solution for WLB same for all kind of entrepreneurs?," " Is age a matter in influencing WLB for women entrepreneurs?"

Figure 4 Proposed Conceptual model for work life balance of women entrepreneurs



(WLB- WORK LIFE BALANCE, WLIB- WORK LIFE IMBALANCE)

Thus, focusing into such an emerging topic is a need of the hour , and can reveal outcomes that can pave way for further research and studies and help women entrepreneurs in maintaining equilibrium in both spheres.And miles to cognitivetavel.

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