

Work Life Balance and Performance of Women Entrepreneurs: Evidence from Nasarawa State

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Abstract

This paper investigated the relationship between work life balance and performance of women entrepreneurs in Nasarawa State. The study adopted a cross-sectional approach; primary data was collected through structured questionnaire. The population of the study was 120 women entrepreneurs drawn from various local government of Nasarawa State. The hypotheses were tested using multiple regressions. The finding revealed that there is a significant relationship between work life balance and performance of women entrepreneurs in nasarawa State. This implies that women entrepreneurs who experience greater levels of flexible work arrangements tend to have higher performance. This would not only help the women entrepreneurs to reduce work-related stress but would also be motivated them to perform better at their various endeavors. Work life balance has been a growing concern for women entrepreneurs especially in Nasarawa State, Nigeria. This incessant demand on their time for work and family as well as the effort to meet ends needs has affects the balance in the lives of women entrepreneurs in Nasarawa state. Inadequate attention to work demands, family workload, wellbeing and spousal support have created a major problem and pressure causing unbalance between work life and family life. Thus, the main objective of the study was to determine the effect of work life balance on the performance of women entrepreneurs in Nasarawa state, while the specific objectives were: to determine the relationship between work-life balance and business growth; determine the effect of work-life balance on job satisfaction among women entrepreneurs; and examine the extent to which work-life balance affects service delivery of women entrepreneurs in Nasarawa state, Nigeria. The study adopted a cross sectional survey using a combination of qualitative and quantitative approaches to deliver a detailed understanding and deeper insights of the variables. The thematic analysis of the interviews revealed that work life balance have a positive effect on performance of women entrepreneurs. Other components of Work life balance like healthy living, family, community networks and support were also identified from the thematic analysis to improve performance of women entrepreneurs. The study concluded that balancing business roles with other necessities of life have significant effect on business growth and performance of women entrepreneurs in the in Nasarawa State. Therefore, the study recommended that women entrepreneurs should adopt effective work life balance strategies by planning, organizing and implementing time management to enable them achieve optimum performance.

Keywords: Flexible Working Arrangements, Family Responsibilities, Work Life Balance and Performance

INTRODUCTION

Over the years, women entrepreneurs have been recognised as essential contributors to economic growth and national development, identifying opportunities in the environment, gathering resources and utilising opportunities. In developing countries, entrepreneurship largely operates in the informal sector where the economy is driven by skills. Women entrepreneurship has become an essential force in many countries, it has received much scholarly attention ranging from academics, governments, decision makers alongside the society and in all areas of work. As many women set up their businesses, take risks and ensure performance, countries of the world now consider their activities as economic drivers. In fact, it has become a second way through which women generate more income. As such, certain matrimonial and social obligations expected from women are drastically affected. This is because the energy to use in meeting these responsibilities is spent on meeting customers' demands and expectations. Despite the active roles of these women in businesses, and entrepreneurship, their responsibilities as wives, mothers, sisters, daughters as well as home-keepers are expected to be maintained. Work-life balance is not equivalent to equilibrium between one's career life and personal life; These pursuits include family affairs, leisure time, social responsibilities, one's health and spiritual upliftments, among others. How to balance work with life is a very challenging aspect which affects women in this present time. Most times, women entrepreneurship is perceived as an alternative especially for women who want to leave paid employment either due to work pressures or family demands. There is an increasing concern for

managing work and family demands for women both in paid employment and entrepreneurship. For those in paid employment, government policies have been deployed to bridge work-life balance of their workers. These initiatives include education programs, policies of leave, child care, work schedules as well as other actions that contribute to employees' work-life balance. Policies of government also ensure that employment guidelines and regulations are followed by companies so as to promote work-life balance. Consequently, quality of life of most women entrepreneurs have been compromised because of long hours they spend at work place and the necessity to carry work home. Women are not exempted from the routine demands that society places on them and at the same time, they are responsible for driving the success and performance of their businesses. When women entrepreneurs are financially sustainable, personally satisfied and capable of balancing work and non-work responsibilities, business success is always recorded, thus, there is an increasing women's participation in entrepreneurship.

As the work environment becomes more dynamic day by day, it is important that employers both in private and public sector to ensure a better work life balance in order to ensure entrepreneurial performance. Evans, Pucik and Barsoux (2002) urged firms to focus on work life balance initiatives to enhance performance. Employees are important resource in any organisation; hence, it is prudent for human resource managers to ensure their wellbeing in order to optimize their contribution to the goals and objectives of the organization (Afshan, Sobia, Kamran & Nasir 2012). It is noteworthy that research on work life balance has been burgeoning. A Research by the UK government revealed that inflexible and working long hours leads to poor health, poor family life, and lower employee's productivity (Arrow smith & Sisson, 2001). Developed countries like the UK have gradually embraced work life balance initiatives, but most developing countries, especially in Africa are yet to fully embrace them despite evidence of a statistical positive correlation between work life balance and employees' performance. In Nasarawa State the Government has established work life balance facilities to reduce the work-family conflicts that may negatively affect the employee's performance. Some of the facilities include day care facilities, health facilities for men and women, and flex time for breast feeding mothers. These are crucial for performance in the modern competitive business environment. Frese and Fay (2001) observed that organizations are interested in the performance of their employees in order to meet their goals and attain a competitive advantage. Therefore, the concept work-life balance is commonly used in a comprehensive way to describe policies that were previously known as family friendly, though they have been extended beyond the scope of the family (Orogbu, Unyeizube, & Chukwuemeke, 2015).

The female entrepreneur's role has shown tremendous growth leadership, management, innovation, research and development effectiveness, job creation, competitiveness, productivity and the formation of new industries (Nxopo, 2014). Van der Merwe (2008) asserts that female entrepreneurs are taking control of their personal and professional lives. Nxopo (2014) emphasised the role these women entrepreneurs play to reduce poverty and unemployment cannot be overemphasized and there is a need for research on the ways women entrepreneurs' balance between family and work life. Meyer (2009) pointed that women entrepreneurs increasingly are considered important for economic development and they not only contribute to employment creation. Whether they are involved in small or medium scale production activities, or in the informal or formal sectors, women's entrepreneurial activities are not only a means for economic survival but also have positive social repercussions for the women themselves and their social environment (United Nations Industrial Development Organization [UNIDO], 2001). Nasarawa State is a state in the Middle Belt region of Nigeria, The state has thirteen local government areas and its capital is Lafia, Nasarawa State is inhabited by various ethnic groups, including the Koro and Yeskwa in the far northwest; the Kofyar in the far northeast; the Eggon, Gwandara, Mada, Ninzo, and Nungu in the north; the Alago, Goemai, and Megili in the east; Eloyi in the south; the Tiv in the southeast; the Idoma in southwest; and the Gade and Gbagyi in the west while the Hausa and Fulani live throughout the state. Nasarawa is also religiously diverse as about 60% of the state's population are Muslim with around 30% being Christian and the remaining 10% following traditional ethnic religions. Nasarawa State had a total population of 1,869,377 residents as of 2006, making the state the second least populated state in Nigeria. Their culture and religion to some extent restricts women movement and participation in business. This

study responds to this missing knowledge through the following questions: What is the relationship between Flexible working arrangements and performance of women entrepreneurs in Nasarawa State? And what is the relationship between Family Responsibilities and performance of women entrepreneurs in Nasarawa State?

LITERATURE REVIEW

Conceptual Review

Work-life Balance Practices

Work-life Balance Practices Initially, the concept of work-life balance was conceived to refer to the conflict between family and work (Bloom, Kretshmer & Van Reenen, 2006) and work family enhancement (Grzywacz & Marks, 2000). Researchers have evaluated work-life balance differently using diverse dimensions (Poulose&Sudarsan, 2017). According to Greenhaus, Collins, and Shaw (2003), work life balance is the absence of workfamily conflict or the intensity or rate of recurrence with which family interferes with work and work interferes with family. Similarly, Greenhaus and Powell (2006), work–life balance is the degree to which an individual's satisfaction and effectiveness in the roles of work and family domain are well matched with the individual's life priorities. Work-life balance practices include flexible work arrangements such as, flexibility in choosing the place of work, scheduling time of arrival and departure from work, leave in lieu of family reasons such as par leave, direct financial assistance for child care and information services such as finding a childcare center for a new employee. An inclusive idea of a workplace is in the same time, chooses and lives a variety of lifestyles in different stages of life like during childrearing, middle and old ages as a member of a family and a community” (Report on Health, Labour and Welfare, 2011). In countries like India, interventions to protect one from workplace exploitations, workplace terms and conditions are made by employers. Work-life balance practices regarding working hours include flexi time which allows employees to determine the start and end times of their working day provided a certain number of hours have been worked. This can allow staff to meet family personally commitments/emergencies during the day or reduce their commuting time by starting and ending work before or after the rush hours). While work-life balance practices enable entrepreneurs to manage work and care giving, they can increase work intensification and perpetuate stereotypes of ideal workers (Kossek, Lewis &Hammer, 2010). Studies have revealed that entrepreneurs do not always take advantage of the work-life benefits offered by their organisation (Thomson, Beauvais &Lyness, 1999).

Flexible Working Arrangements (FWAs)

Flexible working arrangement is an arrangement where employees work a full day but they can vary their working hours. These arrangements may include specific guidelines so that a "core" working day exists. Flex time is usually arranged in advance with the employee and employer or supervisor and a set range of start and finish times are established. The total hours of work are not usually affected by this arrangement. According to Estes and Michael (2005), FWAs are schedules such as telecommuting, flextime, part-time job, job-sharing, and compressed work week. The technological advancement, market volatility, increased competition, changing family demographics characterized by increased women engaging in formal employment. FWAs (Bond, Thompson, Galinsky & Prottas, 2002). Although FWAs has not been adopted by many organisations, Lambert, Marler and Gueutal (2008) noted that employers are increasingly granting their staff significant level of independence and FWAs to manage and control themselves as to when and where they work from. Empirical studies by Stravrou (2005), Brewster, Mayhofer and Morley (2004); Glass and Finley (2002); reveal that some flexible options result to positive outcomes while others results to negative outcomes. According to Batt and Valcour (2003), FWAs are positively related to job satisfaction which leads to employee performance. Peters, Tjinders, and Wetzel's (2004) opined that FWAs affect the mobility of employees since they have to reschedule their daily responsibilities while reconciling the two domains of their jobs, personal needs, household requirements,

and organizational demands. According to Kelly et al. (2008), the mechanisms used to design an organization's work flexibility to minimize the incidence of time conflicts for staff might affect the employees' performance.

Family Responsibilities

Family Responsibilities (FR) Currently, more women are searching for formal employment than before; there is more dual-earners, elder care and single parenting by employees (Lazăr, Osoian&Răşiu, 2010). An employee who have parental roles and other caring roles to play has multiple family responsibilities, which in turn makes it difficult to manage work and family responsibilities. This may cause either positive or negative effect since the two domains have flexible and permeable boundaries (Moon &Roh, 2010). In support of this Bruck, Allen and Spector (2002) opined that multiple roles performed by employees have an effect on the well-being both at work and at home. This may result in a work family conflict which causes negative effect from work to family and vice versa (Agarwala, 2007). To counter this, organisations have to come up with a means for connecting the two domains. According to Cayer (2003), organizations achieve this by establishing policies such as crèches, employee counseling, recreational facilities, or family leave to employees. Empirical evidence shows mixed findings concerning the effects of family responsibilities on employee's performance. A study conducted on Canadian private sectoremployees by Higgins, Duxbury, and Lee, (2000) showed that the conflict between family and work responsibilities lower the perceived quality not only in work life but also in family life. This, in turn, has a negative effect on organisational outcomes such as performance, turnover and absenteeism. The outcome of this study implies a positive impact of family responsibilities on employees performance. An experimental study conducted by Butler and Skattebo (2004) showed that the experience of family-work conflict caused by more family roles had no effect on performance ratings given to female workers. However, men with such work-family conflicts were found toperform poorly. Patel, Govender, Paruk, and Ramgoon (2006) conducted a study on "Working Mothers: Family-Work Conflict, Job Performance, and Family/Work Variables."The findings of this study contradicted the one carried out by Butler and Skattebo (2004). It showed that there is a positive relationship between work life conflict caused by numerous family responsibilities and employees' performance. An empirical study by Pleck (1977) found that there is an agreement that family and work affect each other either negatively or positively. However, there exist other variables such as task, stress, time, attitude, and behavior which affect work life balance.

Women Entrepreneurs Performance (WEP)

In this review, the word "entrepreneur" is a common term for the person who is innovative. The entrepreneur a person who sets up a business or businesses, taking on financial risks in the hope of profit. . Women are fast becomingcrucial to the growing economic cluster, which ensures a quick achievement in the economic development. Women entrepreneurs contribute to the developing countries and facilitate enterprise development in transition economies (Lerner, Brush, &Hisrich, 1997). However, women enterprise speaks to an immense undiscovered wellspring of innovation, work creation and economic growth in the developing world (Niethammer, 2013). Vinesh (2014) Women entrepreneurs may be defined as a woman or a group of women who initiate, organise and run a business concern. Women entrepreneurs are those women who think of a business enterprise, initiate it, organise and combine factors of production, operate the enterprise and undertake risks and handle economic uncertainty involved in running it. The quantity of women entrepreneurs in Nigeria expanded over the most recent three decades because of the accentuation on industrialization, and a developing enthusiasm for privatization, independent work and business-arranged business. The performance of women entrepreneurs has become an important agenda in recent policy and academic debates, especially in Nigeria. Business performance is evaluated based on different concepts (Srinivasan, Woo, & Cooper, 1994).

The performance also characterized as a mindboggling marvel of various measurements that are hard to control without utilizing a blend of objective and subjective measures (Dharmaratne, 2013). Performance

is the strategic outcomes that organisations use to realize its goals, success or not. According to Terziovski and Samson (2000), there are three levels of performance within organisations. They are distinguished as financial performance, business (firm) performance and organisation effectiveness. Many empirical studies tend to employ tangible variables in measuring firm performance because they are easier to operationalize (Brown & Caylor, 2009; Watts, 2003). Likewise, within the theme of business management, small firms and entrepreneurship development, researchers argued that financial measures of small firms seem to be commonly and widely used. Murphy, Trailer, and Hill (1996); Watts (2003) argued that in the academic field of entrepreneurship, financial indicators seem to gain the upper hand when discussing performance. This may be due to the ease with which it can be used in positioning and judging how a firm is performing in its business operations or activities. Indeed, the financial measure is the primary measure of a firm performance.

Empirical Discussion

Empirical studies show mixed findings on whether the Flexible Working Arrangements is associated with employee performance. Bloom and Van Reenen, (2006) found that FWAs are not directly related with organizational performance, but a study by Menezes and Kelliher (2011) showed that there exist a positive correlation between FWAs and individual employee performance. 31% showed that there was a correlation while 69% indicated that there was no correlation between FWAs and individual employees' performance. It was found that working from home have positive effects on employees' performances since there is a reduced cost (Menezes&Kelliher, 2011). Further, Menezes and Kelliher (2011) found that there was no causality between flexible and non-flexible working arrangements among employees. It is worth noting that the study used respondents from single occupation and the data used were from a specific organization. A study conducted in Australia and the USA by Golden (2007) indicated that 45% of the employees are not able to influence their working schedule and a mere 15% felt that they could freely determine their working flexibility. 43% had the freedom of determining within certain limits the flexibility of the FWAs.

Theoretical Foundation

This study attempts to clarify how individuals navigate and negotiate the worlds of work and family, and the boundaries between them to achieve equilibrium. It plays a central role in understanding women entrepreneurship because women entrepreneurs are faced with the conflict of managing home chores and business. The theory states that the role of each person takes place within a specific domain of life, and these realms are divided by boundaries that may be physical, temporal, or psychological. The theory discusses the problem between realms of life, in home and at work. This theory therefore indicates that a good balance should be struck between work and non-work activities. Work-life balance refers to striking equilibrium between job commitments, family commitments as well as personal interests with minimal role conflict. Problems arise when work domain issues interfere with family welfare especially if women put more effort to fulfill job demands at the expense of other demands. The increasing work demand on women entrepreneurs to enhance performance may create pressure that can cause imbalance between work-life and family life. Spending much time at work and bringing unfinished tasks home compromise the quality of one's life which could cause stress and spur negative behaviours that could interfere with their performance.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables on a sample of women entrepreneurs that benefit from DEC. Primary data was gathered through structured questionnaire adapted from validated measures on a five point Likert scale. Questionnaires were administered by the researchers with the help of research assistants. The population of the study was 120 women entrepreneurs across the State registered with DEC in Lafia which is the state capital, and a sample size of 97 was obtained

(Krejcie & Morgan, 1970). Simple random sampling was used to administer questionnaires to women entrepreneurs. A total of 120 questionnaires were administered and 112 were retrieved. For missing values and wrongly filled responses, 8 questionnaires were found not usable and had to be removed from further analysis.

Hypothesis Development

Work Life Balance and Women Entrepreneurial Performance

Family life and working life are two roles that affect one other simultaneously and can sometimes result in conflicts. Managing the responsibilities of both family and work is a continuous challenge for women entrepreneurs most especially in Nasarawa State, as many women entrepreneurs have to assume multiple roles in their family and businesses (Boz, Martínez-Corts, & Munduate, 2016; Lee & Ling, 2001). These multiple roles can either take up their time thus reducing the time and efforts the women spend on making their businesses successful. The needed time and efforts commitment might be difficult to come from women entrepreneurs as they often view their business not merely as a separate economic system but also as a mutually connected system with the family (Lee & Ling, 2001). Consequently, a female entrepreneur as a working woman and mother assumes multiple roles in the family and in the business. In developing world, the division between productive and reproductive labour is often based on an unequal division of labor, mostly characterized by sex-based division, with women predominantly associated with unproductive labour (Sullivan & Meek, 2012). Generally, productive labor is associated with the development of goods/services with a monetary value while reproductive labor is associated with the private work that people do for themselves and their families (Vogel, 2013). While both forms of labor are necessary, the distribution of work varies across certain aspects of identity, which is why advances prompted by the early Marxist feminists suggest that domestic work should be included within the wage capitalist economy as the conditions of women will improve once their work is located, acknowledged and valued in the public domain (Ferguson & Hennessy, 2016). Nonetheless, in spite of these advances, the structures of work and family consist of a cycle of vulnerability that shapes the lives and choices of women, as women entrepreneurs still face many business challenges that come about because of multiple tasks at home and work (Richardson & Finnegan, 2004; Sullivan & Meek, 2012). Researchers (Waithaka, Wegulo & Moku, 2016; Richardson & Finnegan, 2004) pointed out that many women are confronted with the burden of family and domestic responsibilities and these responsibilities have a negative impact on the performance of their business and thus limits their ability to generate income.

Leaptrott (2009) highlights that FWC imposes time pressures that reduce the available hours that women have in managing their business and thus has a negative influence on the of the financial health of the business as well as the business owner's satisfaction on how they perform their roles. Family-related role conflict has also been shown to have a negative impact on the income of small businesses owners (Loscocco, Robinson, Hall & Allen, 1991). The study therefore hypothesized thus:

Ho₁: There is no significant relationship between Flexible working arrangements and performance of women entrepreneurs in Nasarawa State.

Ho₂: There is no significant relationship 2 between Family Responsibilities and performance of women entrepreneurs in Nasarawa State.

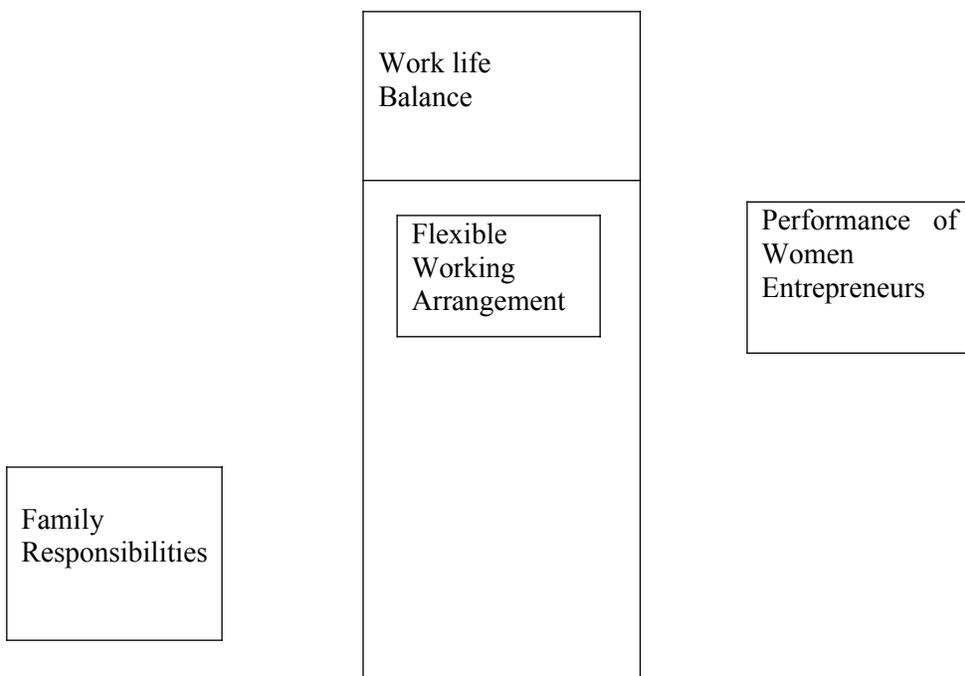


Fig. 1 Research Model (2022)

RESULT AND DISCUSSION

Primary data analysis was carried out using regression for test of hypotheses. Specifically the tests cover hypotheses that were bivariate and declared in the null form. The study used multiple regression analysis to test the hypothesis. Two things were done in trying to proof the existing relationships. First, we have a scatter 2 plot graph that shows at R linear value of (0.951) there is a relationship between the two constructs. That is, an increase in work life balance brings about an increase in the level of performance of women entrepreneurs. The scatter diagram has provided clear evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration. Secondly, correlation analysis revealed that there is a significant level of association among the variables. The correlation coefficient (r) shows that there is a significant and positive relationship between Flexible working arrangements and performance of women entrepreneurs. The rho value 0.739 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a very strong relationship. The correlation coefficient (r) shows that there is a significant and positive relationship between Family Responsibilities and performance of women entrepreneurs. The rho value 0.885 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship.

Table 1 correlation coefficient

Variables 1		2	3
1	Performance of women entrepreneur	1.000	

2 Flexible working Arrangments	.739	1.000	
3 Family Responsibilities	.885	.483	1.000

**Correlation is significant at the 0.01 level (2-tailed).

Table 2 Model Summary

- a. Predictors: (Constant), Performance of Women Entrepreneurs, Flexible working arrangements, Family Responsibilities

Model 1	Sources	Df	Mean Source	F	Sig.F
Regression	54626	3	18.209	35.900	0.000
Residual	63.908	126	0.507		
Total	118.533	129			

a .Dependent Variable: Performance of Women Entrepreneurs

- b. Predictors: (Constant), Flexible working arrangements, Family Responsibilities

Model 1 β	Unstandardized Coefficient		Standardize Coefficient		T	Sig.
	Coefficient	Std Error	Beta	Decision		
Constant	1.729	0.280	0.181	0.000		
Flexible workingarrangement	0.132	0.060	0.165	2.199	0.030	
Family Responsibilities	0.779	0.090	0.739	8.609	0.000	

A .Dependent Variable: Performance of Women Entrepreneurs

In testing the hypothesis the variables employed were the performance women Entrepreneurs (PWE) as the dependent variable while Flexible Working Arrangements (FWA), and Family Responsibility (FR), were the independent variables. The standard regression model used is given as:

$$Y = a + b_1X_1 + b_2X_2$$

where:

Y is the dependent variable, a is the intercept

X₁, X₂ etc. are the, independent variables,

and b₁, b₂, etc. are the coefficients of the independent variable.

The regression model is therefore:

$$WE = a + b_1 FWA + b_2 FR + \text{error}$$

$$Y = 1.729 + 0.132 + 0.779$$

The equation revealed the SPSS output in table 2 showing the coefficient of determination i.e. the 2 adjusted R is 0.448; which shows that about 44.8% of the variation in the data on performance of women entrepreneurs can be explained by these factors- flexible working arrangements and family responsibility. In addition, the ANOVA statistics revealed that linear combination of the two independent factors being significantly related to changes in dependent factor, $F(3, 126) = 35.900, p < 0.0001 \leq 0.05$ alpha. The regression equation emerges is very useful for making predictions. Hence at 0.05 (5%) significance and 95% confidence, the result provides evidence to conclude that the slope of the population regression line

is not 0 and, FWA, and FR are useful as a predictor of the performance of women entrepreneurs. Since $p\text{-value} < 0.0001 \leq 0.05$, the null hypothesis is rejected while the alternative hypothesis is accepted. By implication, there is significant relationship between Flexible working arrangements and performance of women entrepreneurs in Nasarawa State and there is also a significant relationship between Family Responsibilities and performance of women entrepreneurs in Nasarawa State. Similar analysis of individual contribution of the variables in explaining the variation in the model was done based on the standardised coefficient results in table 4, for example, one (1) of the independent variables made significant contribution i.e. FR with $\beta = 0.779$, $p=0.000$ at 0.05α (77.9%) made statistically significant contribution to the prediction of change in performance of women entrepreneurs. On the other hand, FWA with $\beta = 0.132$, $p=0.030$ at 0.05α (13.2%) made little contributions to the model.

Discussion OF Findings

Hypothesis One

Hypothesis one empirically examined the relationship between work life balance and performance of women entrepreneurs in Nasarawa State. The results of the analysis show significant relations between the variables. The results of the analysis revealed that work life balance is significantly associated with performance of women entrepreneurs; this implies that work life balance is considerably important in enhancing performance of women entrepreneurs. This argument shares a similar view with Bloom and Van Reenen (2006) findings that FWAs are not directly related to organisational performance, but is in agreement with a longitudinal study by Menezes and Kelliher (2011) who found that there exists a positive correlation between FWAs and individual employee performance. Therefore, based on this study, once flexible work arrangement is increased, employees' performance would increase.

Hypothesis Two

Hypothesis two revealed that there is a positive correlation between employee performance and family responsibilities. Higgins et.al (2000) their result showed that the conflict between family and work responsibilities lower the perceived quality not only in work life but also in family life, which, in turn, has a negative effect on organisational outcomes. 50% of the respondents show that their performance was better when they had no parental role than when they do. Patel et al. (2006) had also found that there is a positive relationship between work-life conflict caused by numerous family responsibilities and employees' performance.

Implication of Findings

It is necessary that the women entrepreneur should understand the advantages and disadvantages of setting and controlling their own venture. Women should be able to balance work life and family responsibilities to enable them perform better in various aspects such as, spending enough time with family, Child care arrangement and the ordinary challenge of becoming the entrepreneur and homemaker. The study discovered that Flexible working arrangements and Family Responsibilities impacted positively on performance of women entrepreneurs. The practical implication of this research is that women entrepreneurs who experience greater levels of flexible working arrangements tend to have higher performance. Study revealed that women entrepreneurs tend to have a fulfilled work life balance as long as there is leave and creating more time for personal matters.

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