



Work Life Balance and Performance of Women Entrepreneurs in Bauchi State.

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ABSTRACT

This paper investigated the relationship between work life balance and performance of women entrepreneurs in Bauchi State. The study adopted a cross-sectional approach; primary data was collected through structured questionnaire. The population of the study was 100 women entrepreneurs drawn from Development Exchange Centre (DEC), Bauchi Zonal Office. The hypotheses were tested using multiple regression. The finding revealed that there is a significant relationship between work life balance and performance of women entrepreneurs in Bauchi 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 to perform better at work. Policies such as crèches, employee counseling, recreational facilities, or family leave to women entrepreneurs should be promoted

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

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Introduction

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 well-being in order to optimize their contribution to the goals and objectives of the organization (Afshan, Sobia, Kamran & Nasir 2012). In addition, both private and public organisations must treat their employees well by ensuring their welfares are considered to enhance their performance. 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 Nigeria, some large private organizations have 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, prayer rooms, 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 is evident in 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) emphasized the role these women entrepreneurs play to eradicate poverty and unemployment cannot be underestimated 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, but they also contribute to the economic process as well as compliment the role of providence for their immediate and extended families. 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).

The relationship that exists between work life balance and performance has been studied by different authors. A survey of 732 companies conducted in Germany, France, USA, and the UK revealed that the principles of work life balance were associated with the performance. However, the study also showed a conflict between work life practices and high performance within the companies (White, Hill, McGovern, Mills, & Smeaton, 2003). From the current literature, work life balance and performance of women entrepreneurs in Nigeria in general and Bauchi State in particular is missing. Bauchi is a state in North East Nigeria and mostly Muslims, their culture and

religion to some extent restricts women movement and participation in business, hence this paper on work life balance and performance of women entrepreneurs in Bauchi State. 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 Bauchi State? And what is the relationship between **Family Responsibilities** and performance of women entrepreneurs in Bauchi State?

Theoretical Foundation

This study is underpinned by the work/family border theory. The theory attempts to clarify how individuals navigate and negotiate the worlds of work and family, and the boundaries between them to achieve equilibrium. The theory plays a central role in understanding women entrepreneurship because women entrepreneurs face considerable 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 of "crossing borders" 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.

Conceptual Review

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 (Poulouse & Sudarsan, 2017). According to Greenhaus, Collins, and Shaw (2003), work life balance is the absence of work-family 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 scheduling time of arrival and departure to and/or from work, flexibility in choosing the place of work, leave in lieu of family reasons such as parental leave, direct financial assistance for child care and information services such as finding a childcare center for a new employee. Bond and Wise (2003) cited four main drivers for introducing work-life policies: recruitment which counters negative work practices such as longer working hours; retention which is responsible to the workforce's changing and diverse needs; supportive working environment which improves organisational climate that results in motivation among staff and equality which improves access through inclusiveness. Do professional success require women to remain single or childless if they do have children, they need to be happy for others to raise them? Proponent of this thought (Jacobs & Gerson 2004) stated that women who remain single or childless surpass men. Such a hard stand depicts the workplace as non-inclusive entity. An inclusive idea of a workplace is in the 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 or personal

commitments/emergencies during the day or reduce their commuting time by starting and ending work before or after the rush hours. Employees are often demonstrably concerned that using flexible working arrangements will damage their promotion prospects and perhaps their relationships with co-workers and managers (Houston & Waumsley, 2003). Rogier and Padgett (2004) conducted an experimental study among 107 working MBA students, in which participants were given a packet of materials designed to simulate the personnel file of a female employee in an accounting firm who was seeking a promotion to senior manager. They found that participants perceived the job candidate who was using flexible work hours as being less committed to her job, less suitable for advancement, less ambitious, and less desirous of advancement, despite no differences in her perceived capability compared to a candidate not using a flexible schedule. This finding was consistent with that of Cohen and Single whose research showed that accountants working flexible schedules were perceived to be less likely to be promoted and more likely to leave the firm (Cohen & Single, 2001). 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)

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, single-parent families and guardians taking care of the elder has necessitated the need for 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. FWAs are expected to attract highly qualified employees. Despite the availability of FWAs, it is not guaranteed that the employees will automatically use; instead, their adoption and usage vary with various factors like career aspiration, age, and managerial control. 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, Tijdens, and Wetzels (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 organisational demands. However, continuous scheduling and rescheduling of day-to-day operations may lower employee's productive hours; hence, lowering their productivity. According to Kelly *et al.* (2008), the mechanisms used to design an organisation's work flexibility to minimize the incidence of time conflicts for staff might affect the employees' performance.

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 organisational performance, but a longitudinal study by Menezes and Kelliher (2011) showed that there exist a positive correlation between FWAs and individual employee performance. 69% indicated that there was no correlation between FWAs and individual employees' performance while 31% showed that there was a correlation. It was found that working from home have positive effects on employees' performance

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 organisation. As such, the findings may not be accurate for generalizing to the entire population of employees. 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.

Family Responsibilities (FR)

There is a change in demographics over the years in that. Currently, more women are seeking formal employment than before; there is more dual-earners, single parents, and elder care by employees (Lazăr, Osoian & Rațiu, 2010). An employee who has parental roles and other caring roles to play such as caring for the elderly has multiple family responsibilities, which in turn makes it difficult to manage work and family responsibilities. This may cause either positive or negative spillover 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 spillover from work to family and vice versa (Agarwala, 2007). To counter this, organisations have to come up with a mechanism for reconciling 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 sector

employees 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 to perform 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. However, the correlation was not significant, but it was found that those with greater family to work conflict were rated higher in job 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, emotion, stress, time, attitude, and behaviour which affect work life balance. Moreover, different scholars indicate that the interference between family and work as well as the conflict that emanates from it empirically and conceptually differ from each other (Wiley, 1987).

Women Entrepreneurs Performance (WEP)

In this review, the expression "entrepreneur and SME" utilised as a common term for the person who settles on developing firms. The entrepreneur is the one who has the ability to organize, manage and assume risk in the course of starting a business. Women are fast becoming

crucial to the growing economic cluster, which ensures a rapid achievement in the economic development. Women entrepreneurs contribute to the modernization of 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) characterized women entrepreneurs as a gathering of women who start, compose and work a business endeavour. 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). According to Eniola and Entebang (2015), measuring firm performance, a company can identify its strengths and weaknesses. Accurate performance measurement is vital to understanding firm success and failure. 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). This may be due to the fact that the financial indicator such as profitability and

revenue seems to cover the overall objective of many firms in which small and medium firms are not left out or it can be individually measured and verified. 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.

Hypotheses Development

Work Life Balance and Women Entrepreneur Performance

Family life and working life are two roles that affect each other simultaneously and can sometimes result in conflicts. Managing the demands of both family and work is a continuous challenge for women entrepreneurs 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 or put a significant strain on them 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 (reproductive labor which is often associated with household chores and childcare responsibilities) and in the business. In most families in the 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 & Mokua, 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). We therefore hypothesized thus:

Ho₁: There is no significant relationship between **Flexible working**

arrangements and performance of women entrepreneurs in Bauchi State.

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

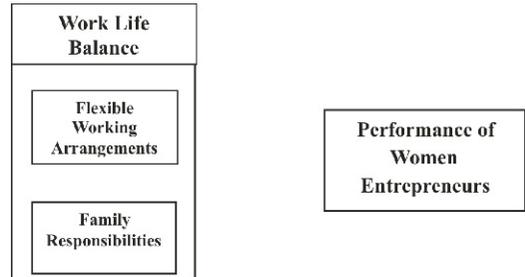


Fig.1 Research Model

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 130 women entrepreneurs registered with DEC in Bauchi Metropolis, 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 97 questionnaires were administered and 92 were retrieved. For missing values and wrongly filled responses, 8 questionnaires were found not usable and had to be removed from further analysis.

Measures

The measures used in the study were on a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5) and respondents were asked to indicate their level of agreement or disagreement.

Flexible Working Arrangements: was measured using 4 items adapted from the work of **Mbanya (2018)** with 4 items. The results of reliability test exhibits Cronbach's Alpha value

based on *Standardized Items* of 0.846.

Family Responsibilities was measured using the validated scale by **Mungania (2017)** with 4 items. The results of reliability test exhibits Cronbach's Alpha value based on *Standardized Items* of 0.858.

Performance was measured using 4 items adapted from the work of **Mungania (2017)** and **Mbanya (2018) with 4 items**. The reliability test results using Cronbach's Alpha value based on *Standardized Items* of 0.893 was obtained.

Multicollinearity

Assessing multicollinearity requires visual inspection of the matrix for constructs whose tolerance is greater than 0.1 or 0.2 and the variance inflation factor not more than 5 or 10 as detailed in (O'Brien, 2007). Collinearity assessment was conducted by checking the collinearity statistics of all the constructs in terms of Tolerance Levels (TL) and Variation Inflation Factor (VIF) in table 1. The collinearity statistics in table 1 indicated FWAs with TL of 0.843 and VIF of 1.186; FR, TL 0.691 and VIF 1.448 all appeared to be within the boundary limit suggesting that multicollinearity was not an issue.

Table1: Collinearity Statistics

Collinearity Statistics			
Model		Tolerance	VIF
1	(Constant)		
	FWAs	0.843	1.186
	FR	0.691	1.448

a. Dependent Variable: WE

Results

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 plot graph that shows at R^2 linear value of (0.951) there is a relationship between the two constructs. The implication is that an increase in *work life balance* simultaneously brings about an increase in the level of performance of *women entrepreneurs*. The scatter diagram has provided vivid 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 Entrepreneurs	1.000	.	.
2 Flexible working arrangements	.739**	1.000	.
3 Family Responsibilities	.885**	.483**	1.000

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

Table 3 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change
				F Change	df1	df2	
0.679 ^a	0.461	0.448	0.71218	35.900	3	126	0.000

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

Model		Sum of Squares		Df	Mean Square	F	Sig.
		Squares					
1	Regression	54.626		3	18.209	35.900	0.000 ^b
	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		Unstandardized Coefficients		Standardized Coefficients		decision	
		B	Std. Error	Beta	T	Sig.	reject
1	(Constant)	1.729	0.280		6.181	0.000	reject
	Flexible working arrangements	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 multiple regression model used is given as:

$$Y = a + b_1X_1 + b_2X_2 \dots + \text{error}$$

where:

Y is the dependent variable, *a* is the intercept,

*X*₁, *X*₂, etc. are the independent variables,

and *b*₁, *b*₂, etc. are the coefficients of the independent variable.

The regression model is therefore: WE = a + b₁FWA + b₂FR + 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 adjusted R² 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 0.05 alpha.

The regression equation emerges to be 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-value < 0.0001 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 Bauchi State and there is also a significant relationship between **Family Responsibilities** and performance of women entrepreneurs in Bauchi 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

Hypothesis one empirically examined the relationship between work life balance and performance of women entrepreneurs in Bauchi State. The results of the analysis revealed 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.

Okereke and Daniel (2010) finding in their study at Patani local government council, Delta State Nigeria on staff welfare and productivity which indicated that despite the awareness of the welfare policies, it is largely neglected in the local government council. In this study, it was established that welfare initiatives that are known to be instrumental in balancing work life were missing.

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 such as performance, turnover, and absenteeism. 32.1% of the respondents indicated that their performance was better when they had no parental role than currently when they have a parental role. This is in line with the findings of an experimental study by Butler and Skattebo (2004) that found that the experience of family-work conflict caused by more family roles had an effect on performance, especially on men. This study, however, had indicated that there was no effect on performance ratings of female workers. 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

Imperative lessons have been drawn from these entrepreneurial women for those who wish to set-up their own business. It is necessary that the women entrepreneur should understand the advantages and disadvantages of setting and controlling their own venture. Various aspects such as guilt of not spending enough time with family and relatives, Child care arrangement and the ordinary challenge of becoming the entrepreneur and homemaker may prevent women to enter into entrepreneurship business. The study discovered that **Flexible working arrangements** and **Family Responsibilities** impacted positively on performance of women entrepreneurs.

In line with theoretical contribution, the findings of the study confirmed that work life balance (independent variable) had two dimensions; flexible work arrangements and family responsibilities could be used to measure performance of women entrepreneurs (dependent variable) in Bauchi. Work/Family Border theory was applicable in the Nigerian context even though work life balance practices were developed using literatures from the western world.

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.

Limitations and Suggestion for Further Research

The research was cross sectional in nature, and despite its limitation, the findings were generalised. Considering a longitudinal design in future research could help improve comparability and take note of different working environments. The study only focused on women entrepreneurs that benefited from DEC while ignoring youth, men and combination of men, women and youth who also faced work life balance issues. As the

limitation of cross sectional design, the scope of the study could also limit the generalisation of the research findings to other population.

Another limitation is that this research solely relied on quantitative research design. Qualitative method could be carried out which is more in-depth and provides detailed answers and insights into respondents' experiences and that helps in gaining new views. Future study could look at other new factors to explain more the factors of performance which have not been discussed in this research.

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