THE WORK-LIFE BALANCE EXPERIENCES OF SELECTED WOMEN ENTREPRENEURS IN MANZINI, SWAZILAND

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Declaration

I, **Vincent Paul Opiyo Otieno**, UKZN Student Number **215080669**, declare that the dissertation entitled "**The Influence of Work-Life Balance on Women Entrepreneurs in Manzini, Swaziland**" is my own work and contains no material that has been submitted previously, in whole or part. All the sources that I have either used or quoted have been indicated and acknowledged through full referencing.

Signature: _____   *Date*:   22/03/2018

Acknowledgements

Abstract

Swazi women are becoming increasingly empowered and this is evidenced by the increase in the number of women operating small businesses. On the other hand, gender socialization in Swaziland places full responsibility of household and childcare responsibilities on the women. This presents a challenge to the Swazi woman entrepreneur of balancing business activities with household responsibilities and personal life. The qualitative methodology was used to explore the nature and extent of work-life balance challenges facing women entrepreneurs in Manzini. Data was collected in the form of 12 in-depth interviews from female salon owners operating in Manzini. The findings reveal that the women entrepreneurs face significant work-life balance challenges in the three domains. The work domain is characterized by long and extended working hours with limited schedule flexibility. In the family domain, the women struggled to fulfil household responsibilities due to fatigue and limited time. They, however, enjoyed occasional spousal support with household duties. In the personal domain, the women had limited leisure time and opted to spend it communally with the family. The personal health of the women posed the greatest challenge with frequent fatigue as well as health risks from the workplace. Swazi women entrepreneurs face considerable challenges in an attempt to balance the different domains of life.

Keywords: *culture; female entrepreneurs; small business; Swaziland; work-life balance*

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1   Introduction

In our modern day society, achieving a satisfactory balance between work and life continues to be elusive for most, with some skeptics wondering whether at all it is even achievable. The excessive and often strenuous demands of the workplace are widely believed to negatively impact the other spheres of life i.e. family and leisure (Hilbrecht, Shaw, Johnson, & Andrey, 2008). Intense competition for profits and markets is brought to bear on individuals who have to keep up with the high levels of productivity and efficiency. Usually this translates to long hours and overworking, and does not discriminate between men and women.

It is widely observed that entrepreneurship and the private sector is the new frontier and centre of focus for economic growth in many African countries. Closely linked to this development is the increase in women participation in entrepreneurial activity particularly in sub-Saharan Africa where women make up 40% of the non-agricultural labour force but account for over 50% of the self-employed – the highest rate in the world (Blackden & Hallward-Driermeier, 2013). However, despite these encouraging trends toward women economic empowerment, Ahl (2004) poignantly notes that the burden of domestic responsibility on women is neither removed nor lessened when women enter into self-employment.

The behaviour and expectations of individuals in society is influenced in part by socialization. Gender roles are thus defined through gender socialization from childhood resulting in the gendered nature of work and organisations (Eddleston & Powell, 2012). This makes the case for entrepreneurship to be viewed as a gendered process (Ahl, 2006). The implication of this perspective therefore is that women are naturally inclined, through training, to assume the larger responsibility of home and childcare irrespective of whether they pursue a career in other activities. Because of the multiple demands and responsibilities, women entrepreneurs will always look to integrate work and family with the view to achieving a desired balance (Greenhaus & Powell, 2006).

As a result of this, women tend to engage in business activities that give them the flexibility to operate between the boundaries of home and work (Forson, 2013). One of the more common forms of business in the "feminised sector" in Africa is hairdressing. This is evidenced by the continent's rising incomes and demand from hair-conscious women. On the African continent, the black hair industry, which continues to grow provides a vital source of employment to women who make up a large part of the informal economy (Health24, 2014). The black hairdressing industry is highly competitive (Forson, 2013) and this places more pressure on the women owners to run a successful and profitable enterprise.

In the strong patriarchal African society, the domestic responsibilities of homecare and child rearing are fully entrusted upon the shoulders of women. Global averages show that "women devote one to three hours more a day to housework than men; two to ten times the amount of time a day to care for children, elderly and the sick; and one to four hours less a day to economic activity" (World Bank, 2012, p. 17). This tends to limit the scope and intensity of the effort that women place in their businesses, according to Hundley (2001) and hampers their ability to participate more broadly in economic, political and social life (World Bank, 2012).

One of the more pervasive social agendas that continues to be pursued worldwide by many countries and governments is gender equality and equal opportunity for women. Despite the concerted efforts to bridge this gap in developing countries, women continue to face unique challenges at the different stages in their lives when compared to men (Harvest Summit, 2016). For instance, a leading Swazi female entrepreneur who works with and empowers rural women through entrepreneurial partnerships acknowledges that "Swaziland is one of the most difficult environments for women entrepreneurs in the world" (World Bank, 2008, p. 25). Among the major challenges is work-life balance that is exacerbated by the inequalities in society that impact negatively on women. This can impact on how successful women become either in the workplace or in entrepreneurship. We need to gain an understanding of the challenges and pressures that women face as they grow their business and raise families, and create a supportive environment that will act as an enabler to their success (Harvest Summit, 2016).

1.2   Background of the Study

Faced with a high unemployment rate, Swaziland, like many other developing countries has turned to the private sector for solutions. The government of Swaziland acknowledges that its long–term economic prosperity is dependent on the growth of small businesses and is committed to removing all barriers to small business growth (Government of Swaziland, 2013). Women entrepreneurs have benefited immensely from this government policy, partly through the support of financial organisations and women's support groups. This has seen a rise in the number of women joining the entrepreneurial sector. A government survey in 2003 found that more than 70% of small businesses in Swaziland were operated by women (IRIN, 2003). As a result, women have become economically empowered to earn an income to help support the home and family.

Despite this shift in economic trends, the socio-cultural landscape has barely evolved as the traditional role of women in society remains largely unchanged (IRIN, 2003). According to Gherardi (2015) gender socialization through cultural practices places primary responsibility on the woman (entrepreneur) to fulfil her role of home-keeper and rearing children ahead of her involvement in entrepreneurial activity. This form of gender socialization gains more prominence in the mostly conservative and patriarchal African cultures like Swaziland.

There is thus considerable pressure on the woman entrepreneur to succeed in running a successful business enterprise and managing a healthy home and family. As a result, women have become overburdened in trying to fulfill the dual roles of work and family. According to FSE and CC (2012) one of the major challenges facing women entrepreneurs in Swaziland is work-life balance. Therefore, this study was undertaken to help provide a better understanding of the work-life balance challenges faced by female entrepreneurs in Manzini. From the initial survey of literature, the gender and enterprise research field focusing on work-life balance issues and women entrepreneurs in Africa is underdeveloped.

1.3   Research Problem

With the number of Swazi (and African) women involved in entrepreneurship activity to sustain livelihood increasing, the magnitude of the challenges they face with regard to work- life balance becomes significant. Bajpal (2014) points out family roles, socialization networks and practices,

and lack of business contacts as some of the barriers that African women entrepreneurs face. This would include women entrepreneurs in Swaziland. Brixiová and Kangoye (2015) posit that work-life balance issues and women's household responsibilities may contribute to entrepreneurial performance differences when compared to male entrepreneurs in Swaziland. On the one hand, these women entrepreneurs are expected to manage their businesses successfully and generate income to help support their families. On the other hand, society demands of them to fulfill their role of maintaining the home. In addition to this, these women also participate in social activities outside the home (e.g. church) as well as leisure.

Attempting to achieve a balance between the two domains of work and home creates a strain that could have a detrimental effect on the business, family and the entrepreneur herself. The fundamental problem encouraging this study therefore is the need to develop an understanding and appreciation of the issues that influence the work-life balance of female business owners in Manzini. This knowledge will help the women to better cope with the different competing roles and achieve a better balance thereby motivating them to successfully engage in entrepreneurial activity. If this knowledge is lost to society, the capacity of women entrepreneurs to maximize their potential in entrepreneurial activity will be hampered resulting in increased poverty and low economic growth.

1.4   Motivation for the Study

This study was mainly been motivated by the scarcity of literature on work-life balance issues facing women entrepreneurs in the African context. Existing literature on work-life balance and women entrepreneurs indicate a handful of studies predominantly in Asia, Europe and the USA. There is need to appreciate that the experiences of women entrepreneurs are located within the "gendered legacies of cultural, communal, familial and personal economic and social relations" (Forson, 2013, p. 461) that are in many ways unique to the local setting and its cultural dynamics.

This view is echoed by Kamenou (2008) who conceptualizes that the "life" component in the work-life balance construct should include cultural, religious and ethnic considerations. From this study, relevant parallels and more importantly distinct differences on how work-life balance issues affect these women entrepreneurs in Manzini can be used to enrich the work-life balance literature and sustain the debate.

1.5   Aim of the Study

This study's aim was to explore the work-life balance experiences and their influence on women entrepreneurs in Manzini.

1.6   Purpose of the Study

The primary purpose of this study was to examine and make meaning of the work-life balance experiences of women entrepreneurs in Manzini. This study revealed themes that helped provide understanding of how women entrepreneurs negotiate the public sphere of work and the private sphere of family and life. The concept of work-life balance was investigated using the exploratory design that involved in-depth interviews and thematic analysis.

In recent times, scholars have widened the work-life balance construct beyond the work and family domains. According to Williams (2000) as cited by Crosbie and Moore (2004), there are three different but connected areas in a person's life… "First, there is personal time and space: what do we need for the care of self and maintenance of mind, body and soul? Second, care time and space: What do we need to care properly for others? Third and finally, there is work time and space: what do we need to enable us to gain economic self-sufficiency" (p, 225). For purposes of this study, work-life includes all concerns that place demands on a female entrepreneur in the work, family and/or personal domains.

Understanding the experiences of women business owners in Manzini will add value to the wider conversation about work-life balance. Little is known about how these women juggle the demands of work and life in their unique cultural context. Since they are largely an under-studied group, this study will provide another perspective of the work-life balance phenomenon.

1.7   Significance of the Study

The number of women in developing countries participating in economic activity through entrepreneurship is increasing. In addition to this, many more households are headed by women who rely on entrepreneurial activity to sustain livelihood. As noted earlier, a big part of the success of women in entrepreneurship hinges on their ability to successfully manage work-life balance issues (Brixiová & Kangoye, 2015). According to Gherardi (2015, p. 652) "the study of

entrepreneuring and life issues is particularly relevant for…women entrepreneurs as entrepreneurial practices and family issues are deeply embedded."

This study was therefore important because it will help bring attention to the work-life balance dilemma affecting the women entrepreneurs in Manzini. This knowledge can be useful in helping these women devise strategies on how to ensure that they achieve satisfaction and success with their families and in their business ventures. Women entrepreneurs need all the support to ensure that they succeed in business. This study is also important since studies pertaining to work-life balance and women entrepreneurs in Swaziland and the African context are extremely scarce.

1.8   Research Questions

This study aimed to answer the following questions:

a) What are the work-role characteristics that influence the work-life balance of women entrepreneurs in Manzini?

b) What are the family-role characteristics that influence the work-life balance of women entrepreneurs in Manzini?

c) What are the individual factors that influence the work-life balance of women entrepreneurs in Manzini?

1.9   Research Objectives

The proposed study aimed to achieve the following objectives:

i) To determine the work-role characteristics that influence the work-life balance of women entrepreneurs in Manzini.

ii) To ascertain the family-role characteristics that influence the work-life balance of women entrepreneurs in Manzini.

iii) To establish the individual factors that influence the work-life balance of women entrepreneurs in Manzini.

1.10 Research Design

Research design is a comprehensive description of the plans, processes and procedures that a researcher intends to employ in conducting a study (Creswell, 2009). It is a detailed outline of how data will be collected in an empirical research project that is used to answer specific research questions (Bhattacherjee, 2012). This study proposed the use of the exploratory research design. An exploratory design is used when not much is known about a situation or problem and the researcher wants to gain familiarity with a phenomenon in a particular situation (Sekaran, 2003). Exploratory designs are useful when the researcher wants to test the extent or scope of a phenomenon in a particular setting.

Studies on work-life balance and women entrepreneurs are few and the exploratory design will help to better understand the intensity of work-life balance issues affecting women entrepreneurs in Manzini. In addition to this, previous studies of a similar nature in other contexts have predominantly been conducted using the exploratory design (see Heilbrunn & Davidovitch, 2011; Kim & Ling, 2001; Mathew & Panchanatham, 2011).

1.11 Literature Review

A preliminary review of the literature was done on the topic at hand. This included examining the involvement of women in entrepreneurship and the nature of work-life balance in relation to women entrepreneurs.

Female Entrepreneurship

Women have different motivations in starting a business when compared to men. Well documented research shows that the primary motivation (pull factor) for women to start business is the need to balance work and family responsibilities (Buttner & Moore, 1997). Bajpal (2014) identified and classified the following challenges as those commonly faced by African women entrepreneurs; external (financial and technical problems) and internal (customs and family issues). Other studies that have been carried out in the area of challenges faced by female entrepreneurs particularly in the developing countries include (Kyalo & Maina, 2014; Sharma, 2013; Richardson, Howarth, & Finnegan, 2004; USAID, 2010). Consequently, because of these challenges, female entrepreneurs view and measure success in much different ways to males. Women predominantly associate their

success to non-financial affective measures linked to the home and family (Walker & Brown, 2004).

Work-Life Balance

Work and family are two of the most important segments that make up the life of an individual. Finding an acceptable balance between work and life continues to be a lifelong pursuit for the working class. Research on work-life balance originated from studies of women and the multiple (conflicting) roles they played between work and family (Poulose & Sudarsan, 2014). This is based on the assumptions that: i) work and family are separate domains, ii) they pose conflicting demands, and iii) it is largely the woman's task to keep them balanced (Gherardi, 2015). The role and expectations of women is influenced by contextual settings of culture and socialization. According to Heilbrunn and Davidovitch (2011) socio-cultural background "not only affects the different degrees of work-family conflict but also the factors influencing it above and beyond family support."

Gherardi (2015) argues that balance in the work and family roles is achieved through extensive involvement, effectivess or satisfaction in these roles. Clark (2000, p.751) defines balance as "satisfaction and good functioning at work and at home, with a minimum of role conflict." This requires an individual to equitably distribute his time, energy and resources between work and home. This balanced life occurs when satisfying experiences are achieved across the different domains of life (Kirchmeyer, 2000). Gryzywacz and Carlson (2007, p. 458) define work-family balance as the "accomplishment of role-related expectations that are negotiated between an individual and his or her role-related partners in the work and family domain."

The resources-demands approach is one of the theoretical frameworks more widely used to analyse workers' level of satisfaction with work-life balance (Valcour, 2007; Voydanoff, 2004). This theory suggests that individuals have limited resources of time and energy to fulfil the responsibilities and expectations of the different competing domains. Other theories e.g. work/family border theory emphasizes the specific roles played in different domains that are separated by physical, temporal or psychological borders (Clark, 2000). In analyzing work-life balance, Warren (2004) identifies other domains (in addition to work and family) in the life of an individual viz. financial resources, leisure, dwelling and neighbourhood, friendships, health, and

social participation. Work-life balance contributes positively to the psychological well-being of an individual, and successfully balancing between work and family roles results in high self-esteem, satisfaction and overall sense of harmony in life (Clarke, Koch, & Hill, 2004).

Work-Life Balance and the Female Entrepreneur

A handful of studies have been conducted to better understand work-life balance issues affecting women entrepreneurs (Heilbrunn & Davidovitch, 2011; Kim & Ling, 2001; Parasuraman & Simmers, 2001; Rehman & Roomi, 2012; Shelton, 2006). This preliminary survey of literature indicates a noticeable gap of studies of this nature done in Africa, in particular Swaziland. Therefore, there is need to explore the nature of work-life balance issues affecting female entrepreneurs in the Swazi context.

According to Shelton (2005) female entrepreneurs continue to face significant challenges in managing work and family, with several studies showing that women experience more work-family conflict than men (Frone *et al.,* 1992 as cited by Shelton, 2005; Noor, 2004). Among the contributing factors is the social expectations placed upon women as caretakers of the family and also the additional pressures of running a successful business. According to Collins-Dodd, Gordon, and Smart (2004) women start their own businesses with a strong motivation than men to help them achieve a balance between work and family. This is in spite of the finding that working women still carry out majority of the household responsibilities (Friedman & Greenhaus, 2000). Women also tend to exhibit a strong connection to their businesses where the business becomes part of their life; this requires them to juggle a number of relationships viz. family, community and business (Heilbrunn & Davidovitch, 2011). With these relationships come roles and commitments that the businesswomen are expected to undertake and fulfill.

Work-Role Characteristics

The circumstances and experiences encountered at the workplace have an effect on an individual's ability to achieve work-life balance. Jennings and McDougald (2007) identify work schedule autonomy and flexibility as one of the determinants that have an effect on the balance between work and life of female entrepreneurs. They posit that women entrepreneurs are likely to experience lower work schedule autonomy and flexibility, thereby contributing to imbalance in the work-life spheres. Other studies identified work stressors (Kim & Ling, 2001), size of the

business (Heilbrunn & Davidovitch, 2011), level of job involvement and time commitment (Parasuraman & Simmers, 2001) as indicators of work-role demands. Findings reveal that a high level of involvement and time commitment contribute to increased work-family conflict, and therefore imbalance, for female entrepreneurs.

Family-Role Characteristics

Some of the factors in the family domain that affect work-family conflict identified in other studies include number and age of children, family support (Heilbrunn & Davidovitch, 2011; Kim & Ling, 2001; Rehman & Roomi, 2012) parental demands, family involvement, time commitment to family (Parasuraman & Simmers, 2001) household time demands, family responsibility levels (Jennings & McDougald, 2007; Rehman & Roomi, 2012). These studies found that women entrepreneurs with a greater level of family responsibilities tend to experience a high degree of imbalance in their work-life.

Personal domain characteristics

The demands and pressure from the work and family domains requires that individuals need personal time and to engage in activities that will bring about relaxation and recovery. If there is no adequate time and involvement in these activities, feelings of imbalance with life overall are likely to be experienced. Perceptions of work-life balance for female entrepreneurs are also influenced by factors in the personal domain. There are several activities that people are engaged in apart from work and family. These include leisure, community involvement, health, dwelling and neighbourhood (Warren, 2004).

Mathew and Panchanatham (2011) found that failure by women entrepreneurs to manage time effectively in fulfilling their responsibilities in the different domains increased health risks. An individual's personality type and psychological wellbeing (Poulose & Sudarsan, 2014); level of commitment toward activities and social groups outside work and family (Delecta, 2011), also have an effect on work-life balance. Other individual variables that may influence work-life balance of female entrepreneurs include locus of control (Noor, 2002), and spiritual inclination (Reave, 2005).

1.12 Conceptual Framework

The conceptual framework adopted for this study was based on the premise that life-work balance can be understood by the way an individual is able "to meet their work and family commitments, as well as other non-work responsibilities and activities" (Delecta, 2011, p. 186). According to Allen, Herst, Bruck, and Sutton (2000) the pressures and responsibilities of work and family roles that result in role interference (i.e. work-family conflict) are the main contributors to the inability to balance work and life. For example, longer hours and a heavy work load will cause work to interfere with family; childcare duties on the other hand may also interfere with work responsibilities (Sieger & Wiese, 2009). Female entrepreneurs are likely to experience lower work schedule autonomy and flexibility work hours according to Jennings and McDougald (2007) thus reducing the time available to meet household responsibilities.

Despite the multiple roles that women entrepreneurs perform in relation to their business and family i.e. business owner, mother, spouse (Kim & Ling, 2001), they view these roles to be mutually connected as a system (Heilbrunn & Davidovitch, 2011). This greatly enhances their ability to move flexibly between the different domains and address pressing needs. In the study of work life balance of women entrepreneurs in Manzini, the constructs below were used to inform the theory and the research questions. The relationship between the antecedents of work-life balance is shown in the figure below.

Figure 1.1: A conceptual model of factors that influence the work-life balance of women entrepreneurs in Swaziland
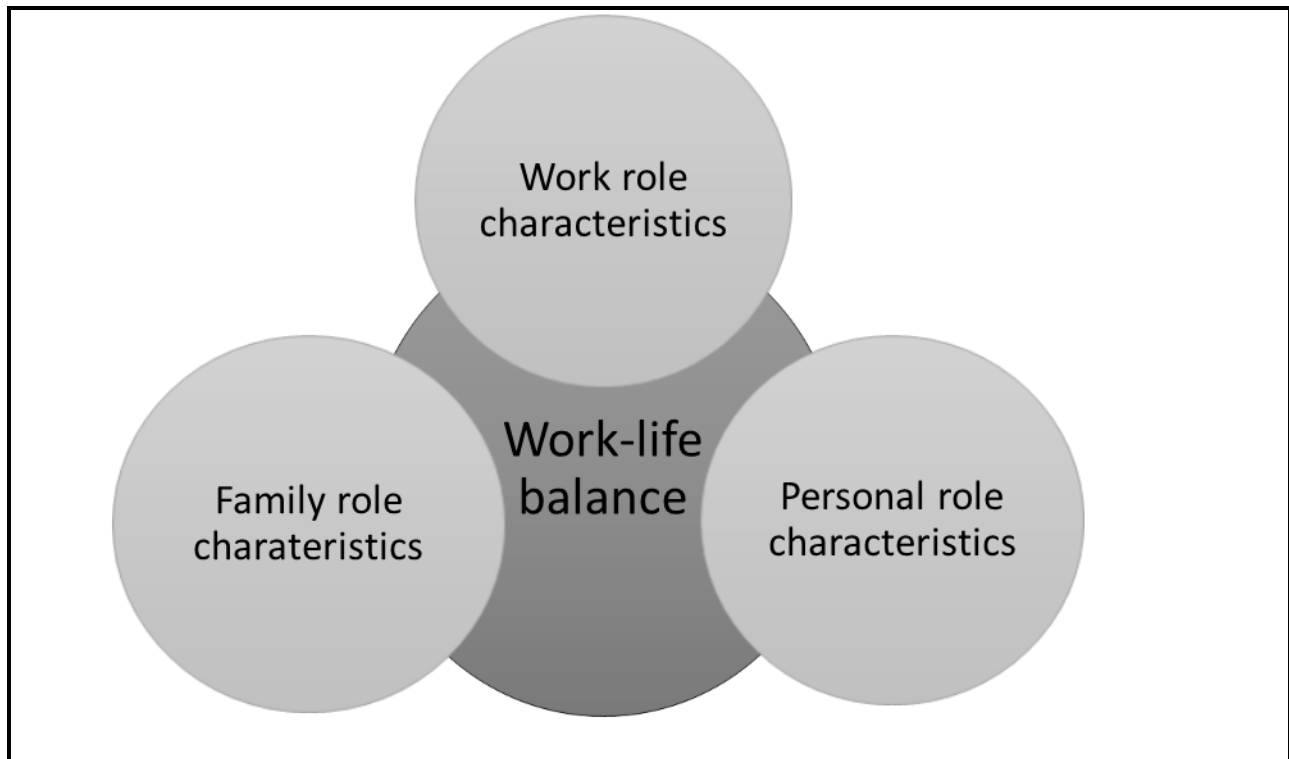
(Source: Adapted from Parasuraman & Simmers, 2001; Poulose & Sudarsan, 2014)

1.13 Limitations of the Study

The sample size selected for the study was somewhat small and this makes it difficult to generalize the extent of the challenge of work-life balance affecting women entrepreneurs in Manzini. This study focused specifically on women owners of salons from among the many sectors of entrepreneurship that women in Manzini are engaged in. The variation in the nature and characteristics of the different forms of entrepreneurship will influence work-life balance in uniquely different ways. More research on other forms of women-owned businesses is needed to get a more comprehensive understanding of work-life balance issues facing these women in Manzini. In this regard, the findings in this study can only be attributed to the sample population studied.

1.14 Definition of Terms

The term *work-life balance* as used in this study refers to "the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities" (Kalliath & Brough, 2008, p. 326).

In this study, *a female entrepreneur* is defined as a woman or a group of women who are involved in the organization and management of an enterprise, especially a business, usually with considerable initiative and risk (Ajmeri, 2012). These are self-employed women and include all forms of self-ownership.

Gender is defined as the behavioural, cultural or psychological typically associated with one sex (Mirriam-Webster, 2016).

A *salon* is defined as a business that offers customers beauty treatment (Mirriam-Webster, 2016).

1.15 Structure of Dissertation

In exploring the influence of work-life balance of women entrepreneurs in Manzini, the present study is organized around six chapters. The purpose of the study and its significance are introduced in Chapter One. Chapter Two will present a review of literature related to work-life balance and female entrepreneurship. Chapter Three will provide a description of the methodology that was adopted for the study including the sampling technique and how the data was collected and analysed. Chapter Four contains a general summary of the findings of the study, followed by a discussion of these findings in Chapter Five. The dissertation ends with a conclusion and recommendations in Chapter Six.

1.16 Summary

This chapter has discussed the background and motivation for undertaking the study on work-life balance challenges facing female entrepreneurs in Manzini. The purpose and significance of the study was also outlined. A conceptual model was developed from the preliminary literature and research questions generated from it. The limitations of the study were discussed and the key terms used in the study were also defined. The next chapter looks at a review of the literature on the nature of work-life balance and its effect on women entrepreneurs. Specifically, it will look at the meaning, antecedents, consequences and coping strategies of work-life balance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examined the literature on work-life balance, gender and entrepreneurship. The first section will look at gender issues and entrepreneurship with emphasis on the common challenges that female entrepreneurs face. The next section will explore the concept of 'work-life balance' by tracing its evolution from work-life conflict to the current conceptualizations of 'balance' and 'enrichment', including the relevant theories. A discussion on the antecedents, outcomes and coping strategies related to work-life balance will then follow. The chapter concludes with a review of the literature focusing on work-life balance issues in relation to female entrepreneurs.

2.2 Gender and Entrepreneurship

Many countries around the world have embraced entrepreneurial activity as the path to economic growth and development as evidenced by the programs and policies aimed at promoting and supporting small businesses. This is because of the far-reaching impact that entrepreneurship has on an economy through the creation of employment and wealth; and the development of new products and services (Cohoon, Wadhwa, & Mitchell, 2010) that result in improved quality of life. This trend has seen increased participation of women in the private sector as they have leveraged the support of favourable policies that seek to empower them economically. In sub-Saharan Africa for instance, women make up 40% of the non-agricultural labour force but account for over 50% of the self-employed – the highest rate in the world (Blackden & Hallward-Driermeier, 2013). In Swaziland, a government survey in 2003 found that more than 70% of small businesses were operated by women (IRIN, 2003).

The choice made by women to pursue self-employment is influenced by a number of factors. Brush, Carter, Gatewood, Greene and Hart (2006) argue that women are more likely than men to

start their own business because of the need for achieving work-life balance that has to do with their traditional role of childcare and family responsibilities. Other reasons include personal health concerns and caring for elders (Mattis, 2004). Women attach more importance to a balanced life that gives them more satisfaction and a sense of achievement whether in the workplace or in business. For example, in their study on gender differences and venture performance, Collins-Dodd *et al.* (2010) concluded that women who got into entrepreneurship with the aim of improving their work-life balance were more successful financially.

Despite the fact that women's participation in entrepreneurial activity is increasing, major stumbling blocks continue to hinder their progress (Davidson & Burke, 2004). Several studied have been carried out to investigate the difficulties that female entrepreneurs encounter. Among the common challenges that women entrepreneurs all over the world face include: access to capital and finance (De Bruin, Brush, & Welter, 2006); work-life balance issues (Jennings & McDougald, 2007); negative social perceptions and acceptance (Jamali, 2009; Marlow & McAdam, 2012) human capital constraints (Brush & Cooper, 2012) and a lack of social capital. In a study of the challenges and future opportunities facing the African woman entrepreneur, Bajpal (2014) classified the challenges as external (financial and technical problems) and internal (customs and family issues).

Schindehutte, Morris and Brennan (2003) contend that the increased involvement of women in economic activity is supposed to transform how they are viewed socially, economically, and politically. Progress in this regard has been minimal at best and slow to come by especially in the developing world where culture and tradition, beliefs and attitudes are skewed negatively against women. This reality is captured by Amine and Staub (2009) who claim that women in developing countries are more likely to experience prejudice due to the "deeply rooted discriminatory, cultural values, attitudes, practices and the traditions of patriarchal culture" (p. 192). In addition to family and personal challenges faced by women entrepreneurs, socio-cultural beliefs especially in developing countries compound the difficulty women have to endure (Mathew & Panchanatham, 2011; UNIDO, 2001).

According to Annink and den Dulk (2012) gender roles have an influence on how women entrepreneurs perceive work, family, social and personal life. Gender refers to beliefs regarding the characteristics of members of one sex and how they are expected to behave in a social setting (Ahl, 2006). Individuals and society build expectations of the roles males and females should play, including entrepreneurial roles (Marlow & Patton, 2005). These expectations are built through agents of gender socialization that include parents, schools, peers and mass media (Lippa, 2005). As a result, traditional gender roles define the man as the breadwinner while the woman's proper place is in the home (Wood & Eagly, 2010). Since gender roles and socialization are strongly embedded in the fabric of society, women are defined by their roles as provider, caregiver of others, and maintainer of the home (Fels, 2004; Ahl, 2007).

However, reality suggests that this definition may no longer be applicable as women all over the world have actively joined the economic sector through female-owned businesses, as suggested by (Powell, 2011). The role of women has evolved over time from that of home-keeper to include breadwinner as seen in dual earner couples. It is important to note that women have not received much relief in shouldering the burden of responsibility in the home even though they continue to advance economically (Lippa, 2005). Ahl (2006) argues that the added family responsibility hinders women from competing effectively against their male counterparts. This is because according Emslie, Hunt and Macintyre (2004) factors affecting work and family life vary according to one's gender. Jennings and McDougald, (2007) argue that the clear differences in performance between male and female-owned businesses can partially be explained by the work-family interface experiences and the subsequent coping strategies.

Because of gender and socialization, women tend to rationalize and behave differently from men in how they run their businesses. Whereas men seek to segregate, women always look to integrate the network of business, family and personal relationships (Eddleston & Powell, 2012). Inasmuch as women look to give equal attention to the different life domains, family dynamics have a significant effect on the entrepreneurial activities of women and need to be incorporated in seeking to understand the experiences of women business owners (Aldrich & Cliff, 2003; Jennings & McDougald, 2007).

In the context of Swaziland, research on women entrepreneurs is still at an exploratory stage, with very few studies undertaken to understand the experiences of these women in business. According to FSE and CC (2012), one of the major challenges facing women entrepreneurs in Swaziland is work-life balance. In a study on gender and constraints to entrepreneurship in Africa, Brixiová and Kangoye (2015) revealed that work-life balance issues and women's household responsibilities contributed to entrepreneurial performance differences in Swaziland when compared to men. Therefore, when analyzing the entrepreneurial activities of women, one needs to consider the influence of gender roles as well as the cultural context (Amine & Staub, 2009).

2.3   What is Work-Life Balance?

The ability to balance work and family is one of the major social challenges in the world today (Halpern, 2005). This growing aspiration is caused by the fact that individuals seem to be working longer (and harder) in the modern day world (Sturges & Guest, 2004). According to Voydanoff (2008) there is an inherent motivation within workers that strives to manage the work and nonwork spheres with the view to achieving a balance. This is because the ability to balance work and other roles has a major effect on the wellbeing of an individual during their active working life (Gröpel & Kuhl, 2009). The work-life balance (WLB) discourse originated in the USA and UK according to Smithson and Stokoe (2005) but has spread across the world even though the discourse is still centered on a westernized model that tends to obscure the reality of cultural diversity (Lewis, Gambles, & Rapoport, 2007) and the resulting dynamics. Lewis *et al.* (2007) are of the view that issues to do with WLB are experienced differently in various cultural contexts.

Whether deliberately or not, Kamenou (2008) argues that in the ongoing debates on work-life balance, scholars do not seem to put much emphasis on issues to do with culture, ethnicity and religion. In her study on the work-life experiences of ethnic minority women, she argues that the work-life balance experiences of women within different ethnic groups are not uniform. In addition to this, she also highlights the worrying trend that most research done on trying to understand how individuals juggle between the demands and responsibilities of work and personal life have ignored minority groups in society e.g. self-employed workers, single parents, unmarried and childless individuals, disabled or older workers etc. Social demographics have changed tremendously in

recent times and new social groups have emerged that cannot be overlooked in the work-life balance debate. Work-life balance issues therefore affect everyone irrespective of their "education level, gender, income level, family structure, occupation, race, age, job status, or religion" (McMillan, Morris & Atchley, 2011, p 6).

According to Gröpel and Kuhl (2009), the work-life '*balance*' construct was adopted in order to accommodate those who fall outside the mainstream social groupings e.g. single, never-married, separated, and divorced. This was in recognition that balancing the demands of life goes beyond work and family to include other life roles. Hamilton, Gordon and Whelan-Berry (2006) posit that much of the extant literature captured 'life' as equivalent to 'family' and associated it to parental or spousal responsibilities and activities. Frone (2003) therefore clarifies that the two primary areas of focus in the life of an individual are the work and 'nonwork' domains. According to Allis and O'Driscoll (2008) the nonwork domain consists of family life and personal benefit activities. These activities may include leisure (e.g. physical activities, sports and hobbies), personal development (study, new challenge), spiritual involvement (religious activities, meditation) and voluntary work.

Work-life (*balance*) is one of the constructs in the literature that has been developed to improve our understanding of the work/life interface along with '*conflict'*, '*enrichment'* and '*harmony'* (McMillan *et al..* 2011). Whereas conflict and enrichment are considered as linking mechanisms, balance involves an individual's engagement and enjoyment in the different roles of the work and family domains (Marks & MacDermid, 1996; Valcour, 2007). Therefore, the emphasis with work-life balance is placed on an individual's ability to engage in and meet responsibilities in both the work and life domains (Carlson, Gryzywacz, & Zivnuska, 2009). Morris (2008) asserts that the work-life interface is dynamic and complex, and it encompasses cognitive, affective, social and behavioural dimensions. Studies done on work-life literature (specifically work-family conflict) have primarily focused on the struggles of married women with children in juggling the different roles of spouse, parent and employee (Hamilton *et al,* 2006).

The term work-life balance is widely used in relevant research despite the fact that researchers continue to struggle to reach consensus on an agreeable definition, especially the *balance* construct

(Frone, 2003; Kalliath &Brough, 2008). Each definition that has been proposed seems valid in the context of the theoretical arguments that support it. Using the family-border theory, and with emphasis on humans as the primary connection between work and family systems, Clark (2000, p.751) defines balance as "satisfaction and good functioning at work and at home, with a minimum of role conflict". Kirchmeyer (2000) defined a balanced life as one where an individual achieves satisfying experiences in all life domains. The author claims that to achieve satisfying experiences in all life domains requires personal resources like energy, time and commitment to be well distributed across domains. Felstead, Jewson, Phizacklea and Walters (2002) proposed that work-life balance refers to the achievement of a personal balance, and the removal of conflict between the boundaries of the work and nonwork domains.

Drawing on the person-environment fit theory, Voydanoff (2005) defines work-family balance as "a global assessment that work resources meet family demands, and family resources meet work demands such that participation is effective in both domains" (p. 825). Gröpel and Kuhl (2009) argue that work-life balance is a subjective perception of an individual of how much time is available to attain specific goals that satisfy personal needs in the work and family/social domains. Gryzywacz and Carlson, (2007) are of the view that work-family balance is a social construct that is influenced by both individual and contextual factors. As a result they define work-family balance as "the accomplishments of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains" (p. 458).

Hill, Erickson, Holmes and Ferris (2010) defined, work-life balance as the extent to which a person can concurrently balance the emotional, behavioural and time demands of both paid work, personal and family responsibilities. Greenhaus and Allen (2011) also used the environment-fit perspective to propose a definition of work-life balance as "an overall appraisal of the extent to which individuals' effectiveness and satisfaction with work and family (life) roles are consistent with their life values at a given point in time"(p. 174).

Different scholars have conceptualized balance in different ways. Kalliath and Brough (2008) in their review, summarise that work-life balance has been conceptualized as: (1) multiple roles; (2) equity across multiple roles; (3) satisfaction between multiple roles; (4) fulfilment of role salience

between multiple roles; (5) a relationship between conflict and facilitation; and (6) perceived control between multiple roles. In their attempt to achieve consensus on the need to develop one clear definition of work-life balance, they defined it as "the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities" (p. 326). This is the definition that will be used in this study because it acknowledges that the significance of work and personal life role salience can differ between individuals and their circumstances (Abendroth & den Dulk, 2011).

McMillan *et al.* (2011) point out that most of the emphasis by scholars in attempting to define work-life balance has been on the 'absence of conflict' between the life and work domain. Work life conflict is therefore an important construct that deserves to be explored and it is to this concept that attention and focus shifts to. It should be noted that the term work-*life* will be used in this study from here on as it is more comprehensive than work-*family*, unless when making reference to other scholars in their citations.

2.3.1   Work-Life Conflict

Individual experiences on managing the work-family interface can be categorized into two main strands, the conflict perspective or the enrichment perspective (Jennings & McDougald, 2007). It is widely acknowledged by scholars that studies investigating the conflict between work and family domain have dominated the work and family literature (Allis & O'Driscoll, 2008; Byron, 2005). The more popular conflict (or depletion) perspective says that individuals will experience imbalance or interference resulting in tension because of the incompatibility between the work and family roles (Jennings & McDougald, 2007).

The original work on work-life conflict (also referred to as work-family interference, work-family tension, and negative work-family spillover) was done by (Greenhaus & Beutell, 1985). According to Frone, Russell and Cooper (1997) work-life conflict is caused by stressors in the work and family domains and the psychological involvement of the individual in these roles. This is determined by the level of responsibility and support an individual encounters in the work and family domains. Wayne, Randel and Stevens (2006) define work-family conflict as a form of inter-

role conflict, in which participation in the work role infringes upon and restricts the individual's ability to fulfil obligations in the family role.

Greenhaus, Allen and Spector (2006) argued work-life conflict occurs when an individual's involvement in one role affects his/her effectiveness in other roles (i.e. interrole interference). Work-family conflict is bidirectional whereby activities in the work domain can interfere with family (WIF) and family responsibilities can also interfere with work (FIW) (Frone, 2003). Each of these constructs have unique relationships with the work and family antecedents as well as outcomes (Byron, 2005; Carlson & Kacmar, 2000).

Greenhaus and Beutell (1985) identified three types of conflict; *time*-based, *strain*-based and *behavior* based; with time-based being the more pervasive form of conflict (Hammer & Thompson, 2003). Time-based conflict is linked to the resources drain theory since the transfer of time and attention from one domain means that the demands of that domain will not be met (Edwards & Rothbard, 2000). The level of time conflict is largely influenced by schedule conflict and role overload on the individual (McMillan *et al,* 2011). Therefore, an individual who bears a heavy work load in a job with little or no schedule flexibility is likely to experience imbalance between work and family because of the limited time available for family.

According to Edwards and Rothbard (2000) the mere participation in one domain produces strain (i.e. dissatisfaction, tension, anxiety and fatigue) that makes it difficult to meet the role demands of the other domain. This is termed strain-based conflict. For example, when an individual experiences a psychologically draining and/or frustrating day at work, there is a likelihood that the effect of this will be played out in the family domain through tiredness and irritability. In the end, strain-based conflict can cause one to be dysfunctional in the other domains(s). As for behavioral-based conflict, individuals struggle to adjust behaviour between domains because of the incompatibility of the behaviours in one domain with the role demands of the other domain (Edwards &Rothbard, 2000).

Conflict is often caused by the incompatible personal expectations of work and life roles (Baltes & Heydens-Gahir, 2003; Ballout, 2008; Walker, Wang, & Redmond, 2008). The degree of conflict experienced by individuals varies on account of gender as well as prevailing circumstances in the

work and family life. With regard to gender, Noor (2004) concluded that women experience greater conflict between work and family roles than men. This can attributed to the unequal distribution of household responsibilities that they are expected to shoulder over and above their work obligations. Also worth mentioning is the conclusion of Hamilton *et al.* (2006) who found no significant differences in the amount of conflict experienced by never married women without children, married women without children, and married women with children with regard to work-life conflict. This suggests that women place a very high significance on the 'life' domain irrespective of their social status.

2.3.2   Work family Enrichment

Work-life enrichment is an emerging area of research that focuses on the positive outcomes from the interactions of the work and life domains (McMillan *et al.,* 2011). The enhancement (or enrichment) perspective argues that individuals can benefit from the positive spillover of emotions, attitudes and behaviors from engaging in multiple roles (Jennings & McDougald, 2007). Greenhaus and Powell (2006) define enrichment as "the extent to which experiences in one role improve the quality of life in the other role" (p. 73). They add that enrichment may occur in two directions, work to family (WFE) and family to work (FWE); with family-to-work enrichment being found to be substantially stronger than work-to-family enrichment.

2.4   Theories of Work-Life Balance

Researchers have attempted to explore and explain the relationships between work and family domains in the form of multiple models and theories. The *scarcity* theory (resources-demands or resource drain) approach is the most widely used theoretical model to analyse workers' levels of work-life balance (Valcour, 2007; Voydanoff, 2004). It is based on the premise that people need resources to meet their work and other life domain demands. The amount of time, attention, and energy (as resources) available to an individual is fixed, therefore, the more roles the individual has to participate in, the less resources will be available to meet roles in other domains, thereby creating conflict (Marks 1977, as cited by McMillan *et al..* 2011). Tension and stress will result when individuals perceive that the demands of the various domains outweigh the resources available, thus affecting their perceptions of work-life balance (Moen & Chermack, 2005).

Closely linked to the scarcity theory is the *human capital* theory that argues that workers have limited personal resources (time and energy) that they can invest. Once these resources are invested in the priority areas (work, family, leisure), they become insufficient or unavailable for use in the other areas (Shaffer, Harrison, Gilley, & Luk, 2001). This results in conflict between the different roles. *Role* theory posits that life domains, such as work and family, entail multiple roles where demands are placed on the individual, often resulting in conflict (Kahn *et al.*, 1964; Kahn, 1987 as cited by Jesse, Mitchelson, Pichler, & Cullen, 2010). This theory was further refined by the *role salience* theory which says that individuals will invest more time, energy, and emotion into those roles seen as most salient or important to their self-identity or sense of self (Greenhaus & Powell, 2003). Because one has many roles that need to be fulfilled, he or she also has multiple identities. However, these identities are not equally salient to oneself (Noor, 2004) as they are dependent on the priority that an individual attaches to a specific role that takes precedence over and above other roles.

Clark (2000) proposed a new theory about work family balance known as *work/family border* theory which states that every person's role differs with specific domains of life such as work/family domains, generally separated by physical, temporal or psychological borders. The theory focuses specifically on work and family as separate but interdependent domains. It suggests that people are border crossers, as they move between home and the workplace having significant implications on level of integration, easy movements, and the degree of conflict between domains based on the nature of borders such as, flexibility and permeability between work and family life boundaries. It helps to explain how workers manage to find a balance as they navigate these borders between work and family (Clark 2000).

Other theoretical approaches highlighted by (Morris and Madsen (2007) include the *spillover* theory which refers to shared similar (positive or negative) effects between the work and family domains whereby the experiences across domains are identical (Edwards & Rothbard, 2000; (Gryzywacz, 2000). *Compensation* theory talks about efforts to offset negative experiences in one domain (i.e., work or family) by increased efforts to seek positive experiences in the other domain (i.e., family or work) either through increased or decreased involvement. It can also be achieved

through pursuing the domain offering greater rewards and fulfillment at the expense of the domain that offers little return (Edwards & Rothbard, 2000).

Congruence involves the similarity between work and family by attributing the similarity to a third variable, like genetic factors or personality, which affects both domains. (Edwards & Rothbard, 2000). *Segmentation* refers to the complete compartmentalization or fragmentation of work and family systems (Edwards & Rothbard, 2000). *Facilitation* refers to the extent to which participation in one domain fosters enhanced engagement or processes in another domain. Facilitation includes skills, experiences, resources, and knowledge interacting with individual and contextual circumstances that are portable and contribute to increased levels of organization and development (Gryzywacz, 2002). Morris and Madsen (2007) proposed a new theoretical perspective of balance between work and family roles in the form of *integration*. This theory suggests that the different domains should be permeable and flexible to facilitate connection that will enable an individual to dedicate equal attention to priorities in the work, family and life domains.

2.5   Antecedents of Work-Life Balance

According to Gröpel and Kuhl (2009), one's ability to meet the demands of the different domains is a subjective issue that depends on the amount of time available to attain specific goals in a domain. One of the predictors of work-family conflict is the amount of time devoted to work and other life roles (Frone, 2003) and this therefore implies that the variables prevailing in the different domains will influence the perceived demand (involvement) that is required to adequately satisfy the requirements (Boyar, Maertz Jr, Mosley Jr, & Carr, 2008). Essentially, the structure of work and family roles determines the level of difficulty an individual experiences in managing work-family conflict (Shelton, Danes, & Eisenman, 2008). Closely linked to the structure of work and family roles is the intensity that is required to perform these roles. This observation is reinforced by Frone (2003) who reckons that the degree to which one identifies (and is involved) in one role is a predictor of work-family conflict because it can cause one to find it difficult to engage in the activities of another role as a result of being preoccupied with that role.

Work–life conflict (WLC) arises due to incompatible pressures between different roles (Shelton, 2006) which is in line with the conflict perspective. In his work on a meta-analysis of work-family conflict, Byron (2005) classifies the antecedents of work-family balance into three categories: work domain variables, nonwork domain variables, and individual and demographic variables. In the work and family domains, he identifies some of the factors contributing to conflict to include; hours spent at work and non-work, schedule flexibility, job stress, family stress, work support, family support, job involvement, family involvement, number and age of children, elder care, spousal employment, and marital status, as well as demographic and individual variables such as sex, income, coping style and skills, and parental status. Byron (2005) concluded that job stress, family stress and family conflict are the strongest antecedents of work-family conflict.

Research shows that women experience more work-family conflict that men. This trend was also found to apply to women entrepreneurs (Duxbury & Higgins, 2001; Jennings & McDougall (2007). The level of support in the work and family domain has also been identified as potential causes of work-family conflict. Previous research has found that higher levels of social support at work are related to lower levels of work-to-family conflict, whereas higher levels of social support at home are related to lower levels of family-to-work conflict (e.g. Frone *et al.*. 1997; Gryzywacz & Marks, 2002). A discussion of the determinants of work-life balance in the work, family (home) and personal domains follows.

2.5.1   Work Domain

Most adults are involved in some form of productive activity that provides a source of income which helps sustain their livelihood. There is a general perception that workplace demands impact negatively on other life domains like family or leisure (Hilbrecht *et al.,* 2008). For example, in their study on the influence of work-related demands and resources on work-nonwork interference, Schieman, Milkie and Glavin (2009) found that for a majority of individuals, work tended to interfere with their home and leisure life. Therefore, the characteristics of the work domain have a significant effect on an individual's ability to achieve a balance between work and other life domains. Keene and Quadagno (2004) suggested that people who work long hours and whose

work responsibilities intrude into family life are susceptible to feeling that they are unable to maintain balance in their lives.

Parasuraman and Simmers (2001) found that work-family conflict and the psychological wellbeing of business owners is influenced more by factors in the work domain than pressures originating from the family domain. This observation is alluded to by Gunnarson (2010) who concluded that small business owners tend to work longer hours than employees, that tend to be irregular and characterized by heavy workloads (Lindstrom, Schrey, Ahonen, & Kaleva, 2000). Some of the factors in the work domain that are positively related to reports of work-to-family conflict from previous research include work demands, work-role conflict, work-role ambiguity, and job distress or dissatisfaction (Bernas & Major, 2000; Carlson & Kacmar, 2000).

Work Demands

There is a positive relationship between time-based work demands and work-family conflict (Chung, 2011; Voydanoff, 2004). Long hours at work can lead to fatigue and irritability which usually infiltrate into the family domain (Parasuraman & Simmers, 2001). The more time and energy devoted to the work role may be as a result of the increased emotional investment. This is influenced by the level of job involvement (i.e. the importance of work and the level of psychological involvement in the work role). Many jobs include periods of peak work demands. In a rigid work environment, these times make it extremely difficult to simultaneously meet the demands of work and family life because the work has to be done physically from the work location. In such times, a worker might leave home early in the morning and return late at night, with little energy to offer quality time to the family role (Hill, Ferris, & Martinson, 2003).

Schedule Flexibility

As mentioned earlier, most employed people, especially women opt for self-employment because it gives them a better chance at achieving work-life balance (Tausig & Fenwick, 2001). Self-employment gives them control and flexibility over how to allocate their time to meet their responsibilities in the different domains. This is because perceived job flexibility is positively related to work-family balance (Hill, Hawkins, Ferris, & Weitzman, 2001). Parasuraman and

Simmers (2001) however found that self-employed people experience greater work-family conflict than the employed despite enjoying greater autonomy and schedule flexibility in their work role.

This can be attributed to the high level of involvement on the job that is critical for the success of the enterprise. Women entrepreneurs, however, are likely to experience lower levels of work schedule autonomy and flexibility owing to the nature of industries that their businesses tend to be concentrated in i.e. retail and personal services (Kim &Ling, 2001; Jennings &McDougall, 2007). The personal services industry e.g. hairdressing is usually client-centered and this may involve schedule constraints that increase work-load pressure (Jennings &McDougall (2007).

2.5.2   Family Domain

According to Morris and Madsen (2007) family is about people who share something relationally (e.g., attachment), mentally (e.g., respect, rapport), spiritually (e.g., values, beliefs), psychologically (e.g., closeness, intimacy), physically (e.g., care, support), and economically (e.g., financial resources) with one another. This includes the traditional family of both spouses with/without children, single parents, and the extended family too. There are a number of factors in the family domain that determine the level of involvement needed. These include the number and ages of dependent children (Huang, Hammer, Neal, & Perrin, 2004; Prottas & Thompson, 2006) the presence of older family members requiring care (Prottas & Thompson, 2006), marital status (Blau, Ferber, & Winkler, 1998), and the involvement of the spouse in the business (Van Auken & Werbel, 2006).

Level of Family Responsibility

The level of family responsibility an individual experiences also affects the amount of work-family conflict (Huang *et al.*, 2004; Moen & Yu, 2000; Rothbard, 2001). This depends on the structure of the home and family. For example, Ford, Heinen and Langkamer (2007) and Boyar *et al.* (2008) are of the view that married individuals are likely to have more responsibilities and demands in the home than single people in terms of obligations to a spouse. Family responsibility is measured by the number of dependents living in an individual's household (Jennings & McDougald, 2007). The presence of children in the home pose different set of challenges especially for women. More

women entrepreneurs, as opposed to female professionals, combine parenting with entrepreneurship and therefore tend to have a greater level of work-family conflict because of the higher level of family responsibility. This means that the women spend more time attending to family responsibilities and this reduces the time available for work demands thereby resulting in higher levels of time-based conflict (and therefore work-family conflict).

Many women experience distraction at home because of the need to supervise especially the younger children (Williams 2004). As a result, fitting business with family obligation is often a challenge more so for women with children (Wilmerding, 2006). The more time women entrepreneurs (who are mothers) invest in their businesses, the higher the job-parent conflict, and therefore work-family conflict (Kim & ling, 2001). Devoting more time to business will mean less time allocated to fulfilling their home and family responsibility and result in conflict (Jennings & McDougald, 2007). This high level of involvement in business by owners has led to them experiencing lower levels of family satisfaction than those in employment (Parasuraman & Simmers, 2001).

Household Demands

Gender and roles as defined by socialization place the primary burden of caregiving on women as evidenced by the clear gender differences in the household division of labor, with men working more hours and women doing more household chores and spending more time caring for children (Greenhaus & Parasuraman, 1999); Keene & Quadagno, 2004). Women have been found to have a more positive attitude toward cleaning, cooking, and child care than did men. The women enjoyed these tasks more, maintained higher standards, and felt more responsible for these tasks (Poortman & Van der Lippe, 2009). In addition to this, women who come from strong cultural and ethnic backgrounds usually have to fulfil cultural, community and religious roles in addition to their family responsibilities (Kamenou, 2008). As a matter of fact, Kamenou speculates that women across all cultural and ethnic groups experience some form of oppression and resistance from their families.

Family Support

Socio-cultural factors also influence the different degrees of work-family conflict (Heilbrunn & Davidovitch, 2011). For instance, research indicates that most work-family conflict experienced by women entrepreneurs in developed countries arise due to lack of spousal support (Hill, Märtinson, Ferris, & Baker, 2004; Joplin, Shaffer, Francesco, & Lau, 2003). In contrast, women in developing countries tend to enjoy support from extended family members that helps them cope with the demands of home and business. This support may come from a spouse, children, helper, extended family who chip in to help with taking care of some of the responsibilities. For example, adult children may be roped in to help out with business tasks or take care of younger children and other home chores. Spousal support (whether emotional or instrumental) is a great source of encouragement to a woman entrepreneur that can help her thrive. This is crucial because higher levels of family demand are likely to be stressful for the individual concerned especially if the family does not provide the support for family responsibilities or work obligations (Boyar *et al.,* 2008).

2.5.3   Personal Domain

This is one of the 'nonwork' domains in the work-life balance debate that has come to the fore as one area which contributes to balance. Many of the studies recognize that an individual's life involves multiple domains and is not restricted to work and home domains alone. Warren (2004) identified over 170 different life domains based on the previous studies. Notable among them include domains of work, family, financial resources, leisure, dwelling and neighbourhood, friendships, social involvement and health. These domains of life have been observed to be very closely interrelated, implying that ignorance or inappropriate preference to any one life domain may have significant impact on other areas of life resulting in overall imbalance in the life of individuals.

A number of researchers have studied the effect of leisure on the overall wellbeing of an individual. For the average adult who juggles the responsibilities of work and family, leisure is frequently reported as having the most positive and significant influence on individuals' quality of life (Lloyd & Auld, 2002), as well as on the achievement of a successful work-life balance (Fisher & Layte,

2002). The greater the burden of responsibility an individual carries in the work and family domain, the more difficult it will be for him/her to enjoy leisure activities. In strongly patriarchal societies where women's participation is largely limited to and centre on the home, the presence of children and other family members who need care means little or no opportunity for leisure for these women.

This can be illustrated by Warren (2004) who found that working women without dependent children were more satisfied with leisure since they have lesser obligations in the form of time commitment in meeting the needs of young children. Sirianni and Negrey (2000) have argued that leisure for many women occurs simultaneously with unpaid work activities (e.g. childcare while watching television) or may even be indistinguishable from this work (e.g. sewing). It has also been observed that women typically take on the work of organising and facilitating family activities including leisure, and that they do this usually at the expense of their own personal leisure (Shaw, 2001).

Women are also known to actively participate in community and societal engagements like religious activities. In a study of the work-life balance challenges of ethnic minority women, Kamenou (2008) found that, unlike their white counterparts, the ethnic minority women seemed to have additional responsibilities beyond the family to include "community, cultural, or religious demands" (p. 105). This was common with women who came from closely knit communities with a strong cultural identity.

2.6   Consequences/Outcomes of Work-Life Balance

The impact of perceived WLB on individuals involved in some form of economic activity usually translates into a variety of consequences (both positive and negative) in the work place as well as in the personal and societal life that act as indicators of wellbeing. Among the positive aspects of work-life balance is the enhanced wellbeing and overall quality of life (Greenhaus, Collins, & Shaw, 2003). On the other hand, failure to achieve work-life balance has been found to result in dissatisfaction with job and life (Allen *et al.,* 2000); decreased wellbeing and quality of life (Noor, 2004); poor mental health (Gryzywacz & Bass, 2003).

According to Ohlott, Graves and Ruderman (2004) most research done on investigating the outcomes of work-family conflict have focused mainly on subjective outcomes. However, it is well documented that work-family conflict has been found to lead to feelings of stress and reduced satisfaction with work, family, and life in general (Ohlott *et al.,* 2004); Martins, Eddleston, & Veiga, 2002). Parasuraman and Simmers (2001) identify four indicators of wellbeing in the work and life domains: job satisfaction, career satisfaction, family satisfaction, and life stress. Job satisfaction is the extent to which an individual has positive feelings about the job. Family satisfaction is the extent to which an individual feels positively about their family situation. Life stress refers to the psychological response state of disturbed affect in relation to stressors in one's life.

2.6.1   Job Satisfaction

Work-family conflict (or imbalance) has adverse effects on the physical, psychological and general wellbeing of an individual that contribute to unproductivity and dissatisfaction with work. For example, Duxbury and Higgins (2001) found that work-family conflict increases absenteeism and reduces organizational commitment. When an individual experiences frustration in the home domain as a result of failing to provide adequate time for family commitments, they tend to reduce their commitment to work through absenteeism so as to restore balance.

Some researchers have conducted comparative studies to determine the effect of work-life conflicts on satisfaction levels and have produced some contrasting findings. For instance, Hundley (2001) found that the ability to determine the 'what, when and how' in the workplace (work autonomy) enabled self-employed people to experience more satisfaction with their jobs than organizationally employed. On the other hand, Jamal (1997) found that entrepreneurs tended to experience more stress than those in employment. Among the factors that contribute to this high level of stress is the "responsibility the entrepreneur bears for the sustainability and success of a business, and the lack of organizational support…available for him or her" (Kapasi & Galloway, 2015, p. 35). However, entrepreneurs are likely to experience less time-management related stress because of the greater flexibility in managing their time to suit their needs (Drakopolou, 2011).

2.6.2 Marital Satisfaction

Marital satisfaction is greatly dependent on the amount of time and involvement an individual dedicates to the home and family. If the circumstances at work are such that the individual spends more time at work, then the individual will experience work-family conflict because of the limited time available for the home domain (Valcour, 2007). Clarke *et al.* (2004) suggest that greater work–family balance was associated with greater marital satisfaction and more time spent in family activities. Greenhaus *et al.* (2003) concluded that individuals who were more committed to work than family experienced more work-family conflict and stress than those who were more committed to family than work. This conflict and stress translates into feelings of dissatisfaction with family and a low quality of life in general.

The nature and the amount of support received in the home from the spouse and other family members also enhances one's capacity to deal with work-life balance challenges. This is even more critical for women who are working and therefore have more responsibilities outside the home. Women who enjoy the necessary emotional and instrumental support from their families are more successful in their careers and experience greater work-family balance. According to Hundley (2001) a spouse can be a source of both emotional and instrumental support. A lack of support can lead to added pressure and stress of coping with responsibilities that ultimately results in marital conflict and dissatisfaction.

2.6.3 Life Satisfaction

The level of satisfaction that an individual perceives in life has a lot to do with how effectively they are able to fulfil their roles in the different life domains. When an individual satisfactorily fulfils the roles in different domains, this reduces inter-domain conflict and induces the positive feeling of wellbeing (Greenhaus *et al.,* 2003; Kim & Ling, 2001). This was also the finding of Gröpel and Kuhl (2009) who concluded that need fulfilment plays a mediating role in the relationship between work life balance and subjective well-being. Most studies have shown that work-family conflict has a negative impact on both work and stress outcomes (Allen *et al.,* 2000). According to Allen *et al.* (2000) negative stress outcomes consisted of depression, alcohol abuse,

and reduced overall health, whereas negative work outcomes included job dissatisfaction, job burnout, life dissatisfaction, and marital dissatisfaction.

When comparisons are made between entrepreneurs and those in formal employment, Prottas and Thompson (2006) suggest that business owners (compared to organizationally employed people) are likely to experience higher levels of stress that lead to poorer health because of their greater job pressures associated with running and maintaining their businesses. This pressure is exacerbated by high levels of competition and an unfriendly business environment in the form of regulations e.g. licensing and taxation. Gender differences on how work-life conflict affects wellbeing have also been reported in the literature. For example, in their study on the effect of multiple roles on psychological wellbeing and effectiveness at work, Ruderman, Ohlott, Panzer and King (2002) found that women managers who were committed to multiple roles experienced positive feelings of self-worth, self-esteem and overall life satisfaction. On the contrary, Jennings and McDougald, (2007) contend that women are much more likely to experience higher levels of psychological stress because of the family-to-work interference caused by their inability to separate their business and family roles. The disproportionate nature of family responsibilities that results in women having to bear a much heavier load also contributes to perceived stress.

Several other studies found links between work-family conflict (WFC) and its effect on mental health. Burke and Greenglass (1999) found that WFC related to greater psychological distress whereas Frone (2000) found that both family-to-work conflict and work-to- family conflict positively related to anxiety disorders, mood disorders, and substance abuse disorders. Moreover, the relationship between family-to-work conflict and anxiety disorders was stronger among men than women.

2.7   Work Life Balance Coping Strategies

Coping strategies refer to the methods and means individuals use to resolve stressful situations that arise in life (Haar, 2006). These strategies are used to manipulate the boundaries between the work and life domains with the aim of reaching a state of perceived balance (Berke, 2003). According to Edwards and Rothbard (2000, p.184) "experienced work-family conflict can evoke negative emotions, which, in turn, provoke individuals to engage in coping efforts designed to restore well-

being. Kapasi and Galloway (2015) identify five specific issues in the work-life balance literature that vary throughout the different stages of a person's life and therefore require coping. These are temporal (time management between work and life); spatial (division of space); psychological (the mental division of work and life roles); behavioural (the overlap in work and life activities); and social (conflicting roles and responsibilities).

Researchers have identified strategies that individuals in all employment contexts use to alleviate stressors between the demands of work and other life roles (Rotondo & Kincaid, 2008). They include among others compensation, accommodation, segmentation, and role manipulation. Work-family literature reveals two forms of *compensation* (Jennings & McDougald, 2007). One form occurs when an individual experiences dissatisfaction in one domain and decides to channel his/her resources and attention away from the dissatisfying domain to other domains (Edwards &Rothbard, 2000). The second form of compensation involves shifting involvement between domains in the pursuit of rewards that are insufficient in the existing domain.

Segmentation is an active and conscious process where individuals create boundaries by suppressing thoughts, feelings and behaviours that are considered inappropriate in the work or family domains (Edwards & Rothbard, 2000). *Accommodation* occurs when individuals limit their psychological and /or behavioural involvement in one domain in order to meet the demands of the other domain (Jennings & McDougald, 2007). According to Shelton (2006) *role manipulation* is an external coping mechanism in managing work-family conflict that "seeks to lower the level of conflict at the work–family interface by organizing, sequencing, and delegating work and family activities" (p. 290). It involves three strategies- role elimination, role reduction, and role sharing.

Role elimination and *role reduction* entail scaling back on either the work or the family roles depending on the entrepreneurial ambition of the woman entrepreneur (Moen &Yu, 2000). Women with high entrepreneurial ambition would be willing to find strategies to reduce their family role so as to maximize on the business' potential, and vice-versa for those who lack entrepreneurial ambition. A case in point would be women without dependents who it was found have stronger intentions to grow their business enterprises (Walker *et al.,* 2008). In a study of female entrepreneurs, work-family conflict and venture performance, Shelton (2006) suggested that *role-*

sharing involves "delegating the obligations of one or more roles to other parties and allowing women to actively participate in both work and family spheres" (p. 291). The same author argues that most female entrepreneurs prefer role sharing to the other strategies because it allows them to flourish in both the work and family roles with minimum conflict.

Apart from the individual strategies highlighted above, work-life balance challenges can also be managed through support mechanisms from the different domains one interacts with. In their study on work-family balance of mid-life working women, Marcinkus, Whelan-Berry and Gordon (2007) found that social support from both the work and family domains contributes to work-life balance, with women experiencing higher levels of social support from the home (spouse, family, friends, neighbours, babysitters, etc.) Lastly, research work has also been done by Moen and Yu (2000) on the strategies that full-time career couples use to deal with work-family conflicts. They may decide to postpone or forgo having children altogether; hiring of a domestic helper to assist with childcare and housework; scaling down/reducing the level of involvement in the work domain; scaling back on involvement in the nonwork domain e.g. by limiting the number of children and reducing time spent on leisure, social and community engagements.

2.8   Work-Life Balance and Women Entrepreneurs

An individual has a better chance of balancing work, family, and personal life from self-employment because of the flexibility and autonomy it offers (Parasuraman & Simmers, 2001; Prottas & Thompson, 2006). Several studies have shown that women tend to opt for self-employment to help them to better balance the demands between work and other life domains (Tausig & Fenwick, 2001). In fact, according to Brush *et al.* (2006) women are more likely to start their own business for achieving work-life balance compared to men. For many women who choose to go into self-employment and business, the option of combining work and family life so as to achieve satisfaction in both domains is very important (Annink & den Dulk, 2012).

The application of work-life balance in entrepreneurship has largely been centered on entrepreneurship being an alternative to employment and a solution to work-life conflict (Kapasi & Galloway, 2015; McGowan, Redeker, Cooper, & Greenan, 2012). For example, Kirkwood and Tootell (2008) suggest that starting a home-based business is a work-life conflict coping strategy.

Entrepreneurship can take many different forms e.g. business owners with employees, craft workers, traders, farmers, independent professionals among others. The type of business and the working conditions uniquely influence the entrepreneur's ability to balance between work and personal life (Parasuraman & Simmers, 2001).

In this study, the focus was on female owners of salons in the hairdressing industry. The nature of this industry has been found to have limited schedule flexibility while being highly competitive (Forson, 2013). The consequence of this is that such entrepreneurs will invest more of their time in their businesses because of the inherent pressure and responsibility to ensure they survive (Annink & den Dulk, 2012). This high level of involvement threatens the work-life balance of the entrepreneurs because it limits their involvement in the other life domains.

Female entrepreneurs face a continuous challenge in managing the demands of work and family (Shelton, 2006). According to McGowan *et al.* (2012), obtaining and maintaining an appropriate balance between the domestic and business spheres of their lives remains a constant challenge and source of tension and stress for most women. With more and more women becoming economically active through involvement in small businesses, Eikhof, Warhurst and Haunschild (2007) contend that there is need for the renegotiation of domestic roles with the focus on encouraging men to increase their share of domestic responsibility. The significance of this is underscored by the fact that work-life balance acts as an important indicator of the wellbeing of women entrepreneurs and, more importantly, influences the survival of their businesses (Myrie & Daly, 2009; Williams, 2004).

Women entrepreneurs perform multiple roles in relation to their business and family i.e. business owner, mother, spouse (Kim & Ling, 2001) that are mutually connected as a system (Heilbrunn & Davidovitch, 2011). These roles come with responsibilities and pressures that requires one to juggle resources to meet the needs of a domain based on priority. Mathew and Panchanatham (2010) identified the multiple roles of a female Indian entrepreneur to include mother, spouse, daughter, creative employer, risk-taking innovator, housekeeper, care taker of dependents, societal duties, and personal health management. In order to cope with the potential work-family conflict,

women entrepreneurs have been found to limit their involvement in their business activities (Jennings & McDougald, 2007).

In effect, because of the gender role specialization, it is unlikely that women entrepreneurs will be inclined to pursuing business excellence at the expense of a dysfunctional home and personal life. The authors argue that there are clear gender differences in how work and family domain roles are prioritised. Males, who are career oriented, are more likely to sacrifice the amount of time and attention given to the family domain in order to accommodate their work demands (Rothbard & Edwards, 2003). On the other hand, women generally "tend to reduce their work-related behavioural and psychological involvement" to minimize any potential conflict between the domains (p.755).

Thus, it is clear that contextual cultural dimensions influence the extent of work-life balance challenges and the coping strategies that women choose to employ (Ashforth, Kreiner, & Fugate, 2000). In their study on work-life conflict challenges facing minority groups, Shelton *et al.* (2008) found that cultural differences caused variations across ethnic groups in the work-family interface. Different cultures have different prescriptions for each gender and the more patriarchal societies will look to restrict the role of the woman outside the home. Instead, women will be expected to take full responsibility of maintaining the home and caring for the family. In a study of work-life balance challenges facing women in South India, Mathew and Panchanatham (2010) identified dependent care issues, quality of health, and lack of appropriate social support as some of the major pertinent factors influencing the WLB among women entrepreneurs in that context. The same study revealed that women entrepreneurs under the age of 25 years old are likely to struggle more with life balance issues because of their lack of experience in business and their inability to command social support.

Desrochers and Sargent (2004) suggest that work and family are not separate spheres but are interdependent, with permeable boundaries, where roles and responsibilities can merge and clash. As highlighted previously, there are clear gender disparities in the way individuals perceive and interact across the different domains. It has been noted that men prefer segmentation while women look to integrate the different roles by creating work-family synergies. This helps the women to

ensure that every domain receives considerable attention so as to avoid imbalance. For example, in their study of teleworking mothers who worked from home, Hilbrecht *et al.* (2008) found that most women did not feel a strong entitlement to leisure and pursued it in an unstructured manner that tended to be combined with domestic routines in the home e.g. cooking. This was because they embraced their cultural norms of embracing motherhood seriously and did not consider time for themselves to be an important factor in the work-life balance equation.

In their study on measuring work-life balance and its covariates, Dex and Bond (2005) found that work-life balance challenges were higher in the private sector, for the middle age group (36-45yrs), for women, and for those with caring responsibilities. However, there is a misplaced assumption that women who are not married and without children do not experience any 'genuine' form of work-life conflict (Hamilton *et al.,* 2006). The social classes in society today have undergone significant transformation from the 'traditional' family to include other groupings e.g. singles, single parents, childless couples etc. Such trends are common in sub-Saharan Africa where the impact of HIV/AIDS is redefining the structure of the family. People (especially women) in such social groupings also have work-life balance challenges that are unique to their social standing that should not be dismissed.

It is also worth mentioning that autonomy and support are viewed as important resources in balancing work and personal life, as highlighted in the work-family literature (Annink & den Dulk, 2012). If women are to succeed in entrepreneurship, they need all the instrumental and emotional support they can get. Worryingly though, women entrepreneurs receive less instrumental support from their spouses or significant others both in the work and family domains (Jennings & McDougald, 2007).

2.9   Summary

This chapter has explored the literature on the concept of work-life balance. The challenge of achieving satisfaction and good functioning in the different domains is indeed relevant and pertinent to the life of a woman entrepreneur. The methodology and processes used to collect and analyse the data for the study is described in the next chapter.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The primary purpose of this qualitative inquiry was to make meaning of the work-life balance experiences on women entrepreneurs in Manzini. It examined the factors in the work, family (home) and personal domains and how the women entrepreneurs juggle the responsibilities in these domains. This chapter outlines the rationale for choosing the research design and provides a detailed description of how the participants were selected, the process used to collect data, the steps taken to enhance the quality of the data, and the method used to analyse the data.

3.2 Research Design

Research design is a comprehensive description of the plans, processes and procedures that a researcher intends to use in conducting a study (Creswell, 2009). It is a detailed outline of how data will be collected in an empirical research project that is used to answer specific research questions (Bhattacherjee, 2012). The choice of research design for any study depends on the research aim(s) and objectives.

3.2.1 Exploratory Design

This study adopted the exploratory research design. An exploratory design is used when not much is known about a situation or problem and the researcher wants to gain familiarity with a phenomenon in a particular situation (Sekaran, 2003). Exploratory designs are useful when the researcher wants to test the extent or scope of a phenomenon in a particular setting.

There are a handful of studies on female entrepreneurs' work-life balance issues and no such studies have been conducted in Swaziland. The exploratory design is therefore suitable for this study to better understand the nature and intensity of work-life balance issues affecting women entrepreneurs in Manzini. In addition to this, previous studies of a similar nature in other contexts

have predominantly been conducted using the exploratory design (Forson, 2013; Heilbrunn & Davidovitch, 2011; Kim & Ling, 2001; Mathew & Panchanatham, 2011; McGowan *et al..* 2012).

3.3 Research Methodology

According to Kothari (2012) research methodology involves the systematic study (and the logic behind) of the steps adopted by a researcher in an attempt to provide an answer to a research problem. A researcher may employ one of three types of research methodologies (strategies) namely; quantitative, qualitative or mixed methods. Qualitative methods include the use of data collection techniques and data analysis procedures that generate non-numerical data (Saunders, Lewis, & Thornhill, 2009).

3.3.1 Qualitative Method

The qualitative research methodology was used in this study. The qualitative method is subjective and deals with non-numeric data that are narrative (text) and it involves data collection methods e.g. interviews (Wilson, 2014). One of the benefits of using the qualitative method is that it is useful for providing insights and allows for generation of theories that will help improve our understanding of social phenomena. In using the qualitative method, the researcher was able to gain deeper insights into how female entrepreneurs in Manzini perceive, describe, feel about, and make sense of the challenge of work-life balance.

3.4 Study Site

This refers to the area or location where the study will be conducted. This study was conducted within the Central Business District (CBD) of Manzini town, the commercial hub of Swaziland. A number of enterprises in the town are owned and operated by women entrepreneurs. These include mainly the typical female business activities e.g. food vending, tailoring, beauty salons, decorations and events management, hawkers, clothes vendors among others. Most of these ventures fall in the category of micro and small business enterprises and are licensed and regulated by the Mancini City Council.

3.5   Target Population

This refers to the units in the population that possess the characteristics that the researcher is interested in. In this study, the target population (female owners of beauty salons in Manzini) was identified based on their ability to provide insight into the topic and research questions under study (Patton, 2002). The researcher approached the Manzini City Council for permission to conduct the study (see appendix 4). This was followed by the identification of the women salon owners who were to be invited to participate in the study. Those who expressed interest to participate were contacted and the appointments for interviews were made.

3.6   Sampling Strategies

Sampling refers to the process of choosing a sample from a population of interest to help make observations and inferences about that population (Bhattacherjee, 2012). The two types of sampling methods in research can be classified as either *probability* or *non-probability* sampling. Probability sampling is used with the quantitative methodology whereby each unit in the population has a known and equal chance of being selected (Saunders *et al.,* 2009). On the other hand, qualitative studies employ non-probability sampling techniques where the researcher uses his judgement to determine the units in the population that will participate in the study. In this study, the required data was collected using the **non-probability sampling method**.

3.6.1   Purposive Sampling

There are several non-probability sampling techniques available for use to a researcher. These include, quota, snowball, purposive, convenience, and self-reflection etc. This study employed the *purposive* sampling strategy. In using this strategy, the researcher was able to apply his judgment to select a sample that will help to satisfactorily achieve the research aim and objectives (Saunders *et al.,* 2009). Participants for this study were selected in such a manner where information-rich informants were identified based on predetermined criteria (Patton, 2002). In this case, the researcher went around the town identifying female entrepreneurs who own and run beauty salons, and purposefully selected women based on two main criteria (i.e. those who had operated the business for at least three years, and who lived with a family).

3.7   Sample

According to Easterby-Smith, Thorpe, Jackson and Lowe (2008) a sample refers to a subset of the population from which evidence is gathered in an empirical study to help answer a research question. This comprised of all the women who operate beauty salons within the Manzini CBD.

3.8   Sample size

This is the total number of units selected from the population to participate in the study. The process of determining the sample size for a quantitative study is guided by formulae and is therefore generally predictable. However, this is not the case in non-probability studies where the issue of sample size is often ambiguous and subjective with no 'standard' rules (Saunders *et al.,* 2009). When a researcher wants to understand commonalities within a fairly homogeneous group, Guest, Bunce and Johnson (2006) suggest that 12 in-depth interviews should suffice. Using this guideline, a total of twelve (12) interviews with female entrepreneurs in Manzini were conducted to help explore their perceptions on work-life balance.

3.9   Data Collection Techniques

Semi-structured in-depth interviews were used to collect data. An interview guide consisting of questions based on a list of themes that the researcher wishes to explore were used to direct the conversations (see Appendix 6). The guide helped the researcher to know what to ask about, in what sequence, and how to probe deeper on some of the responses so as to better understand the nature of the phenomenon. The first step in data collection was to obtain approval of the proposal and ethical clearance from the Research Ethics Committee of the University of KwaZulu-Natal (see Appendix 1 and 5 respectively).

It was then time for the researcher to solicit for participants to partake in the study and make the necessary appointments for the interview. Information letters were given to the participants to orient them on the nature and purpose of the study (see Appendix 2). On the day of the interview, the researcher contacted the respondents and sought their availability. The time and place of the meeting was then agreed. All the interviews took place in a quiet location and at a convenient time and to ensure that the respondents were not distracted.

Before the interviews, the researcher reviewed the purpose of the study with the respondents and encouraged them to express their opinions and experiences. The researcher then sought the consent of the respondent by asking them to sign the consent form (see Appendix 3). Issues of confidentiality and anonymity were discussed. Permission was also sought for the interviews to be recorded. Prior to this, the researcher tested the recording device to ensure it was functional. Where necessary, a translator was also made available to help with the interview process.

The interview then explored the nature of work-life balance challenges that the female entrepreneurs faced by asking the respondents to describe the nature of their experiences in the different domains. In order to accommodate some participants who requested for the interview in their native language, the interview guide was translated into SiSwati by a language expert (see Appendix 7). The researcher was keen to listen to the views and experiences and only probed further on issues where the response was inadequate or unclear. Some questions were repeated/rephrased for clarity. The interview protocol guided all the interviews to ensure consistency of the data that was gathered.

The final part of the interview was used to check whether all questions had been asked. The respondent was also asked to make any comments on top of their submissions. On average, each interview lasted for about an hour. The data was recorded using an audio recording device and the audio tapes were listened to several times and transcribed. Each recording and transcript was carefully labelled and securely stored and accessed when needed. Back-up copies of the recordings were also made to safeguard the data.

3.10 Data Analysis

Data analysis is the process of seeking for ideas and patterns in data that help explain why those patterns exist (Bernard, 2006); the process of making sense of the data (Cresswell, 2003); the transformation of data into research results (LeCompte, 2000). Qualitative data analysis helps in understanding and the interpretation of phenomena under study. It helps to give meaning to the data so as to help the researcher answer the research questions. According to Doucet (2003) it is a critical stage in the research process as it can either enhance or suppress the views of the respondents, and this can affect the quality of the outcome.

In this study, theory driven by thematic analysis was used in data analysis. Braun and Clarke (2006) define thematic analysis as a method for identifying, analyzing, and reporting patterns (themes) within a given set of data. The process of thematic analysis is summarised in the following table.

Table 3.1: Stages of thematic analysis

Phase	Description of process
1. Familiarizing yourself with your data	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas.
2. Generating initial codes	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Searching for themes	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes	Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme.
6. Producing the report	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

(Source: Braun & Clarke, 2006; p, 87)

3.11 Data Quality Control

Any form of research loses its trustworthiness and usefulness if it lacks rigor (Morse, Barrett, Mayan, Olson, & Spiers, 2002). Just as in quantitative research, issues of reliability and validity of the data need to be taken into consideration in a qualitative study as well. This calls for the researcher to ensure that the processes used in a study produce results that are credible and trustworthy (Seale, Gobo, Gubrium, & Silverman, 2004). According to Stiles (1993) "reliability refers to the trustworthiness of observations or data; validity refers to the trustworthiness of interpretations or conclusions" (p. 601). The first consideration in ensuring reliability was to

develop a theoretical basis on which the interview guide was made. Interview questions were cross-referenced with the research questions to ensure that work-life balance was issues were extensively explored with each participant. To ensure data quality, the right participants from the appropriate sample were interviewed and that the recordings were clear and discernable.

During the interview, the researcher ensured that line of questioning avoided influencing the respondent's point of view so as to provide for objective responses. At the end of the interview, the researcher took time to listen to the interviews more than once to better understand the human experiences of the women. The transcripts were also read and reread to get the emerging themes that would enhance the interpretations. Care was also taken to ensure that any interpretations made by the researcher were grounded by supporting it with selected excerpts from the interview transcripts as well as from the existing theoretical propositions.

3.12 Ethical Considerations

To ensure the credibility of the study, it is imperative for the researcher to take into account the ethical considerations that pertain to the undertaking of the study. Bhattacherjee (2012) maintains that ethics is important in research so that individuals and institutions do not advance their private agenda through undertaking activities that are conflicting to scientific research. A gatekeeper's letter was obtained from the Public Relations Office of the Manzini City Council (see Appendix 4). Approval for the study was also sought from the Ethics and Research Committee of the University of KwaZulu-Natal (UKZN).

The participants were informed of the aim of the study, its outcomes as well as benefits; and their consent to participate sought through a consent form. This form also guaranteed the participants that the information they supply will be used specifically for the study and treated confidentially. Care was taken to safeguard the anonymity of the participants by assigning codes to the recordings and transcripts. The researcher made sure that the findings reported were consistent with the data collected. Due credit was given to the works of other researchers used in this study and the information is presented in a clear manner without biases of gender, age, disability, race or ethnicity (Cresswell, 2014).

3.13 Summary

In this chapter, an outline of the research design and methodology that was used in this study was described. Justification was provided for the chosen design and the study site as well as the target population was described. The criteria for selecting participants was explained. The process of data collection which involved the use of semi-structured interviews was outlined step by step as well as the technique that was used to analyse the data. A section was also included to describe the ethical considerations that were adhered to so as to ensure integrity of the whole process. The next chapter (Chapter 4) will present a detailed description of the findings of the study.

CHAPTER FOUR

DATA PRESENTATION

4.1 Introduction

In this chapter, a detailed description of the findings of the twelve (12) qualitative interviews that were conducted in this study is presented. From the evidence presented in this sample, similarities as well as differences in the work-life balance experiences of the women entrepreneurs will be highlighted from the different domains. The chapter begins with a review of the research objectives followed by a presentation of the summary of the demographic characteristics of the participants that took part in the study. It then moves on to describe the findings in each of the three domains using selected themes.

In the work domain, findings will be presented under the themes of workload (work involvement) and work schedule flexibility. In the family domain, the themes of family involvement and support will be used; while in the personal life domain, leisure and health will be used. The chapter then concludes with a summary of the findings on the work-life balance experiences of the female entrepreneurs.

4.2 Review of Objectives

This study set out to achieve the following objectives:

i) To determine the work-role characteristics that influence the work-life balance of women entrepreneurs in Manzini.

ii) To ascertain the family-role characteristics that influence the work-life balance of women entrepreneurs in Manzini.

iii) To establish the individual factors that influence the work-life balance of women entrepreneurs in Manzini.

4.3   Sample Demographics

The qualitative sample consisted of twelve (12) women who own and operate salon businesses within the CBD of Manzini. These women were sampled purposefully using specific criteria. They had to be salon owners who have been in business for at least three years. Their ages ranged from 21 to 58 years with the majority of them being married women with children (table 4.1). On average, they have been operating their businesses for 8 years. The table below provides a summary of the demographic characteristics of the female entrepreneurs who participated in this study. To safeguard their anonymity, they have been assigned identity codes from AA to LL.

Table 4.1: Women entrepreneurs' demographic characteristics

Entrepreneur ID	Age (years)	Marital Status	No. of children	No. of years in business
AA	37	Married	2	5
BB	52	Widowed	4	19
CC	34	Married	2	12
DD	58	Single	5	22
EE	23	Married	1	3
FF	38	Married	4	6
GG	38	Married	2	3
HH	28	Married	1	9
II	23	Married	0	4
JJ	30	Married	2	6
KK	36	Married	3	10
LL	21	Married	2	4
Total number of participants = 12				

(Source: Vincent Otieno)

4.4   Work Domain

Participants were asked to share their experiences in the workplace as female entrepreneurs. These experiences in the work domain were explored under two themes: workload (work involvement) and work schedule flexibility.

4.4.1   Workload/Work Involvement

Data was collected to determine the workload and level of involvement that the women entrepreneurs were undertaking in their businesses. The responses show some uniformity in the pattern of work with most participants indicating that they operated between 8am to 5pm from Monday to Friday, as well as opening on Saturdays. However, some salons opened and closed earlier than normal depending on scheduled appointments and clients' needs. In some cases, this tended to extend operating hours to as late as 11pm! Most participants also said that they had workers (at least two) who helped them cope with the workload especially during the busy periods (e.g. weekends and month ends) when clients come in droves. For example one participant gave the following views on how busy she usually is:

[I work from] 8am to 5pm. But because some clients would like to do their hair first before they go for work, they requested us to open earlier to enable them get to work at 8 o'clock while looking fresh. So we pushed our starting time from 8am to 7am…As long as there are clients in the salon[after 5pm], we make sure we finish them….then we go (BB, Interview 2, 2017).

Another participant shared similar sentiments when she said:

Okay, it depends because it may happen we open early depending on whether there's a customer who made an appointment. Otherwise our operating times are 7am to 6pm every day. On weekends we start at 8am to 5pm depending on the customers…like on month-ends when people have been paid, there are usually many customers. During such times, you find that we close late (II, Interview 9, 2017).

This was supported by yet another participant who stated that:

We start at 8am, and then…it depends how many customers I have and what particular hairstyles I'm doing…in braiding it takes quite a long time. If we are doing relaxes, combing and setting, those ones don't take long. So we always knock off around 5 o'clock or 5.30pm. We do extend sometimes, like I'm saying when we have got [these] braidings…we extend and even reach up to 8 or 9 o'clock! We work on weekends. Normally on Sundays we also do. We go to church and then around 1 o'clock we open (DD, Interview 4, 2017).

Another participant who also experienced extended operating hours had this to say:

[Sometimes] I start work at 7am and maybe leave at 10 or 11pm, it depends my customers and how busy I am with them. On weekends, I work on Saturdays. Sundays I only work on appointment if there's a customer… (GG, Interview 7, 2017).

The number and type of services offered were a sign that most salons were busy places full of activity. These include plaiting, retouching, braiding dreadlocks, manicure, pedicure, facial steaming, foot and spa massages.

4.4.2 Work Schedule Flexibility

One of the aims of the interview was to find out from the women entrepreneurs how flexible they felt their work schedule was. When participants were asked to share their views on how flexible their work schedule was the majority of the participants indicated that they have a flexible work schedule. However, for most of them, flexibility at work was contingent on the needs of the client. For example, one participant stated:

Yes. Sometimes some clients have no time to come in the salon at particular times…some can ask to come after 5pm or maybe before the opening time. As long as the clients tell us in advance, we adjust the time (BB, Interview 2, 2017).

This was echoed by another participant who said:

Uhm…I think….you see, most of the time we start work at 7am. When we start work at 7am, it doesn't mean that we always start at this time; for instance, like I said, during busy days the time is not fixed, we start at the time when we need to attend to a customer. So, yeah, that's how it is (II, Interview 9, 2017).

For some participants, the level of flexibility was influenced by the level of trust they have in their workers as well as the passion they have for their business. For example when asked whether it was easy to leave work to attend to other matters, this participant commented that:

Yeah [reluctantly] but with this hair industry and this kind of business for salon, you must be there…to supervise, to see if the customers are attended to…customer care, generally to oversee the whole business. So most of the time you find yourself held up from the moment you start till you go out. Yes, because you must be there, it's not just about the money coming in…are the customers satisfied, do they need help…are they satisfied with our work? (AA, Interview 1, 2017).

Similar sentiments were shared by another participant who said:

Yes, but is tricky. That's why there's need to have someone who will be acting like you. Uh, I may say a supervisor [pause] so that the salon does not lose while you are out…because some clients, there are some that want my hand specifically. If they find I'm not there, they will go, they'll say 'we'll come when she comes back'. That is money lost. So it's tricky, it's not an easy thing (BB, Interview 2, 2017).

The level of flexibility was also measured by the extent to which family demands interfered with work. There were mixed responses from the participants when asked whether the demands of family interfered with their work. Some of the participants were of the opinion that family demands do not affect their concentration at work. For example, one participant simply argued:

No it [family] doesn't because I used to make time for my family. Sometimes I take two days off just to be with my family. Yes, I spend time with my family, it doesn't affect me (CC, Interview 3, 2017).

Another participant who was in agreement credited this to the fact that she had an understanding spouse when she said:

Eh! For example in the evening, as I wife I am expected to cook. But you find that I have customers which then means my mind is now in a dilemma. But it's about working together and when I discuss with my husband, he understands when I tell him I need to rush and attend to something [customer]…he understands. Them I'm able to service my customers so that they leave satisfied (JJ, Interview 10, 2017).

This view was reinforced by another participant who observed that:

Uhm [sighs] fortunately I am lucky that that is not the case for me. My husband is someone we have a very good relationship. He understands that when I'm at work, I'm at work (GG, Interview 7, 2017).

However, for other participants, family responsibilities contributed to them experiencing pressure at work. For example one participant lamented that:

Yeah [sighs]. Sometimes it becomes very difficult especially during busy periods. As I said, I am a wife, and I live with my husband even though we don't have a child. So when I get home I'm expected to do all the household tasks expected of a wife….clean, cook, I need to do this and that. Sometimes it becomes a challenge. You find that my husband comes home tired and can't help with the housework…it's my job and I have to do it! Then I leave home for work [the next day] tired and have to be on my feet for all those hours… (II, Interview 9, 2017).

Another participant concurred by simply saying:

Yes, it does happen but I am able to control myself. I tell myself that I'm at work and I need to focus (LL, Interview 12, 2017).

4.5   Family Domain

In this section, the interview explored the themes of family involvement and support. Family involvement examined the nature and frequency of household activities that the women entrepreneurs were engaged in. Data was also obtained on how much time the women dedicated or spent with their families. Family support delved into whether the women entrepreneurs received any form of support from their spouse and/or other family members with household duties and with the business also. The data collected on the above-mentioned themes is presented below.

4.5.1   Family Involvement

To measure the level of family involvement, participants were asked to describe the activities they usually do when they get home from work. In addition to this, they were also asked how often they felt tired after work. All the participants indicated that they usually got home tired, especially when they had a busy day at work (usually weekends and month-ends). 11 out of the 12 women also said they did the common household chores when they got home from work i.e. cleaning, cooking, and washing. For example, one participant said:

[When I get home] I cook, I wash if I have to, iron clothes for work tomorrow...I also attend to the kids. On Sundays when we get up, we clean, wash and then go to church. Eh! I usually get tired [from work]...because the nature of my job is that I work on my feet. So you find that I easily get tired. On top of that I need to take responsibility at home and attend to the kids...I'm usually tired, but I usually force myself... (GG, Interview 7, 2017).

Another participant concurred by saying:

I clean, wash (not always), cook, Yeah, those are the chores I usually do. On days when it's not busy at work, when it's lousy, I get home and I'm not tired. I do everything I need to do at home, for my husband...On busy days, yeah, that's when I really get exhausted! And I'm happy to say my husband helps me a great deal on such days because he knows

my work schedule. On such [busy] days, when I come home from work, I find that he has cooked, and cleaned where he can. Then I'm left to do the washing, so there's little I have to do when I get home and I'm tired (II, Interview 9, 2017).

The aspect of tiredness (or fatigue) was best highlighted by one participant who had this to say when asked what she does when she gets home from work:

[pauses] It depends. Because you find that on that particular day in the salon, it was very busy. So those movements you make really make you tired by the end of the day. The body gets used to moving around, up and down, up and down. So when you get home, the moment you sit down, you just fall asleep! Sometimes you even fail to eat...so you just bath, eat, maybe have a cup of coffee and sleep so that you have more hours to rest [laughs] (BB, Interview 2, 2017).

The participants were also asked on whether they get time to socialize with their family and whether work commitments interfered with their role as a spouse or mother. All of the participants said that they do get time to socialize with their families in different ways and at different times. To illustrate this, one participant said:

Yeah we do, we create the time, like Sundays. Usually I take them out, sit together, and watch television. Basically, we create time for ourselves as a family (AA, Interview 1, 2017).

Another participant who had a similar experience commented by saying:

We get time, we make time. As husband and wife, we need to make time for ourselves, like on less busy days, Saturdays. We sit, relax with my husband... (II, Interview 9, 2017).

This participant alluded to frustration on the limited time she has for socialization when she said:

Only on Sundays. On other days I come home tired...shame, there's just no time. We will be sitting there watching television, and if I had a busy day at work, I will easily just doze off! (GG, Interview 7, 2017).

Two other participants also lamented the lack of adequate time to socialize with their loved ones.

When participants were asked whether their work obligations interfered with their role at home as a spouse or mother, a majority of the (married) participants (7 out of 10) felt that their work obligations affected their ability to execute their role at home as a mother or spouse in one way or the other. For example, one participant lamented:

Yeah, it happens. On busy days, you find that I am busy at work from morning till sunset, I don't get time to rest. Then I need to get home and wash, cook and clean for my husband. So yeah, it happens…you find that I'm so tired when I get home I can't cook for my husband, we opt for takeaways and I don't like it. I love to cook for my husband (II, Interview 9, 2017).

This observation was shared by another participant who commented:

Yeah, it happens sometimes. You find you just can't cope with the work at home. Like us Swazis, you need to go to the fields of your in-laws and your work also needs you, and you need to make money…Sometimes you need to hire people to help you at home [in the fields] because you just can't do it yourself (GG, Interview 7, 2017).

Among the participants who perceived no form of interference, this participant justified herself when she said:

Not really. I'm grateful and I thank God for a supportive husband and children, and I love what I'm doing. So I find a way of balancing (AA, Interview 1, 2017).

4.5.2   Family Support

The interview sought to establish the level and nature of support, if any, that the women entrepreneurs received from their families. This included spousal support as well as that given by other family members with the household duties and business. Participants were asked whether and how their spouse assisted with family responsibilities and business matters. There was consensus among the ten participants who are married as they all appreciated the support their

husbands gave with home responsibilities as well as in business. This was eloquently captured by this participant when she said:

Yes I get support. Big time! Most times I go home, I'm tired and he will help me with the kids. He's more…he has a stronger connection with the kids, they understand each other. Then he can also help me depending like [pauses] to prepare them, to eat [you know], sometimes even cooking when I'm really tired…Big time, he really supports me a lot [in my business]. Like when we want to install any new thing which needs more funding, he's always prepared to support (AA, Interview 1, 2017).

Another participant reinforced this finding when she shared her experience by saying:

Yeah, he [husband] used to help me. Sometimes when he feels that I am tired, he can cook! He used to cook. Yeah, more especially when he is off [from work]. Sometimes when I come back home, I find that he cooked food, he washed dishes [pauses], there's no problem. But it doesn't mean that he used to do it every time because I understand that a woman is not like a man. So it's not his nature…if he doesn't cook I don't blame him. With business, yeah, he used to give me some advice (CC, Interview 3, 2017).

Yet another participant had a positive experience when it came to spousal support:

There is support that I get from him [husband]. Because, for example when I delay and come home late, our kids are still young but he is able to step in when he sees it's getting late and ensure that they go to bed having eaten and bathed. In business, he supports me too. Since he has a means of transport, he takes me when I need to go and buy stock. Or when I leave work late he usually comes to pick me up because my workplace is far from home (LL, Interview 12, 2017).

The data collected on support from other family members confirms that majority of the participants did not receive any form of support. In fact, only two participants indicated that her relatives sometimes assisted her with household chores. This was captured when the participant stated:

Yes, yes…like washing things, cleaning the house, cooking. They do that, yeah… (BB, Interview 2, 2017)

Another participant stated:

Sadly I don't live with my husband fulltime…I stay with my parents most of the time and they do most of the work of taking care (EE, Interview 5, 2017)

Of the participants who did not receive any support from family members with family responsibilities, one participant said:

No, I'm just alone at the moment. My children are old and grown up, some are married, so normally I'm just by my own (DD, Interview 4, 2017)

Another participant simply stated:

…its only my husband, and he gives me full support (GG, Interview 7, 2017)

This was echoed by another participant who responded by saying:

No! I don't, except from my husband. Like I said, he is the only one who helps me because it's only the two of us (II, Interview 9, 2017)

4.6   Personal Domain

As stated earlier, two themes (leisure and health) were the main areas of focus in the data that was collected.

4.6.1   Leisure

In an attempt to understand the work-life balance experiences of the women entrepreneurs, the interview sought to enquire on how they make use of their free time, if any. The participants gave a wide range of responses pertaining to the availability and use of their free time. Some participants (6 out of the 12 women) simply said for one reason or the other, they do not have free time. For instance, when asked on how she spends her free time, one participant indicated:

Mmh, uh! I don't think there's any[time] because you really get tired at work, any extra time to go and waste out there…any energy…me I don't have it [laughs]! If anything, I would just wish to rush home, bath, and rest (BB, Interview 2, 2017).

Another participant who had a similar view on the same question commented that:

I'm not at work and I'm not at home? It can't happen!! I don't have free time [laughs]. If I'm not at work, I'm at home (KK, Interview 11, 2017).

One participant gave the following reason as to why she feels she does not have free time:

I'm not at home or in the business? [sighs]…it rarely happens. My problem is that I am a busy person working in my business. Even if I'm free, I'll be thinking about how to grow my business to where I aspire it to be…If it happens [free time] it is likely to be on Sundays where I relax, watch television… (LL, Interview 12, 2017).

The other participants believe in making free time for their personal activities in light of their busy daily schedules. One participant had this to say:

I have [free] time for myself, especially the first three days of the week… I'm able to visit a sick friend or relative in [Nazarene] hospital, visit a friend or anyone who needs to see me, or do some [window] shopping. It depends…if I'm busy I make it two times a week. But during month end it's not possible because we get busy (FF, Interview 6, 2017).

Another one said this of her free time:

I rest. I make a schedule of my work because there are some days that are not busy. On such days, I make the decision to take the day off to be at home and just rest. The time is enough… (JJ, Interview 10, 2017).

Another participant who was able to make some time for herself said:

[It's difficult] Unless I decide to give myself a day off… go to my stokvel meetings, visit my friends or I go out for lunch…visit my relatives that I haven't seen in a long time…I

do this rarely, maybe once in three months. The time I have is for working and not for enjoying myself. The [free] time is never enough. Because of the cost of living we have to always be at work (GG, Interview 7, 2017).

This sentiment was supported by another participant who said:

…We usually go out with my husband to eat and have fun,…shopping. Yeah, that's what we do [with our free time]. There's not much [time]. I'm a business woman and my husband too, so we believe we need to build a financially stable home so when the kids arrive they find everything there! So we've agreed not to spend a lot of time on such activities as I've mentioned…shopping, going out and stuff (II, Interview 9, 2017).

4.6.2   Health

The majority of the participants interviewed spoke passionately about concerns over their health arising from being in the hair and beauty industry. Comments ranged from general fatigue from long days at work, the dangers posed by the chemicals they handle, swelling of feet, even to developing of ulcers. Some participants were concerned over the handling of strong and dangerous chemicals while treating clients. For example, one participant raised concerns over the chemicals used in the salon business when she says:

Maybe some of the chemicals…they do affect [my health]. Like you see there are relaxers and then there are perms. The perm lotion [the one that we use]…is so smelly. So you find you'll be inhaling those strong scents. We are asked to actually be using masks to cover the nose like the doctors do…And also the use of gloves, because you find if you just touch the chemicals like that…you find your hands become cracked… (BB, Interview 2, 2017).

Besides the use of protective gear when handling strong chemicals, one participant perceived a health risk arising from contact with the clients. When asked whether running her business affected her health in any way, she said:

Oh yes, it does! You find that hygiene in the salon is usually not 100%...there are some [sick] clients that we attend to that require one to use gloves all the time.. For us, you find that we are affected because we buy the gloves. But because they are expensive...I tend to save the gloves by only using them while applying chemicals but not during a hair wash... For me to be clean and protected, I need to use gloves all the time so that I don't contract infections from people [clients]... (JJ, Interview 10, 2017).

This concern is echoed by another participant who commented that:

...We deal different kinds of hair...while we are plaiting, there's some dust that comes from the hair onto us (LL, Interview 12, 2017).

Majority of the participants were affected by the swollen and sore feet as a result of spending most of the day on their feet attending to clients. This caused them to be tired and fatigued at the end of the day with limited time for rest. For example, one participant expressed her views by saying:

...On busy days, I'm on my feet from morning to sunset. My feet get swollen and painful, my back starts paining too, my hands get tired from working all day...there's nothing you can do, you have to help that client and make them happy (II, Interview 9, 2017).

Some participants also spoke of health effects that were exacerbated by the busy times in the business. This was highlighted by one participant who commented that:

On busy days.....I don't even get time to eat! And this is what gives people ulcers. One doesn't get time to eat especially during the time when one is supposed to eat... (II, Interview 9, 2017).

Similar sentiments were reinforced by another participant who said:

...Sometimes I start work at 7am...and I find a customer waiting for me while I haven't eaten anything. After this customer leaves, another one comes in, followed by another one until you realise its evening. As I speak to you now, I have developed ulcers, I can't talk a lot..... (KK, Interview 11, 2017).

Only three participants indicated that their business activities did not in any way affect their health.

4.7   Summary

This chapter has focused on presenting the findings of the work-life balance experiences of the women entrepreneurs. The data was collected from the three domains i.e. work, family and personal domains. In the work domain, the findings indicate that the women entrepreneurs have defined but flexible work schedules that tend to get busy during certain periods (weekends and month-ends). Most of the women have support staff who help them ensure efficient service delivery to their clients. The data has also shown that a majority of the women have flexible work schedules. In the family domain, most entrepreneurs receive support from their spouses in both the home and the work domains. However, most do not receive any form of support from other family members. In the personal domain, opinions from the women entrepreneurs were split on the aspect of availability and use of free time. Finally, majority of the women raised physical health concerns associated with running the salons. The next chapter (Chapter 5) will present a discussion of the findings that have been presented in this chapter.

CHAPTER FIVE

ANALYSIS AND DISCUSSION

5.1   Introduction

In the previous chapter, the data collected from the interviews with the women entrepreneurs was presented on their work-life balance experiences in the work, family and personal domains. This chapter will focus on the analysis and interpretation of this data so as to generate some insights into the nature of work-life balance challenges these women entrepreneurs face. This chapter will begin by recapping the research objectives of this study. This will be followed by a discussion of the findings that will be divided into three sections. These are: the work domain, family domain and personal domain. The chapter will then conclude with a summary of the discussions presented in the chapter.

5.2   Review of Objectives

This study set out to achieve the following objectives:

i)   To determine the work-role characteristics that influence the work-life balance of women entrepreneurs in Manzini.

ii) To ascertain the family-role characteristics that influence the work-life balance of women entrepreneurs in Manzini.

iii) To establish the individual factors that influence the work-life balance of women entrepreneurs in Manzini.

5.3   Work Domain

This section presents the analysis of the work domain based on the two themes identified in the data namely workload and work schedule flexibility.

5.3.1 Workload/Work Time Demands

The findings of this study brought to the surface pertinent aspects relating to the nature and intensity of involvement at work for the women entrepreneurs in Manzini. The data revealed that the women entrepreneurs spent a lot of time in the workplace (8am to 5pm) as well as operating on Saturdays. It was also clear from the findings that salons were willing to extend operating hours to accommodate the needs of their clients. This trend was common during the busy periods in the salon industry that included weekends and month ends. A plausible explanation for this is the fact that most of these businesses are located close to each other making it a highly competitive industry. Therefore, salons must be ready and willing to serve customers and this is demonstrated by the long operating hours.

This finding is affirmed by Gunnarson (2010) who, in a study of entrepreneurs in Sweden revealed that small business owners on average worked for longer hours than employees. In support of this is Lindstrom *et al.* (2000) who found that the long hours small scale entrepreneurs worked were irregular and characterized by heavy workloads. In the hair and beauty industry this is characterized by the many services that salons offer to their clients e.g. plaiting, braiding, manicure, pedicure, facial steaming, massages etc. Annink and den Dulk (2012) also allude to the long working hours by contending that entrepreneurs are likely to experience pressure and invest more time in businesses that operate in a competitive industry, with growth and survival being the primary goal.

5.3.2 Work Schedule Flexibility

The findings of this study show that the women entrepreneurs in Manzini operated their businesses with a relatively flexible work schedule. From their submissions, they indicated that they were flexible in their hours of operation and often adjusted these times to suit the needs of their clients. This involves opening earlier than normal as well as extending closing hours after the normal time of 5pm. Failure to be flexible to adapting to the needs of clients by adjusting operating time would result in loss of potential income and this therefore forces the salon owners to ensure that they strive to accommodate their clients' needs.

Extending working hours is likely to negatively affect the work-life balance of the women entrepreneurs. Parasuraman and Simmers (2001) and Winn (2004) are in agreement with this finding when they posit that the long working hours and high commitment levels associated with entrepreneurship have a higher potential of causing work-family conflict. In concurrence also are Hofäcker and König (2013) who argue that when employees extend their working hours either occasionally or regularly, this tends to have a negative impact on work-life conflict by reducing the amount of time available for the home and personal domains.

It is also clear from the findings that even though the women entrepreneurs are flexible in the starting and ending times, they seem to be inflexible in the amount of working (operating) hours. The long hours of operation witnessed in the hair and beauty industry is partly caused by the high competition and low margins experienced by the players. This is also bound to have a negative effect on work-life balance because the operating hours are dictated by the industry and not quite by the salon owners. This is supported by Tausig and Fenwick (2001) who found that employees who have a high level of perceived control over their working hours have a better work-life balance.

Another aspect of work schedule flexibility revealed by the findings indicate that the women entrepreneurs found it rather difficult to leave work to go and attend to other matters. This perceived inflexibility was attributed to the pressure to ensure that the clients received the best possible service through the personal touch of the entrepreneur. This means that the entrepreneur will be willing to maximize her time in the salon at the expense of other domains. Previous research suggests that the hair industry is highly competitive with limited schedule flexibility (Forson, 2013). Consistent with this finding is Jennings and McDougal (2007) who argue that the client-centered nature that characterizes the personal services industry (e.g. hair salons) may limit the greater autonomy enjoyed by entrepreneurs in this sector. This is corroborated by Kim and Ling (2001) who argue that an inflexible work schedule was likely to increase the work-life conflict experienced by women entrepreneurs.

The study also revealed that the demands of the family also had an effect on the work schedule flexibility of the women entrepreneurs. This tends to affect those women entrepreneurs who are

married with younger children more because of the greater need for attention and care. As such, the women had to expend more energy and time in the home after a long day at work that increased the level of fatigue. Agreeing with this finding, Hundley (2001) posits that family responsibilities hampered the potential of female entrepreneurs and as a result, male entrepreneurs were more successful. Frone (2003) states that the degree to which one is involved in a role is a predictor of work-family conflict since it makes it difficult for one to engage in the activities of another role. Byron (2005) alluded to this finding by claiming that increasing demands whether at work or at home tended to exacerbate work-family conflict.

5.4   Family Domain

Presented in this section is the analysis of the family domain under the themes of family involvement and family support.

5.4.1   Family Involvement

From the findings, it can be observed that most of the female entrepreneurs were actively involved in caring for the family and maintaining the home despite their busy work schedule. This included performing regular activities like cooking, cleaning and washing after work and also on weekends. In a strong patriarchal society like Swaziland, women are fully expected to fulfil these household responsibilities. This is supported by Poortman and Van der Lippe (2009) who contend that women have a more positive attitude towards cooking, cleaning and childcare; enjoy these tasks, and feel more responsibility for fulfilling them. This finding is consistent with that of Keene and Quadagno (2004) who found that in the household division of labour, women were expected to perform the household chores and provide care to the children.

The majority of the women entrepreneurs also felt that their work obligations interfered with their ability to fulfil their household roles as a spouse and/or mother. This was mainly attributed to the busy work schedule characterized by the long working hours, and the resultant effect of getting home late and feeling exhausted. As a result, it was difficult for them to carry out their responsibilities at home. Parasuraman and Simmers (2001) concur with this finding by contending that working for long hours often leads to fatigue and irritability that ends up infiltrating the home domain. In support of this finding, Hill *et al.* (2003) found that during peak times, workers who

worked in rigid environments struggled to meet the demands of work and family as a result of the physical exhaustion involved. The likely outcome of this is suggested by Keene and Quadagno (2004) who predict that people who work long hours and whose work responsibilities intrude into family life are likely to experience some of work-life conflict and imbalance in their lives.

5.4.2   Family Support

Findings show that the women entrepreneurs enjoyed spousal support in running the business as well as managing the home. This support was manifested in different ways i.e. financial, emotional and instrumental support. For instance, the women entrepreneurs received financial support for their businesses especially during difficult periods when incomes were low. Instrumental support provided by the spouses came in the form of means of transport to help transport stock for the business or to pick their wives on the days when they worked late. Another example was the husband standing in to cook for the children and ensure their other needs were met when mum was running late. This meant that the spouse was the only source of support and had to lend a hand if the women were to succeed in their businesses. One of the explanations for this support could be that the spouse has invested resources in the business and is therefore interested in its success.

These findings are in sharp contrast to that of Jennings and McDougal (2007) who have observed that women entrepreneurs receive less instrumental support from their spouses or significant others both in the work and family domains. In support of Jennings and McDougal is Eddleston and Powell (2012) who, in a study on nurturing entrepreneurship work-family balance from a gendered perspective, also found that female entrepreneurs received less instrumental support in the home than men. According to Joplin *et al.* (2003) and Hill *et al.* (2004), most of the work-family conflict experienced by women entrepreneurs in developed countries arises due to lack of spousal support.

Another significant finding on family support revealed that a majority of the women entrepreneurs did not receive support from family members with household responsibilities or indeed with the business. One of the reasons for this could be that most of the participants were young entrepreneurs and therefore had young families who mainly lived the peri-urban areas without members of the extended family. This finding is not in line with Heilbrunn and Davidovitch (2011) who posit that women entrepreneurs in developing countries often receive extended family support

to help them cope with the demands and responsibilities of the business and family domains. However, Mathew and Panchanatham (2011) are somewhat in agreement with the finding when they found that young women entrepreneurs were more likely to struggle with work-life balance issues because of their lack of business experience and their inability to command social support.

5.5   Personal Domain

The two themes analysed in the personal domains of the women entrepreneurs discussed below are leisure and personal health.

5.5.1   Leisure

In the personal domain, findings from the study show that in the context of Swaziland, the women entrepreneurs struggle to find time to pursue their own personal activities and hobbies. While some indicated that they simply do not have the time, others used their free time to pursue activities that cannot be purely categorized as leisure. The findings also show that the women entrepreneurs were willing to make time to socialize and be with their family despite their busy work schedule, usually on weekends (Sundays). This time was spent chatting with other family members, going for outings, cleaning, watching television. Other activities pursued during their free included resting, visiting relatives, shopping etc. This shows that the women entrepreneurs interpret leisure activities in an unconventional way and look to integrate other activities into this time.

One of the reasons for this could be the cultural values in the African society that places a premium on the role of the woman in the family. Women may therefore perceive leisure as an individual or selfish pursuit that is better enjoyed with others in the home. Another possible explanation for this is the constraining effects of the household responsibilities in addition to the long hours spent in the business. The byproduct of this is exhaustion and a reluctance to engage in other (leisure) activities. This is consistent with the findings of Arab-Moghaddam, Henderson and Sheikholeslami (2007) who found that cultural constraints influenced the perception and participation in leisure of Iranian women. In a study of the work-life balance of women teleworkers, Shaw, Andrey and Jonhson (2003) found that even though the women engaged in family leisure activities, they lacked the time to pursue personal leisure. This is consistent with the

findings of Hilbrecht *et al.* (2008) who found that most working women do not feel entitled to leisure and pursued it in an unstructured manner by combining it with other household activities.

5.5.2   Health

The health of the women entrepreneurs emerged as a major concern in their lives as shown in the findings. A common thread among all the entrepreneurs was the frequent tiredness that they experienced from the long hours of work especially during busy periods. Closely associated to the fatigue was the physical pain caused by the swelling of feet and on occasion back aches as a result of the prolonged standing. One of the more serious health problems that emanated from the findings was the women who developed ulcers due to being busy to the point of not getting an opportunity to eat. Other health concerns expressed by the women involved the dangers in handling the chemicals used in the salon and the risk of contracting infections from handling clients without protective gear.

These findings are consistent with Mathew and Panchanatham (2011) who concluded that women entrepreneurs experienced mental and physical exhaustion as a result of long working hours, which often renders them ineffective to perform their roles in the other domains. In their study on the relationship between entrepreneurship and fitness, Goldsby, Kuratko and Bishop (2005) found that a majority of the entrepreneurs studied had physical health challenges including headache, back problems, indigestion and insomnia and were willing to tolerate the related stress in their quest to achieve their entrepreneurial goals. However, Drakopolou (2011) in their work on work-related stress and health in family firms, sharply differ by arguing that the long hours associated with entrepreneurs does not have any negative impact on their health. This is supported by Taris, Geurts, Schaufeli, Blonk and Lagerveld (2008) who found no negative effect on the wellbeing of those entrepreneurs who expended energy and effort in the form of long working hours.

5.6   Summary

This chapter has presented an analysis of the findings of the study that will provide the basis for determining the work-life balance challenges that the women entrepreneurs of Manzini face. The aim of the chapter was to try and make meaning of the work-life experiences of the women in the different domains. In the work domain, the analysis shows that the women spend long hours in

their businesses and have limited flexibility in terms of balancing the demands at work with the responsibilities at home and their own personal life. This is attributed to the pressure to survive in a competitive industry and the importance of ensuring clients receive quality service. In the family domain, the women entrepreneurs have family and childcare responsibilities that they are culturally expected to fulfil. The spousal support they receive helps them to cope with the demands of the work and home domains. Finally, in the personal domain, leisure activities are integrated into other social activities in the home. The health of the women was a major concern as it had a direct impact on both the work and family domains. The next chapter (Chapter 6) will present the relevant conclusions and recommendations from the study.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1   Introduction

This study aimed at exploring the nature of the experiences of women entrepreneurs in Manzini in their work, family and personal domains. In the previous chapter, the findings of the study were analysed and discussed. An analysis of the main dimensions of work-life balance of the women entrepreneurs was done in the previous chapter. From this analysis, insights will be generated into understanding the challenges the women are facing in the different work-life domains and recommendations made on how they can be helped to cope with the demands of the different domains.

6.2   Work Domain

An analysis of the work domain of the women entrepreneurs in Manzini shows that the salon business is a busy enterprise characterized by the many services offered to customers. These services are laborious in nature and require a high level of expertise to ensure quality. Emphasis is placed on ensuring customer satisfaction as this will help market the business and attract more clients. The women therefore end up spending many hours in the business a day, making it difficult to dedicate adequate time to the family domain. This includes being willing to extend the working hours to accommodate some clients, resulting in them coming home late and tired. As stated by Sturges and Guest (2004) a growing desire to balance work with other aspects of life can be linked to the long hours that many individuals have to devote to work. Therefore, the workload and amount of time the women entrepreneurs invest in running their business poses a threat to their work-life balance. This was the conclusion DeMartino, Barbato and Jacques (2006) who posits that entrepreneurs typically worked longer hours than employed people and therefore experienced more work-life balance issues.

When the work-schedule flexibility of the women entrepreneurs was analysed, it can be seen that the salons have very flexible operating hours. As stated earlier, this flexibility is dictated by the

client-centered nature of the industry and the premium placed on meeting customer needs. However, there is limited flexibility in the ability of the women to move in and out of the business to attend to other pressing matters. Unless in cases of emergency, there is an innate pressure on the women to prefer to be in the salon as much as possible to oversee the quality of the service that their clients are receiving.

As long as the salon is operating, most of the women will be 'locked up' in the business because they did not trust the competence of their workers to deliver quality service. According to Jennings and McDougal (2007), women entrepreneurs are likely to experience less work-schedule autonomy and flexibility than male entrepreneurs. The characteristics of the work domain (work involvement and work-schedule flexibility) are therefore most likely to contribute negatively to the work-life balance of the women entrepreneurs. The level of commitment and the relative inflexibility in the work domain means limited resources (time and energy) for the family domain.

6.3   Family Domain

One of the determinants of work-life balance for women entrepreneurs in the family domain is the level of involvement in the family. This is mainly influenced by the number and age of family members. Analysis of the findings show that most of the women entrepreneurs have young families with an average of two children in the family. The women are responsible for all the household activities including cooking, cleaning and childcare in line with cultural expectations. However, the fulfilment of these responsibilities often occurred when the women were physically exhausted after a long day at work. This situation was worsened by the peak business periods when working hours were prolonged with higher fatigue levels. In addition to this, the findings reveal that the women entrepreneurs received little or no support from extended family members.

Valuable instrumental and financial support was received from the spouse that enabled the women to meet the demands of the work and family domains. Despite the willingness and availability of the husbands to help with domestic roles, their involvement was more voluntary than out of necessity. One woman said that no matter how late she worked, her husband waited for her to come and cook for him. The characteristics of the family domain are likely to contribute to the work-life balance challenges of the women entrepreneurs. This can be seen in the area of family

involvement where stronger and more reliable support is needed so that the women can focus more on their businesses and gain more rest at home. Mathew and Panchanatham (2011) concluded from their findings that young women entrepreneurs were more likely to struggle with work-life balance issues because of their lack of business experience and their inability to command social support.

6.4   Personal Domain

Findings from the personal domain in the lives of the women entrepreneurs lead to two major conclusions. Firstly, the ability of the women to engage in leisure activities is influenced heavily by culture and socialization. African culture is centered on collectivism as opposed to the focus on individualism in the western culture. This is evidenced by the fact that the women were more comfortable to enjoy their 'leisure' by sharing it with other family members. In fact, the leisure activities were embedded within family activities e.g. chatting, watching television. This may have been a way to compensate for the limited time the women entrepreneurs had to attend to household matters. Participation in leisure activities contributes to the wellbeing of individuals and a balanced life.

Perhaps the strongest factor in the personal domain of the women entrepreneurs is the health effects that come from running their salons. The analysis shows that the physical health of the women is a source of concern because of the strain their bodies endure on the job. The long hours at the salon, busy schedules, and the daily household chores that need attention seem to stretch the women physically to the limit. Findings also indicate lack of adequate rest especially during the work week with some women complaining of waking up the next day feeling tired. It is remarkable that the women are willing to undergo the physical strain and associated health risks so as to earn an income. In the long run, the health effects are likely to be unsustainable for many of these women. This is set against the backdrop that culturally, African women are known to be a hardworking and productive group in society (Forson, 2013). In conclusion, the characteristics in the personal domain are likely to cause imbalance in the work-life balance equation of the women entrepreneurs.

6.5 Recommendations

From the analysis of the extent to which work-life balance issues affect the female entrepreneurs in Manzini, this study suggests the following recommendations:

- To help the female entrepreneurs improve their work schedule flexibility, there is need for them to identify and train competent workers who will be able to give quality service to clients even in the absence of the owners. This will enable the salon owners to make time for rest and other activities outside the business.
- Having a helping hand in the home domain would make a significant difference in handling the household responsibilities. Since most of them have young families, the women entrepreneurs are advised to consider getting a member from the extended family to live with them and help out. This seems a better option than hiring a helper.
- To help improve their physical health, it is recommended that the women entrepreneurs take compulsory time off to rest and recover physically, besides Sunday. Regular health checkups, including massages will can also help to keep them in good physical condition.
- In order to understand the work-life balance experiences of women entrepreneurs in Manzini, a comprehensive quantitative study needs to be conducted.

6.6 Future Research

Suggested opportunities for future research include:

- In order to increase our understanding of work-life balance on women entrepreneurs, it may be useful to conduct a comparative study of businesses in different sectors (e.g. hairdressing, food vending, tailoring) to establish their effect on work-life balance.
- Comparative studies can also be done to compare the work-life balance experiences of rural versus urban women entrepreneurs to determine if there are any notable disparities.

6.7 Summary

The three domains (work, family, and personal) that make up the life of an individual are closely interrelated and each contribute to overall wellbeing and quality of life. Work-life balance is an important component of the wellbeing women entrepreneur and a determinant of the survival of

the business (Williams, 2004; Myrie & Daly, 2009; DeMartino *et al..* 2006). This study has explored the experiences of female salon owners as they go about their daily lives at work and in their home and personal lives. The findings show that experiences in the work domain have a negative effect on the work-life balance of the women entrepreneurs. Long working hours and a perceived schedule inflexibility limit their availability and involvement especially in the home domain, partly due to physical exhaustion.

In the family domain, the findings show that the women undertake household chores and strive to meet the needs of the family often when they are fatigued. They receive spousal support on occasion with the home responsibilities as well as in the business. The lack of a social support network puts significant pressure on them to balance their work and home roles. Finally, the findings in the personal domain reveal a lack of adequate time for leisure activities as well as negative health effects from operating their salons. In conclusion, it is clear that the women entrepreneurs face significant work-life balance challenges and need support structures and effective coping strategies to thrive in entrepreneurship.

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UNIVERSITY OF KWAZULU-NATAL

SCHOOL OF MANAGEMENT, INFORMATION TECHNOLOGY AND GOVERNANCE

December 2016

Dear respondent,

I, **Vincent Otieno**, am a full time postgraduate student of the University of KwaZulu-Natal in South Africa. I am in the Faculty of Management in the School of Management, Information Technology and Management based at the Westville campus. I am undertaking a research project titled: **The Influence of Work-life Balance on Women Entrepreneurs in Manzini**. This project is being supervised by **Dr Given Mutinta** of the University of KwaZulu-Natal.

I am writing to invite you to consider participating in a study that involves the study of women entrepreneurs. The aim and purpose of this study is to explore the work-life balance issues encountered by women entrepreneurs in Manzini. Upto twelve (12) women business owners from different sectors are expected to take part in this study. Your participation in this study is purely voluntary and your anonymity will be protected by the researcher.

This study will involve a discussion in the form of an interview that will last approximately one (1) hour. I will be asking a range of questions regarding your experiences of managing your business as a woman in relation to your family and other areas of life. The questions will be open-ended and non judgemental, allowing for one to elaborate on her experiences. The interview will be audio-recorded on agreement with the participant to ensure I have an accurate record of what is said. Interview transcripts will remain confidential and short extracts will be used to generate findings that will form the basis of my Masters dissertation.

It is my hope that this exploratory study will help bring attention to the work-life balance challenges that women entrepreneurs in Manzini face. This can provide the platform for looking into ways of helping these women cope effectively with the multiple roles. In the end their entrepreneurial potential will be further enhanced.

This study has received ethical approval and clearance by the UKZN Humanities and Social Sciences Research Ethics Committee (approval no……..). I undertake to cover all the direct costs involved in this study will be covered by the researcher.

Please contact **Vincent Otieno** if you have any questions about the study, or would like more information.

Cell no.:   (+27) 0612492764

Email: vin_paulo@yahoo.com

Address: University of KwaZulu-Natal Westville Campus, Durban. South Africa.

Alternatively you may contact the UKZN Humanities and Social Science Reseach and Ethics Committee:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private   Bag   X   54001
Durban 4000   KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Thank you in advance for you cooperation with this research exercise.

Sincerely,

Vincent Otieno

Cell no. 0612492764/76267606

UNIVERSITY OF
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

Title of research project:

The Influence of Work-life balance on Women Entrepreneurs in Manzini.

Name and Position of Researcher:

Vincent Otieno, Postgraduate student, School of Management, IT and Governance.

CONSENT FORM

I confirm that I have read the information sheet that describes this study and have had an opportunity to ask questions.

I understand that my participation is **voluntary** and that I am free to withdraw at any time without giving any reason.

I understand that I do not wish to answer all the questions if I **do not** wish to and may take a break or leave the interview at any time.

I am aware that any information I provide will be treated to the strictest confidence.

	Please tick box	
	Yes	**No**
I agree to take part in an audio-recorded interview.	☐	☐
I give permission for brief extracts of my interview to be used for research purposes with strict adherence to anonymity.	☐	☐

Name of participant: **Date**:   **Signature**:

Name of translator: **Date**:   **Signature**:
(where applicable)
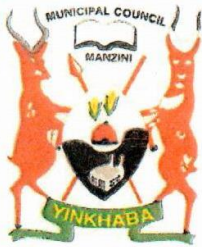
MUNICIPAL COUNCIL OF MANZINI

CIVIC OFFICES
Ngwane Street, Manzini
P.O. Box 418, Manzini
M200, Swaziland
Tel: 2505 2481/2/4
Fax: 2505 3992

All correspondence to be addressed to:
TOWN CLERK/CHIEF EXECUTIVE OFFICER

REFERENCE: MZ/   110/2

YOUR REF: 04 October 2016

UNIVERSITY OF KWAZULU NATAL
Westville Campus
PRIVATE BAG X54001
DURBAN
SOUTH AFRICA

Dear Sir/ Madam

RE: REQUEST TO CONDUCT RESEARCH WITHIN MANZINI CBD.

Reference is made to the above matter.

Permission is hereby granted for Vincent Otieno to conduct and/or carryout research project within the Urban Area of Manzini. The student is advance to contact our Public Relation Officer, Mr Mathokoza Thwala (pro@mzcitycouncil.sz) for specific areas of interest and also scheduling of appointments with relevant officials if needs be.

We trust that the learner will benefit immensely from the amount of information and experience that will be received from our organization and its stakeholders during the course of your research. Thank you in advance for your cooperation. For any enquires don't hesitate to contact our offices.

Yours Faithfully,

Zwell M Maphanga
Acting Town Clerk

UNIVERSITY OF ™
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

16 November 2016

Mr Vincent PO Otieno (215080669)
School of Management, IT & Governance
Westville Campus

Dear Mr Otieno,

Protocol reference number: HSS/1935/016M
Project title: The influence of Work Life Balance on women Entrepreneurs in Manzini, Swaziland

Full Approval – Expedited Application

In response to your application received on 09 November 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL.**

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

....
Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: **Dr Given Mutinta**
Cc Academic Leader Research: Professor Brian McArhtur
Cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee
Dr Shenuka Singh (Chair)
Westville Campus, Govan Mbeki Building
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<u>In- depth Interview guide</u>

Preamble:

Introduce myself.

Thank the participant for agreeing to the meeting.

Briefly describe the purpose of the study. Explain that I am interested in how women entrepreneurs juggle work (business) and other aspects of their lives.

Explain that it is **their** experiences and opinions I'm seeking.

Explain to the participant their right to confidentiality and anonymity. They are allowed **not to** answer all questions and can take a break/leave the interview at any time.

Explain the need for tape recording and test the recording device.

Ask if they have any questions.

Request the participant to read and **sign** the informed consent form.

<u>Interview Protocol</u>

Demographic information

Name of participant: _____

Name of business: _____

Please indicate the following:

Age (years): _____

Nationality

Swazi ☐

African ☐

Civil status

Single ☐

Married ☐

Domestic partnership ☐

Divorced ☐

Separated ☐

Other (specify) _____

Level of education

No schooling completed ☐

Primary level ☐

High school level ☐

Tertiary level ☐

Other (specify) _____

Number of children

None ☐

One ☐

Two ☐

Three or more ☐

Age of children *(where applicable)*

Child 1 ☐ years

Child 2 ☐ years

Child 3 ☐ years

Child 4 ☐ years

Child 5 ☐ years

Number of years in business? _____

Average monthly income (E) of business

0 to 2500 ☐

2501 to 5000 ☐

5001 to 7500 ☐

7501 to 10 000 ☐

Above 10 000 ☐

INTERVIEW GUIDE

Work domain

- Tell me about your business. How many hours do you spend at work in a day? Do you work in the evenings? On weekends?
- What kind of activities are you involved in on a day-to-day basis? Are there times that are busier or quieter than others? Please describe your busy days at work.
- Are there people who assist you with work responsibilities? Can you tell me what they do?
- How flexible is your work schedule? Do you come to work at any time? Are you able to leave work at any time to attend to other matters?
- Have you ever taken time off from work for a non-work emergency? Can you give an example?
- Do you think the demands of your family life make it difficult for you to concentrate at work?

Family domain

- Can you tell me what you do when you get home from work? What household activities occur regularly at home? On weekends?
- How often do you feel tired after work to do the things you need to do at home?
- Does your husband/partner assist you with parenting and childcare responsibilities? What about with business matters? Please describe how.
- Do you get any support from family members in fulfilling home and family responsibilities? Who/what type of support? Please describe.
- How much time do you get to socialize/relax with your partner and children?
- Are there times when your work obligations interfered with your role as a spouse or parent? Can you give an example?

Personal domain

- Do you get to have free time for yourself? How do you spend your free time?
- What kind of activities are you involved in outside business and family? Please describe them.
- How frequent are you involved in these activities? Do you think you have enough time to pursue these activities and interests (hobbies)?
- Do you think your work affects your health in any way?

Work-life balance

- When you hear the phrase 'work-life balance', what does it mean to you?

Closing Remarks

- Is there anything else on these issues you would like to add that I did not cover in this interview?

Thank you for making the time to meet with me!

INCOCISWANO

Emsebentini

- Ngitjele ngebhizinisi yakho. Mangaphi emahora lowacitsa emsebentini ngelilanga? Yasebenta ntsambama nagemamphelasontfo.
- Tintfo tini lotenta onkhe mlaanga kulebhizinisi? Tikhona tikhatsi letiba bhizi kunaletinye. Cela ungchazele emalanga akho labusy emsebentini.
- Kukhona labakusitako kulemisebenti loyentako? Bentani bona?
- Sikhululeko kanganani sikhatsi sekungena emsebentini? Uta noma kunini emsebentini? Uyakhona kushiya emsebenti noma niniuyokwenta lokunye nje?
- Kuke kwenteke ahambe emsebentini ungahambi ngekwemsebenti? Ungangipha sibonelo.
- Mawucabanga letintfo lemele atente emndenini wakho tiyakwenta yini ungasakhoni kunaka umsebenti wakho.

  Ekhaya

- Yini lofike ukwente mawubuya emsebentini. Yini lokwenta tikhatsi tonkhe ekhaya? Ngemhpelasontfo?
- Kukangaphi lawuyaye utive udziniwe kutsi wente tintfo ekhaya nawubuya emsebentini?
- Umyeni wakho uyakusita yini ekukhuliseni bantfwana nasekubanakeni? Kulebhizinisi yakho ke? Chaza kanjani.
- Umndeni wakho uyakweseka yini ekwenteni imisebenti yasekhaya kanye naleyo yebhizinisi? Ngukuphi kweseka lokutfolako? Chaza.
- Sikhatsilesinganani lositfolako sekutsi uphumule nendvodza kanye nebantfwana. Niyaye nenteni?
- Kukhona lapho umsebenti wakho wakubongela tingcinamba ekwenteni tintfo lamele atente umtali noma umfati? Sibonelo

Mayelana nawe

- YIni tintfo lotentako ngesikhatsi sakho losuke ungekho bhizi ngaso ekhaya noma emsebentini? Cela utichazele.
- Utenta kanganani letintfo? Mawucabanga senile yini lesikhatsi lositfolako kutsi utente?
- Mawucabanga umsebenti wakho uyayikhubata khona ngetemphilo?

Work –Life balance

- Uke weva ngalomugca lotsi 'work**-life balance'**. Kutsini kuwe?

Kuvala

- Kukhona yini lobongafisa kukwenta lesesikhulume ngako kumbe lengakakubuti mine kelencociswano?

  Ngiyabonga kwakha sikhatsi sekutsi ucocisane nami!!