

Research On The Relationship Between Work-Family Conflict Management Strategies Of Female Entrepreneurs And Corporate Performance

Lei Yang, Huichuan Liu

Shandong Labor Vocational And Technical College 250022

Abstract

For female entrepreneurs, finding a balance between family and career and developing strategies to handle conflicts between family and work is a major concern, and it is also a key factor affecting business performance.

This paper reviews and contemplates on previous related research, addressing the limitations of past studies and combining the unique characteristics of female entrepreneurs. It aims to establish and validate the relationship between work-family management strategies and business performance, as well as their underlying model. Firstly, using a depth interview research method, the study conducted interviews with 35 female entrepreneurs to investigate the impact of different types of work-family management strategies on business performance. Secondly, 400 questionnaires were distributed to female entrepreneurs in Shandong Province, with 367 valid responses received. The study employed SPSS regression analysis to validate the hypotheses. The results indicate that work-family management strategies positively influence business performance. Different types of work-family management strategies have varying impacts on business performance. The role resource support strategy has the greatest impact on business performance, followed by the role demand reduction strategy, while the role behavior management strategy has the smallest impact.

The analytical results of this paper can assist female entrepreneurs in making scientific choices and applications in practice.

Keywords: *Female Entrepreneurs; Work-Family Conflict; Processing Strategy; Enterprise Performance;*

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I. Literature Review

The work-family management strategies chosen by female entrepreneurs not only directly impact the level of work-family conflict they experience but also inhibit or promote business growth (Jennings & McDougald, 2007). Although some scholars have previously studied the moderating effect of entrepreneurs' emotional management mechanisms on work-family conflict and business performance, few studies have focused on the impact of externally oriented management strategies on business performance, and related empirical research is relatively scarce. Shelton (2006) classified externally oriented management strategies into three types: role elimination, role reduction, and role sharing, and proposed hypotheses about their relationships with business performance, but did not conduct empirical research on them. Inspired by previous research, this study conducts empirical research based on prior findings. It aims to investigate the effect of externally oriented management strategies on business performance.

II. Research Hypotheses And Model Construction

Work-Family Management Strategies and Business Performance

This article divides work-family management strategies into three dimensions: role resource support strategies, role demand reduction strategies, and role behavior management strategies. Role resource support strategies can be further categorized into four types: spouse support, support from relatives and friends, external social support, and employee support. We can conduct research based on different contexts of resource support. Role resource support can be implemented by delegating family roles or career roles. Role resource support strategies implemented through delegating family roles are referred to as family role support strategies, while those implemented through delegating career roles are called work role support strategies.

According to our survey questionnaires and interview data, the family role support strategies for female entrepreneurs manifest in various forms in real life. For instance, regarding spouse support, "the spouse's care, understanding, and provision of emotional encouragement and comfort, along with sharing and taking responsibility for household tasks, offer tangible physical and mental assistance to female entrepreneurs." In relation to relatives and friends, "when facing difficulties, the strong support from relatives and friends not only provides emotional encouragement but also offers practical assistance such as funding and networking channels." Concerning children, "their understanding and independence not only provide emotional support and care to female entrepreneurs but also enable them to take on some family responsibilities, reducing work-family conflicts for female entrepreneurs, which is beneficial for both family harmony and business development." In terms of employee support, "employees are responsible for picking up and dropping off children from school and assisting with their homework," "employees understand the boss's difficulties and decisions, give full trust to the boss both emotionally and in work, execute work tasks assigned by the boss to the fullest, and proactively contribute ideas for the company's development, share the boss's burdens, and jointly bear risks, which not only reduces the boss's mental stress but also benefits the company's development." Regarding external social support, "hiring household helpers and nannies to assist with household tasks and childcare," "choosing a boarding school for children, where the school takes responsibility for their learning and living arrangements, can greatly reduce family conflicts." Emotional and practical support from spouses is significantly positively correlated with marital satisfaction (Cleveland, 2005); hiring household helpers is significantly related to family satisfaction. This study believes that the purpose of female entrepreneurs adopting family role support strategies is to meet the demands of their family roles by acquiring all external resources or support, while also freeing themselves up to invest more energy and time into their careers, which is more conducive to business development.

From our survey and interviews, we have found that the use of work-family management strategies by female entrepreneurs can help reduce their work stress to some extent. For example, role resource support strategies manifest in diverse forms in daily life. Regarding spouse-related support, "seeking the spouse's opinion on major company decisions" and "the spouse taking charge of family matters to reduce the pressure on the female entrepreneur at home" are common practices. In terms of support from relatives and friends, "integrating resources from relatives and friends for the benefit of the business" and "sharing the responsibilities of raising children and caring for the family with the female entrepreneur" are observed. Employee support involves "delegating authority to employees to handle daily tasks or supervisory work that can substitute for the female entrepreneur's responsibilities." External social support may include "hiring talented individuals for high-level positions in the company to participate in important decision-making or strategic development" and "employing household helpers to manage family affairs." These external role resource supports directly impact the growth and development of the business.

Similarly, if female entrepreneurs adopt family role resource support strategies, it implies that they have

some deficiencies in fulfilling their family roles and will delegate family responsibilities to external supporters. At the same time, the major sources of family stress faced by female entrepreneurs, such as the level of family responsibilities and the demand for time spent on household tasks, will be reduced or decreased. Numerous studies have found that an individual's level of family responsibilities affects the work-family conflict they experience (Huang et al., 2004). According to the conclusions of previous studies, family interference with work conflicts is negatively related to business performance. Therefore, we expect that the use of family role support strategies can reduce sources of family stress, leading to a reduction in conflicts where family interferes with work, thereby indirectly positively impacting the business performance of female entrepreneurs.

Role demand reduction strategy refers to the approach where female entrepreneurs relinquish certain activities required by a particular role or completely abandon a certain role, thereby allowing them to allocate their time and energy to a specific role and fulfill its requirements. According to our previous research, role demand reduction can be divided into two types: role elimination and role restriction. The role demand reduction strategy implemented by reducing family roles is called the family role reduction strategy; the role demand reduction strategy implemented by reducing career roles is called the work role reduction strategy.

From survey interviews, we have learned that there are various ways in which female entrepreneurs adopt family role reduction strategies in real life. Some are related to role elimination, such as "delaying marriage and childbirth," while others are related to role restriction, such as "reducing the frequency of family gatherings." Therefore, based on relevant analysis, we can conclude that the more family role reduction strategies female entrepreneurs use, the more beneficial it is for their business performance.

Based on survey interviews, it can be observed that the presentation of work role reduction strategies among female entrepreneurs in real life is also diversified. Some are related to role elimination, such as "giving up opportunities for business expansion and development," while others are related to role restriction, such as "reducing the number of business trips and social engagements." Shelton (2006) once asserted that entrepreneurs with a low growth orientation tend to compress their work roles rather than family roles, while those with a high growth orientation do the opposite. Therefore, based on relevant analysis, we can conclude that the more frequently female entrepreneurs use work role reduction strategies, the more detrimental it is to their business performance.

At the same time, when female entrepreneurs adopt work role reduction strategies, it means they are giving up or restricting their work roles. This reduces the work role pressure faced by female entrepreneurs, leading to a decrease in the level of work-family conflict, which indirectly has a negative impact on their business performance.

Role behavior management strategy refers to a method where female entrepreneurs rely on the application of management techniques such as organization, coordination, and planning of their own role behaviors, thereby maximizing the satisfaction of different role demands with limited resources. In this study, role behavior management strategies are divided into family role management strategies and work role management strategies based on different contexts. Regardless of the strategy, there is limited reference in previous research regarding the examination of work-related outcomes. The direct positive correlation effect of these strategies on work performance is still very evident.

Based on our analysis, we expect role management strategies to have a direct positive impact on the business performance of female entrepreneurs.

Our findings indicate that work-family conflict is significantly related to the business performance of female entrepreneurs. Therefore, based on the analysis, we believe that role management strategies can indirectly affect the business performance of female entrepreneurs through work-family conflict.

Based on relevant analysis, we propose the following hypotheses for work-family management strategies:

H1: The use of work-family management strategies will have a direct positive impact on the business performance of female entrepreneurs.

H1-1a: The use of role resource support strategies will have a positive impact on the business performance of female entrepreneurs.

H1-1b: The use of role demand reduction strategies will have a positive impact on the business performance of female entrepreneurs.

H1-1c: The use of role behavior management strategies will have a positive impact on the business performance of female entrepreneurs.

In addition to facing family stressors, female entrepreneurs also face entrepreneurial stressors such as work engagement, work responsibilities, and workload. If family stressors increase, it means that work stressors will decrease. Because time and energy are limited, if there are only 10 hours in a day, time allocation issues will inevitably lead to conflicts between family stressors or work stressors. Based on relevant analysis, we propose the following hypotheses regarding the use of work-family management strategies:

H2: The use of work-family management strategies is positively correlated with family stressors.

H3: The use of work-family management strategies is positively correlated with entrepreneurial stressors.

Based on the conclusions drawn from the research, there is a certain relationship between family stressors and family-to-work conflict, as well as between entrepreneurial stressors and work-to-family conflict. According to relevant analysis, we propose the following hypotheses:

H4: There is a positive correlation between family stressors and family-to-work conflict.

H5: There is a positive correlation between entrepreneurial stressors and work-to-family conflict.

According to the conclusions drawn from the research, family-to-work conflict and work-to-family conflict are related to business performance. Therefore, based on relevant analysis, we propose the following hypotheses regarding the relationship between family-to-work conflict, work-to-family conflict, and business performance:

H6: Family-to-work conflict is negatively correlated with business performance.

H7: Work-to-family conflict is positively correlated with business performance.

Model Construction and Explanation

Based on the above discussion and analysis, as well as the hypotheses regarding the relationship between the three types of work-family conflict management strategies of female entrepreneurs and business performance, the following conceptual model is constructed, as shown in Figure 1:

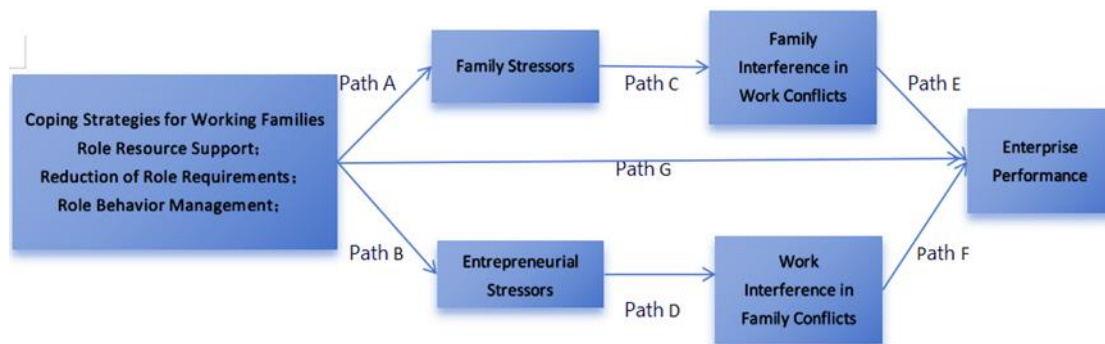


Figure 1 A Conceptual Model of The Relationship Between

Women Entrepreneurs' Work-Family Coping Strategies and Business Performance

Research Sample and Variable Measurement

Sample Selection

Through the Women Entrepreneurs Association, 100 female entrepreneurs of different ages, industries, entrepreneurial experience, and marital status were contacted, and another 300 questionnaires were obtained through the snowball method. The survey was conducted through Gredamo, and after a month, a total of 400 questionnaires were returned, of which 367 were valid.

By analyzing the basic information of the data, we can see the situation of each basic information. Among the ages, those under 25 account for 11.2%, those aged 26-35 account for 48.5%, those aged 36-45 account for 29.4%, and those aged above 45 account for 10.9%. The age ratio is mainly concentrated in the range of 26-45 years old. More than 58% of the female entrepreneurs have a bachelor's degree or above. Married female entrepreneurs account for 74.4%, indicating a high degree of sample suitability. 80% of the female entrepreneurs have children, and a high percentage of 88% have been entrepreneurs for more than one year.

Variable Measurement

(1) Measurement of Outcome Variables

The measurement of work-family management strategies for female entrepreneurs adopts a questionnaire scale developed in this study, which consists of 28 items. Among them, the sub-scale of role resource support has 15 items, the sub-scale of role demand reduction has 8 items, and the sub-scale of role behavior management has 5 items.

The measurement of strategies for work-family stressors of female entrepreneurs is conducted using a questionnaire revised based on the work-family stressor scale developed by previous scholars, taking into account the actual situation of female entrepreneurs. It comprises 23 items, with 12 items related to entrepreneurial stressors and 11 items related to family stressors.

The measurement of business performance of female entrepreneurs is based on the measurement items from foreign scholars such as Ciavarella et al. (2004) and domestic scholars such as Zhao Xiaodong (2006) and Huang Yiqun (2007). It includes 6 items, with 3 items related to survival performance and 3 items related to success performance.

The scales reference the Likert 5-point scale and have been modified according to the actual situation. The response options range from 1 to 5, corresponding to the attitude towards the descriptive items, with "1" representing strongly disagree, "2" representing disagree, "3" representing neutral, "4" representing agree, and "5" representing strongly agree.

(2) Selection and Measurement of Control Variables

The control variables selected in this study are ultimately determined based on the results obtained from one-way ANOVA, including variables at the entrepreneur level, such as the age, education level, number of children, and marital status of female entrepreneurs; and variables at the organizational level, such as the development stage of the enterprise owned by female entrepreneurs and the industry in which the enterprise belongs. All control variables in this study are measured using coding, as shown in Table 1.

Table 1 Variables: Examples of Measurement Items

Variable	Measurement item	Example	Source
housework	Q7-1	I have a lot of household chores to take on.	Ciavarella et al. (2004) Zhao Xiaodong (2006) Huang Yiqun (2007)
	Q7-2	I spend a lot of time on household chores when I am at home.	
	Q7-3	I always feel that there is a lack of rest time at home.	
	Q7-4	My lover and I share the housework.	
marriage	Q8-1	I often have disputes and conflicts with my lover because of money problems.	
	Q8-2	I often have disputes and conflicts with my lover about leisure activities.	
	Q8-3	I often have disputes and conflicts with my lover because of work.	
Children	Q9-1	I often have disputes and conflicts with my wife about my child's education.	
	Q9-2	I spend most of my time at home taking care of my child's life and learning problems.	
	Q9-3	My spouse and I will jointly take care of our child's life and education	
	Q9-4	In case of special circumstances, such as illness, hospitalization, and parent-teacher meetings, I will personally take care of and attend them.	
job involvement	Q10-1	"I don't have enough ability to do my job well."	
	Q10-2	I lack clear goals and plans for the company's development.	
	Q10-3	I don't have enough confidence and resources to grow the company.	
Responsibility for work	Q11-1	I have high requirements for the company.	
	Q11-2	I am not slack in my work at the company.	
	Q11-3	The important things that have happened in my life are all related to work.	
	Q11-4	I am engaged in a career that I like.	
	Q11-5	My efforts have not been rewarded as they should be.	
	Q11-6	I always feel that there is not enough time to do my job well.	
Work load	Q12-1	My workload seems to be beyond the normal load of ordinary people.	
	Q12-2	I always feel that I can't separate work from family.	
	Q12-3	I always feel that I am being led by the nose by the company's affairs.	

III. Research Method

After effectively testing the measurement scales for family stressors and entrepreneurial stressors, this study constructed a model of the relationship between women entrepreneurs' work-family coping strategies and corporate performance, as shown in Figure 1. Multiple regression analysis was used for validation, and the analysis tools used were SPSS22.0 and AMOS24.0.

IV. Data Analysis

Before analyzing the data, this paper has conducted reliability and validity analysis on the relevant measurement scales, so only the reliability and validity of the work and family stress scales and the discriminant validity of the full model need to be analyzed in this article.

Reliability and Validity Analysis

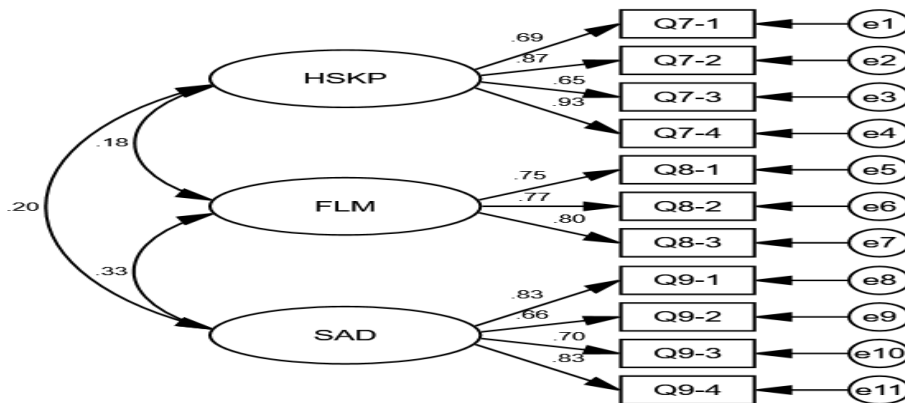
(1) Reliability Analysis

First, this study conducted a reliability analysis on the internal consistency of the family stressor scale and the internal consistency of the work stressor scale. This analysis used CITC analysis and Cronbach's alpha coefficient method to purify the measurement items. According to the standard that CITC is greater than 0.5 and Cronbach's alpha coefficient is greater than 0.7, the measurement terms meet the reliability test requirements. The results showed that a was between 0.8 and 0.9, indicating that the scale had very good reliability.

(2) Validity Analysis

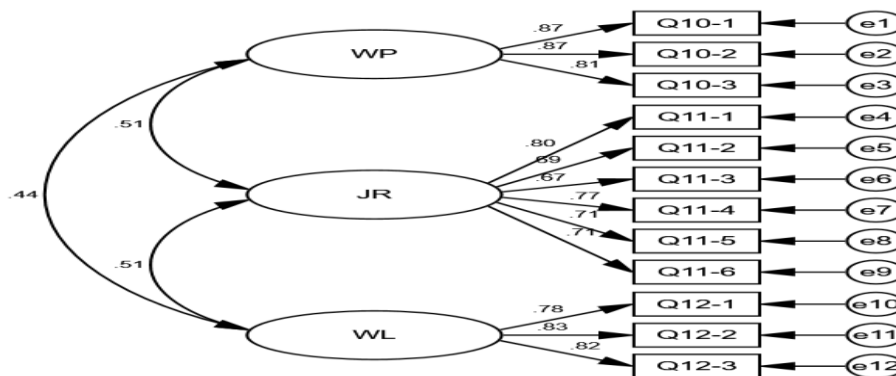
Secondly, this study conducted a validity analysis on the family stressor scale and entrepreneurial stressor scale. Family stressors are a three-level factor, including household stressors, marital stressors, and child stressors. The entrepreneurial stressor is a three-level factor, including job involvement, job responsibility, and job load. According to the fitting degree index, the overall fitting effect is relatively ideal. In addition, a test of discriminant validity was conducted, and the results showed the correlation coefficients between each factor. According to the correlation values, it indicates that the scale has good discriminant validity. The specific results are shown in Figure 2 and Figure 3.

Figure 2 Confirmatory Factor Analysis of Family Stressors



Note: Housework is abbreviated as HSKP; Marriage is abbreviated as FLM; Children abbreviated as SAD

Figure 3 Confirmatory Factor Analysis of Entrepreneurial Stressors



Note: Work input is abbreviated as WP; Job responsibility abbreviation: JR; Workload abbreviation: WL

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(1) Correlation Test of Structural Variables

The correlation coefficients and discriminant validity between the structural variables of the overall model were tested. The results showed that, except for the AVE of family interference with work, which was smaller than its correlation coefficient with family stressors, the square root of the AVE for all other data was greater than the correlation coefficients with other variables, indicating good discriminant validity.

(2) Regression Model Analysis

In order to verify the theoretical assumptions proposed in this study, we will use multiple linear regression to establish a regression model to analyze the relationship between work-family coping strategies and the business performance of female entrepreneurs. Among the data analysis methods, regression analysis is one of the most widely used statistical analysis methods. It is used to analyze the dependencies between variables, especially the mutual variation patterns between variables, which is the focus of its investigation. This relationship between variables is ultimately described and reflected through regression equations, enabling people to accurately understand the extent to which one variable is affected by other variables, and thus providing a reliable basis for prediction.

This study used SPSS22.0 statistical software to establish a multiple linear regression model, and the model estimation method was the least squares method.

First, a linear regression was conducted between work-family coping strategies and corporate performance, with the results shown in Table 2 below.

Table 2 Multiple linear Regression Results of Work-Family Coping Strategies and Corporate Performance

	Dependent Variable: Enterprise Performance	
	Model 1	Model 2
Age	0.201**	0.016
Education	0.370***	0.239***
Number of Children	-0.059	-0.050
Entrepreneurial Age	0.266***	0.191***
Work-family Coping Strategies		0.627***
F	21.162***	81.551***
R ²	0.190	0.530
Adjusted R ²	0.181	0.524

Note: * indicates $P < 0.05$, ** indicates $P < 0.01$, *** indicates $P < 0.001$.

It can be seen from the above table that there is a positive and significant impact between work-family coping strategies and corporate performance, so hypothesis H1 and path G are established. At the same time, a linear regression was conducted on the relationship between the three dimensions of work-family coping strategies and corporate performance. The regression results are shown in Table 3 below. The three dimensions of work-family coping strategies have a significant positive impact on corporate performance. Therefore, hypothesis H1-1a, H1- 1b, H1- 1c are all established, and path G is established.

Table 3 Multiple linear Regression Results of The Three Dimensions of Work-Family Coping Strategies and Corporate Performance

	Dependent Variable: Enterprise Performance	
	Model 1	Model 2
Age	0.201*	0.014
Education	0.370***	0.229***
Number of Children	-0.059	-0.054
Entrepreneurial Age	0.266***	0.198***
Role Resource Support		0.296***
Role Demand Reduction		0.228***
Role Behavior Management		0.193***
F	21.162***	59.548***
R ²	0.190	0.537
Adjusted R ²	0.181	0.528

Note: * indicates P<0.05, ** indicates P<0.01, *** indicates P<0.001.

Subsequently, a linear regression was conducted between work-family coping strategies and family stressors, with the regression results shown in Table 4 below. There is a positive and significant impact between work-family coping strategies and family stressors, indicating that path A and hypothesis H2 are not established. Work-family coping strategies can reduce family stressors, leading to a decrease in family conflict stress and an increase in work-related conflict stress, thus indirectly negatively affecting corporate performance.

Table 4 Multiple linear Regression Results of Work-Family Coping Strategies and Family Stressors

	Dependent Variable: Family Stressors	
	Model 1	Model 2
Age	0.044**	0.038
Education	0.036***	0.031***
Number of Children	0.044	0.036
Entrepreneurial Age	0.028***	0.023***
Work-Family Coping Strategies		0.035***
F	19.544***	54.613***
R ²	0.178	0.431
Adjusted R ²	0.169	0.423

Note: * indicates P<0.05, ** indicates P<0.01, *** indicates P<0.001.

Then, a linear regression was conducted between work-family coping strategies and entrepreneurial stressors, and the regression results are shown in Table 5 below. There is a significant positive impact between work-family coping strategies and entrepreneurial stressors, and path B, hypothesis H3 is established.

Table 5 Multiple Linear Regression Results of Work-Family Coping Strategies and Entrepreneurial Stressors

	Dependent Variable: Entrepreneurial Stressors	
	Model 1	Model 2
Age	0.227***	-0.007
Education	0.193***	0.027
Number of Children	-0.068	-0.057
Entrepreneurial Age	0.136	0.041
Work-Family Coping Strategies		0.794***
F	9.051***	127.102***
R ²	0.091	0.638
Adjusted R ²	0.081	0.633

Based on the multiple linear regression results presented in Table 6, it is evident that there is a significant negative impact of family stressors on family-to-work conflict, represented by path C. This finding suggests that the hypothesis H4 is not supported.

Table 6 Multiple linear Regression Results of Family Stressors and Family Interference Work Conflicts

	Dependent Variable: Family Interference with Work Conflict	
	Model 1	Model 2
Age	-0.221**	-0.091
Education	-0.272***	-0.051
Number of Children	0.019	-0.059
Entrepreneurial Age	-0.178	-0.019
Family Stressors		-0.621***
F	13.547***	58.501***
R ²	0.130	0.448
Adjusted R ²	0.121	0.440

A linear regression was conducted on entrepreneurial stressors and work-family interference conflicts, and the regression results are shown in Table 7 below. There is a significant positive impact between entrepreneurial stressors and work interference family conflicts, path D, H5 The hypothesis is established.

Table 7 Multiple Linear Regression Results of Entrepreneurial Stressors and Work-Family Conflict Interference

	Dependent Variable: Work Interference with Family Conflict	
	Model 1	Model 1
Age	0.242**	0.121
Education	0.242**	0.139*
Number of Children	-0.021	0.015
Entrepreneurial Age	0.172	0.100

Entrepreneurial Stressors		0.534***
F	13.548***	45.967***
R ²	0.130	0.389
Adjusted R ²	0.121	0.381

A multiple linear regression was conducted on the relationship between family interference in work conflicts, work interference in family conflicts, and corporate performance. The regression results are shown in Table 8 below. Family interference in work conflicts has a significant negative impact on corporate performance, path E, and hypothesis H6 is supported; Work interference with family conflicts has a significant positive impact on corporate performance, and path F, hypothesis H7 is established.

Table 8 Multiple Linear Regression Results of Family Interference Work Conflict, Work Interference Family Conflict and Enterprise Performance

	Dependent Variable: Enterprise Performance	
	Model 1	Model 1
Age	0.201**	0.027
Education	0.370***	0.176***
Number of Children	-0.059	-0.044
Entrepreneurial Age	0.266***	0.134*
Family Interference in Work Conflicts		-0.379***
Work Interferes with Family Conflicts		0.374***
F	21.162***	89.269***
R ²	0.190	0.598
Adjusted R ²	0.181	0.591

Additionally, a linear regression was conducted on the three dimensions of work-family management strategies and family stressors. The regression results are shown in Table 9 below. The three dimensions of management strategies have a positive impact on family stressors, among which role resource support is significantly positively correlated with family stressors.

Table 9 Multiple Linear Regression Results of The Three Dimensions of Work-Family Management Strategies and Family Stressors

	Dependent Variable: Family Stressors;	
	Model 1	Model 2
Age	0.210*	0.049
Education	0.354***	0.222***
Number of Children	-0.126	-0.121
Entrepreneurial Age	0.256***	0.208***
Role Resource Support		0.416***
Role Demand Reduction		0.064
Role Behavior Management		0.141
F	19.544***	43.667***

R ²	0.178	0.460
Adjusted R ²	0.169	0.449

Simultaneously, a linear regression was conducted on the three dimensions of work-family management strategies and entrepreneurial stressors. The regression results are shown in Table 10 below. The three dimensions of management strategies have a positive impact on entrepreneurial stressors, among which role demand strategies and role behavior management strategies are significantly positively correlated with entrepreneurial stressors.

Table 10 Multiple linear Regression Results of The Three Dimensions of Work-Family Management Strategies and Entrepreneurial Stressors

	Dependent Variable: Entrepreneurial Stressors	
	Model 1	Model 2
Age	0.227***	-0.014
Education	0.193***	0.008
Number of Children	-0.068	-0.077
Entrepreneurial Age	0.136	0.043
Role Resource Support		0.289
Role Demand Reduction		0.609***
Role Behavior Management		0.017***
F	9.051***	129.134***
R ²	0.091	0.716
Adjusted R ²	0.081	0.710

Note: * indicates P<0.05, ** indicates P<0.01, *** indicates P<0.001.

V. Conclusion

The conclusions and related discussions are as follows:

(1) The three dimensions of work-family coping strategies positively affect corporate performance. From the path analysis of the regression model, we can find that family stressors and entrepreneurial stressors indirectly and positively affect corporate performance. Whether it is hiring domestic help, hiring external personnel, or limiting fertility and marital status, these measures directly reduce the burden and pressure on female entrepreneurs to meet the needs of their family roles, thereby reducing their level of role conflict.

After analyzing the three dimensions of work-family coping strategies and family stressors, we found that role resource support strategies have a significant positive impact on family stressors. Among the entrepreneurial stressors, we found that role demand and role behavior management strategies have a significant positive impact on entrepreneurial stressors. This indicates that among the family stressors, role resource support is most beneficial in alleviating family stress and resolving conflicts caused by family stress. Among the entrepreneurial stressors, role reduction and role behavior management are more conducive to alleviating entrepreneurial stress and thus more conducive to entrepreneurial activities.

(2) Family interference in work conflicts has a significant negative impact on corporate performance; Work interference with family conflicts has a significant positive impact on corporate performance. The higher the level of family interference in work conflicts, the more detrimental it is to the development of the enterprise. Similarly, the higher the level of work interference in family conflicts, the more beneficial it is to the

development of the enterprise. People's time and energy are limited, and the more time they spend on work, the less time they have for family.

(3) After comparing the three work-family coping strategies, we found that the role resource support strategy had the greatest impact on corporate performance, followed by the role demand reduction strategy, and finally the role behavior management strategy. Role resource support is very important for female entrepreneurs, especially in the early stages of entrepreneurship. If the role resource support is in place, it can help them to overcome the difficult period of starting a business and get on track relatively quickly. Similarly, in the rapid development of entrepreneurship, if the resource support is awesome, it can also help the development of the enterprise. In addition, during the interview, it was found that the business performance of all divorced female entrepreneurs was very good. Divorced female entrepreneurs have reduced the role requirements of wives, and some have even reduced the role requirements of mothers, which can reduce conflicts from the family and allow them to devote all their time and energy to business development, which is definitely beneficial to the development of the business. This also shows that the reduction of role requirements has a positive impact on corporate performance. In addition, role behavior management can improve work efficiency and family efficiency, and to some extent alleviate the conflict between family and work, which is beneficial to the performance of the enterprise.

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