

## WORK LIFE BALANCE AND BUSINESS COMMITMENT OF FEMALE ENTREPRENEURS IN BENUE STATE, NIGERIA

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**Abstract:** *The study explored the effect of Work Life Balance (WLB) on business commitment of female entrepreneurs in Benue State, Nigeria. The study specifically examined the effect of flexible working arrangements and leave policies on business commitment of female entrepreneurs in Benue State. A survey research design was adopted by the study. The population of the study included 263 female entrepreneurs in Benue State operating different lines of businesses and a census sampling technique was utilized. The primary data retrieved from the respondents through questionnaire administration were analysed using descriptive statistics (mean and standard deviation) and regression coefficient with the aid of the Statistical Package for Social Sciences (SPSS version 25). The study found that flexible working arrangements and leave policies have significant effect on business commitment of female entrepreneurs in Benue State. The study concluded that WLB practices enable female entrepreneurs to achieve a sustainable balance between their professional and personal lives, while ensuring the growth and resilience of their enterprises. The study recommended amongst others that female entrepreneurs should create robust operational frameworks, such as clear delegation strategies, to ensure business continuity during flexible work hours.*

**Keywords:** *Work-life Balance, Flexible Working Arrangement, Leave Policies, Business Commitment, Female Entrepreneurs*

### Introduction

Entrepreneurship is a key driver of economic growth and development, particularly in developing countries such as Nigeria where the rate of unemployment is high. Entrepreneurship serves as a catalyst for innovation, job creation, and poverty reduction, providing solutions to many socio-economic challenges. Entrepreneurs contribute to economic development by creating new businesses that generate goods and services, increase productivity, and stimulate industrial development. Entrepreneurship empowers marginalized groups, including women and youth, by

providing them with opportunities to start and run businesses that not only boost their financial independence but also enhance their societal status and decision-making power. Entrepreneurial ventures boost Gross Domestic Product (GDP) and attract foreign investment, thereby strengthening local economies (Li *et al.*, 2020).

In recent years, female entrepreneurship has emerged as a driving force in Nigeria's economic growth, contributing significantly to job creation, poverty alleviation, and national development. Women have become active players in various industries, including retail, agriculture, fashion, and technology. Despite their growing numbers, female entrepreneurs in Nigeria face unique challenges, particularly in balancing the demands of their professional and personal lives. Work-life balance is a critical issue for female entrepreneurs due to the dual responsibilities they shoulder as business owners and primary caregivers within their families (Dia & Khoirur, 2024). Work-Life Balance (WLB) describes the balance between an individual's personal life and professional life. This includes practices, strategies, policies, and actions that individuals, and organizations implement to help employees and entrepreneurs manage the demands of their work and personal life in a way that supports their well-being, job satisfaction, and productivity (Wood *et al.*, 2020). These practices are designed to reduce stress, prevent burnout, and enable people to fulfill their personal and professional roles effectively (Ogunyomi & Bruning, 2021). WLB practices include flexible work arrangement (telecommuting, compressed work weeks, flexible working hours, job sharing, and working in shifts), and leave policies (maternity, paternity, compassionate leaves, leave to care for sick dependents and emergency leaves) (Kuranga, 2020). In many Nigerian societies, cultural norms and gender expectations assign women the roles of homemakers, creating significant pressure to excel both at home and in business. This dual burden often leads to conflicts between work and family responsibilities, leaving many women struggling to find equilibrium. Studies have shown that poor work-life balance can lead to stress, burnout, and decreased job satisfaction, ultimately affecting business outcomes. This imbalance not only threatens their well-being but also undermines their commitment to businesses. Commitment is the dedication, passion, and persistence required to overcome challenges and achieve entrepreneurial success (Unaam, 2021).

Previous studies have demonstrated that work-life balance encourages employees to divide their time on the basis on priorities and maintain a balance by devoting time to family, health, vacations amongst others along with making a career (Inegbedion, 2024; Dia & Khoirur, 2024). An understanding of these dynamics is essential for developing policies and interventions that support female entrepreneurs, enabling them to thrive in both their professional and personal lives. This study examines the effect of work-life balance on the commitment of female entrepreneurs in Nigeria. By exploring this relationship, the study aims to provide insights into how improved work-life balance can enhance women's commitment to their businesses, ultimately fostering greater economic empowerment and societal progress.

### **Statement of the Problem**

Nigerian women exhibit remarkable resilience and commitment to their entrepreneurial pursuits because of their desire for financial independence, and the drive to create better opportunities for their families. However, their ability to sustain this commitment is heavily influenced by how well they manage the interplay between their work and personal responsibilities. Women entrepreneurs combine the statutory responsibility of taking care of their children, families and homes. Managing these different roles and responsibilities usually influences their business

commitment. Female entrepreneurs in Nigeria face significant challenges in achieving a sustainable work-life balance while maintaining a high level of commitment to their businesses. The dual burden of meeting cultural expectations as caregivers and managing demanding business ventures often leads to physical, emotional, and psychological stress. This struggle can hinder their productivity, business growth, and overall well-being. Also, the lack of institutional support, such as access to affordable childcare, mentorship programs, and flexible financing options, exacerbates these challenges, hence they find it difficult to balance their personal and professional lives effectively. It also results to burnout, reduced business performance, and even abandonment of entrepreneurial pursuits. This study is therefore conducted to investigate the effect of work-life balance on business commitment of female entrepreneurs in Benue State, Nigeria.

### **Objectives of the Study**

The broad objective of the study is to examine the effect of work-life balance on business commitment of female entrepreneurs in Benue State, Nigeria. The specific objectives of the study include to:

- i. Determine the effect of flexible work arrangements on business commitment of female entrepreneurs in Benue State, Nigeria.
- ii. Ascertain the effect of leave policies on business commitment of female entrepreneurs in Benue State, Nigeria.

### **Research Hypotheses**

The study is guided by the following null hypotheses:

- H<sub>01</sub>: Flexible work arrangements have no significant effect on business commitment of female entrepreneurs in Benue State, Nigeria.
- H<sub>02</sub>: Leave policies have no significant effect on business commitment of female entrepreneurs in Benue State Nigeria.

### **Literature Review**

#### **Work-Life Balance**

Work-life balance has evolved into a critical consideration in contemporary workplaces, reflecting the changing dynamics of employment and the recognition that employee well-being is important. It entails the balancing of work and family demands or minimizing conflict between them (Lim & Misra, 2019). WLB refers to the idea of balancing paid work commitments with other activities that are important to the individual. This means that WLB involves the integration of workers work life and personal life by creating a balance between their professional/career lives with that of their personal lives. WLB is concerned with the deliberate equilibration of the management of a person's personal and work life (Etim et al., 2024). WLB requires that an individual separates his personal and professional life and accords each domain with the desired attention to prevent attention on one domain from having negative effects on the other.

#### **Dimensions of Work-life Balance**

A variety of work life initiatives considered important in improving work outcomes and business success include: flexible work arrangements and leave policies (Obianuju et al. 2024; Unaam, 2021).

#### **Flexible Working Arrangements**

Flexible Working Arrangements (FWAs) refer to work structures that provide individuals with greater control over where, when, and how they work. For female entrepreneurs, FWAs are

particularly significant as they navigate the dual responsibilities of running a business and managing personal and family obligations. These arrangements can positively influence their commitment to their businesses by providing the flexibility needed to balance professional and personal priorities effectively. FWAs schedules include telecommuting, flextime, part-time job, job-sharing, and compressed work week. Remote work policies include defining expectations for availability, leveraging collaboration tools, and addressing potential challenges such as isolation and blurred work-life boundaries. Flextime and compressed workweeks are additional flexible work arrangements that entrepreneurs and managers can implement to enhance work-life balance. Flextime allows employees to vary their daily start and end times, accommodating individual preferences and personal commitments. Compressed workweeks involve condensing the standard workweek into fewer, longer days, providing extended weekends (Paje, et. al., 2020, Weideman & Hofmeyr, 2020). FWAs help female entrepreneurs address these challenges by providing the flexibility to structure their work around personal priorities, enhancing their overall capacity to commit to their businesses.

### **Leave Policies**

Leave is the amount of hours/days employees in organizations stray away from their employment position within a period of time. It is a WLB practice that enables employees to perform other duties outside work, which creates a balancing effect between work and life activities (Varatharaj & Vasantha, 2012). Leave programmes include hours of work, annual leave, maternity leave, sick leave, and medical leave (Kihagi, 2016). Leave policies refer to structured time-off arrangements that allow individuals to take breaks from work for personal, family, or health-related reasons without jeopardizing their professional roles and businesses. For female entrepreneurs, leave policies play a critical role in balancing professional responsibilities with personal and family obligations. These policies, when effectively implemented, can positively impact their commitment to their businesses by enhancing well-being, reducing burnout, and fostering long-term sustainability.

### **Business Commitment**

Business commitment entails a feeling of responsibility that entrepreneurs have toward the goals, mission, and vision of their firms (Ibrahim & Owolabi, 2023). Business commitment refers to the dedication, effort, and perseverance entrepreneurs invest in establishing, growing, and sustaining their businesses (Ateke & Akani, 2018). Commitment is critical to organizational success (Quadri, 2022), and has been found to positively influence job satisfaction, work-life balance, and psychological well-being (Meyer et al., 2021; Eisenberger et al., 2019). Commitment refers to a positive predisposition by entrepreneurs toward their firm and the willingness to sustain an ongoing relationship with the firm (Ateke & Nwulu, 2019). For female entrepreneurs, business commitment often extends beyond traditional business activities, as they navigate unique challenges influenced by societal expectations, family responsibilities, and limited access to resources. The level of commitment demonstrated by female entrepreneurs significantly impacts their business success, long-term growth, and overall contribution to economic development. For female entrepreneurs, commitment often involves balancing multiple roles and responsibilities, which adds complexity to sustaining focus and energy for their ventures (Nwankwoala, 2022).

### **Measures of Business Commitment**

Commitment describes varying levels of entrepreneurs' attachment to their organization. Measuring business commitment involves assessing various aspects of their engagement, effort,

and consistency in managing and growing their ventures. Commitment is critical for organisational success and includes affective, normative, and continuous commitment (Meyer et al., 2021).

### **Affective Commitment**

Affective commitment is the emotional attachment, identification, and involvement of entrepreneurs toward their organization. Entrepreneurs with high affective commitment stay are driven by positive feelings toward their job and the organization (Smith & Lewis, 2023). Affective commitment predisposes a strong sense of belonging and loyalty to the organization, a positive alignment with the organization's goals, values, and culture, and an enthusiasm and willingness to contribute to organizational success (Inegbedion, 2024).

### **Normative Commitment**

Normative commitment implies a sense of obligation to stay, which might create loyalty to the organization thereby resulting to increased success (Ibrahim & Owolabi, 2023). Normative commitment shows a feeling indebted to the organization for perceived opportunities, a sense of loyalty rooted in cultural or personal values, and a belief that leaving the organization would be unethical.

### **Continuance Commitment**

Continuance commitment refers to the perceived costs or risks of leaving the organization. Entrepreneurs are willing to stay in the job because of perceived financial, professional, and social considerations (Meyer *et al.*, 2020). It is characterized by fear of losing benefits, and job security, lack of alternative employment opportunities, and the recognition of investments made in the organization, including time, effort, and skills (Rosyadi & Bayudhigantara, 2021).

### **Relationship between Flexible Working Arrangements and Business Commitment**

A study by Choo *et al* (2016) showed that there is a positive relationship between flexible work arrangements and work-family conflict and organisational commitment. Similarly, Chukwuemeka *et al.* (2022) reported that indicators of flexible working (self-roistering and shift work) has positive significant effect on employee performance. The study also revealed that time flexibility has a significant relationship with employees commitment. Mungania *et al.* (2016) reported that flexible work arrangement has strong positive significant relationship with employee commitment of the banking industry in Kenya.

Ciarnien *et al.* (2018) in their research found that flexible working arrangements have emerged as an important indicator of work-life balance, allowing entrepreneurs their work schedules to better meet their personal and family obligations. It allows entrepreneurs to work remotely that help them to build a supportive workplace that honours individual circumstances. The implementation of FWAs, underscores the significance of work-life balance in improving commitment (Wang *et al.*, 2021). Entrepreneurs gain from these arrangements, which are essential in encouraging a better work- life balance as long as businesses continue to implement them.

### **Relationship between Leave Policies and Business Commitment**

Leave policies play a crucial role in influencing entrepreneurs' business commitment, particularly in modern workplaces that prioritize employee well-being (Wang *et al.*, 2021). For female entrepreneurs, implementing effective leave policies can significantly impact the commitment levels of their employees and contribute to the long-term success of their businesses. Female entrepreneurs can build a reputation for supporting women's career growth by implementing

policies such as maternity leave or childcare leave (Ateke & Akani, 2018). Extant literature demonstrated that paid leave policies, such as vacation time and sick leave, reduce the financial burden of taking time off, making entrepreneurs less likely to seek alternative employment. Leave policies that cater to personal needs (such as maternity leave, sick leave, mental health leave) enable entrepreneurs to be more committed to their work (Rai & Kiran, 2020). A study by Etim *et al.* (2024) indicated that female entrepreneurs who offer generous maternity leave or compassionate leave create a culture of care, fostering loyalty, which significantly affect business commitment and success.

### **Theoretical Framework**

The study is anchored on the Boundary Theory developed by Zerubavel (1991). The theory states that setting clear boundaries between different areas can improve psychological well-being, reduce role conflict, and increase overall life satisfaction. The theory examines how people manage the separation of work and personal life. Individuals who set clear boundaries often feel reduced levels of stress and burnout because they can fully engage in their personal lives without interruptions from work (Zerubavel, 1991). Employees with permeable boundaries, on the other hand, may struggle with work-life integration, resulting in negative outcomes such as decreased job satisfaction and increased anxiety (Kreiner, 2006). Organisations can help with boundary management by introducing flexible work policies, promoting remote work opportunities, and encouraging employees to define personal limits. The well-being of entrepreneurs can be improved by creating a work environment that emphasizes both professional and personal obligations. Boundary Theory offers useful insights into work-life balance, emphasizing the significance of successfully managing boundaries in order to attain higher pleasure and well-being in both professional and personal spheres. The theory is thus relevant to the current study as it explains show work-life balance practices (flexible working arrangement and leave policies) affect the commitment of female entrepreneurs.

### **Empirical Studies**

Inegbedion (2024) investigated the influence of work-life balance on employee job commitment with the mediating effect of job satisfaction in Nigeria. A cross-sectional survey design elicited the desired data from 344 employees in 4 Universities and 4 multinational companies. Path diagram analysis was used for data analysis. The study found that family and religious lives have statistically significant negative influences on employee commitment while leisure and health have statistically significant positive influences on employee commitment. The study focused on work-life balance considered different variables of WLB hence, the need for the current study.

Chiekezie *et al.* (2024) examined the effect of work-time flexibility on commitment of employees of brewing firms in South-South Nigeria. A correlational research design was adopted in the study. A structured questionnaire was utilized to collect primary data from 299 respondents that constituted the sample size of the study. A Pearson Product Moment Correlation was used to test the hypotheses and findings indicated that there is a significant positive correlation between work time flexibility and employee commitment of brewing firms in South-South Nigeria. The choice of firms in a particular region is not justified.

Etim *et al.* (2024) researched the effect of work life balance on the commitment of employees in the Nigeria Immigration Service, Akwa Ibom State Command. A survey research design was used for the study, where a sample of 203 respondents was drawn from the population of 413 officers in the Akwa Ibom State command. The data collected were analysed using frequencies and means



while a multiple regression model was used in the testing hypothesis. The findings revealed that there is a statistically significant effect of Flexible Work Arrangement (FWA) on employees' job commitment in the Nigeria Immigration Service. Also, wellness programmes showed statistically significant effect on employees' job commitment. The study focused on work-life balance and employee commitment but was limited to staff of Nigeria Immigration Service.

Dia and Khoirur (2024) investigated the relationship between work-life balance and intent to quit among employees of forwarding company in East Java using organizational commitment in Indonesia. This research, which has 35 respondents, uses stratified disproportionate random sampling and quantitative techniques. This work use the SmartPLS 3.2.9 software to perform SEM statistical analysis. The study found that work-life balance has a significant effect on turnover intention and a positive and significant effect on organizational commitment.

Unaam (2021) investigated the relationship between work-life balance and employee commitment at the Nigeria Police Force's Port Harcourt Area Command. The study used a cross-sectional survey research design with a population of 14,886 senior police officers from the ranks of inspectors and non-commissioned officers (NCOs) from Rivers State's twenty-seven (27) police divisions. A sample size of 390 was determined and the study employed a stratified random sampling technique. The Spearman Rank Order Correlation tool was employed for the test of hypotheses. The findings demonstrated a significant association between work-life balance and employee engagement in the Nigerian Police Force's Port Harcourt Area Command. The study failed to provide justification for sampling particular respondents.

Rosyadi and Bayudhirgantara (2021) investigated the relationship between flexible working arrangements and social support for organisational commitment in Indonesia. The population of the study consisted of 105 creative economy workers in the advertising sub-sector at an advertising agency company located in the DKI Jakarta area. The study used a quantitative research approach, specifically the Structural Equation Model-Partial Least Square, to analyze data with a sample of 105 millennial workers in advertising agency companies. The findings indicated that social support has an impact on organisational commitment, but that flexible working arrangements had no significant effect on organisational commitment. The study considered categories of workers whose peculiarities might be different.

(2017).

Kuranga (2020) examined the impact of work-life balance on service delivery among women entrepreneurs in south-western Nigeria. A sample of 379 respondents was selected from a population of 25,122 members of the Nigeria union of tailors in Lagos, Oyo and Osun state using multistage sampling techniques. Primary data were collected through the use of a structured self-administered questionnaire and a Structural Equation Model (SEM- PLS) was adopted for data analysis. The result revealed that work demands, wellbeing, family workload and spousal support have significant effect on service delivery of women entrepreneurs. The study focused on work-life balance among women entrepreneurs but was conducted in a different location.

### **Methodology**

The study adopted a survey research design. The choice of this design helped in the collection of different opinions of the participants. The population of the study consists of 263 female entrepreneurs in Benue State operating different lines of businesses. A census sampling approach was used for the study. Primary data were obtained from the respondents through a structured questionnaire designed on a five-point Likert scale ranging from strongly agree to strongly

disagree. The instrument was validated by experts in Business Administration to ensure that items were consistent and accurate. The reliability of the instrument was tested using Cronbach’s alpha and the overall result was 0.837. Data analysis was done using descriptive statistics (mean and standard deviation) and regression coefficient with the aid of the Statistical Package for Social Sciences (SPSS version 25). The formulated hypotheses were tested at 0.05 significance level.

**Model Specification**

In this study, Business Commitment (dependent variable) is a function of Work-Life Balance (independent variable). WLB is proxied by flexible working arrangements and leave policies. The study used the following regression model:

$$Y = \beta_0 + \beta_1FWAs_1 + \beta_2LPCs_2 + \epsilon$$

Where,

Y= Sustainability

$\alpha$  = Constant (coefficient of intercept),

LPCs= Leave Policies

e = Error term

$\beta_1, \beta_2$  = Regression coefficient for the variables.

**Result and Discussion**

A total of 263 copies of the questionnaire distributed to the participants showed a response rate of 251 (95%). The data collected are presented in the tables below:

**Table 1: Descriptive Statistics Analysis**

Variable	N	Maximum	Minimum	Mean	Standard Dev.
Flexible working arrangements	251	5	1	3.94	.820
Leave policies	251	5	1	3.76	.881
Business Commitment	251	5	1	4.10	.759

**Source:** Source: Computation from SPSS 25 Output, 2024.

The result in Table 1 shows the values of mean and standard deviation statistics to demonstrate respondents’ level of agreement with the statements on the questionnaire. The result for the variables were as follows: Flexible working arrangements (M = 3.94; SD = 0.820); Leave policies (M = 3.76; SD = 0.881), and Business commitment (M=4.10; SD=0.759). The mean scores depict high level of agreement with the statements, indicating that WLB practices significantly affect the commitment of female entrepreneurs in their businesses.

**Table 2: Regression Result**

Variable	B	T	Sig.	Decision
FWAs	.224	2.813	.000	Significant
LPCs	.271	3.295	.000	Significant
Constant		3.290	.000	
<b>R Square</b>	<b>.897</b>			
<b>Adjusted R Square</b>	<b>.883</b>			
<b>F-Statistics</b>	<b>224.107</b>			
<b>Sig.</b>	<b>.000</b>			

**Source:** Computation from SPSS 25 Output, 2024.

The result in Table 2 shows that the coefficient of determination (R<sup>2</sup>) was .897, indicating that 89.7% of the variation in business commitment is explained by the predictor flexible working



arrangements and leave policies while the remaining 10.3% is accounted by other factors. To test the fit of the regression model, the value of F (224.107) is significant and the significance level (.000) is less than 0.05 ( $P\text{-value} = 0.000 < 0.05$ ). This implies that over all regression model is statistically significant, valid and fit.

### **Test of Hypotheses**

H0<sub>1</sub>: Flexible work arrangements have no significant effect on business commitment of female entrepreneurs in Benue State

To test hypothesis one, the effect of flexible working arrangements on business commitment is measured by the calculated  $p\text{-value} = 0.000$  at a significance level ( $\alpha$ ) of 0.05. Since the computed  $p\text{-value}$  is less than the significance level ( $\alpha$ ) of 0.05 ( $p\text{-value} 0.000 < \alpha 0.05$ ), the null hypothesis is rejected and alternate hypothesis accepted. This implies that flexible work arrangements have a positive significant effect on business commitment of female entrepreneurs in Benue State.

H0<sub>2</sub>: Leave policies have no significant effect on business commitment of female entrepreneurs in Benue State

In testing hypothesis two, the effect of leave policies on business commitment is measured by the calculated  $p\text{-value} = 0.000$  at a significance level ( $\alpha$ ) of 0.05. Since the computed  $p\text{-value}$  is less than the significance level ( $\alpha$ ) of 0.05 ( $p\text{-value} 0.000 < \alpha 0.05$ ), the null hypothesis is rejected and alternate hypothesis accepted. This implies that leave policies have a significant effect on business commitment of female entrepreneurs in Benue State.

### **Discussion of Findings**

#### **Effect of Flexible Work Arrangements on Business Commitment of Female Entrepreneurs in Benue State**

The outcomes of the study indicated that there is a positive significant effect of flexible work arrangements on business commitment of female entrepreneurs in Benue State. Regression was used for test of hypotheses and the result is presented as ( $p\text{-value} 0.000 < \alpha 0.05$ ). The result is supported by Unaam (2021) who found a positive relationship between flexible work arrangements and employee commitment. This result agrees with Etim et al. (2024) who reported a significant effect of WLB practices such as flexible working arrangement on the commitment of employees in the Nigeria Immigration Service. Rosyadi and Bayudhirgantara (2021) also found a significant relationship between flexible working arrangements and social support for organisational commitment in Indonesia. The implication of the finding is that FWAs, such as flexible hours and remote working, allow female entrepreneurs to better balance business responsibilities with family and personal obligations. This improved balance fosters greater dedication to their ventures, as they experience reduced stress and burnout.

#### **Effect of Leave Policies on Business Commitment of Female Entrepreneurs in Benue State**

The finding revealed that leave policies have a positive significant effect on business commitment of female entrepreneurs in Benue State. Regression was used for test of hypotheses and the result is presented as ( $p\text{-value} 0.000 < \alpha 0.05$ ). In agreement with the result, Etim et al. (2024) established a significant effect of leave policies on business commitment. Ateke and Akani (2018) also affirmed that leave policies enable female entrepreneurs to be more committed to their work. The implication of the finding is that access to structured leave policies allows female entrepreneurs to take necessary breaks for personal or family needs without feeling overwhelmed. This balance reduces stress and improves their mental well-being, fostering greater focus and long-term commitment to their business goals.

## **Conclusion**

The study concludes that flexible work arrangements, such as remote working and adjustable schedules, empower female entrepreneurs to operate within their optimal productivity windows, reducing stress and enabling a better work-life balance played a fundamental roles to achieving business commitment of female entrepreneurs in Benue state Nigeria. The study also concludes that inclusive leave policies, such as maternity and sick leave, allow female entrepreneurs to prioritize their health and personal obligations without compromising their businesses' continuity are pertinent to their commitment. Both practices promote a more resilient entrepreneurial mindset, fostering sustained engagement with their businesses.

## **Recommendations**

In line with findings and conclusions drawn the study recommends that:

- i. Female entrepreneurs should create robust operational frameworks, such as clear delegation strategies, to ensure business continuity during flexible work hours.
- ii. Female entrepreneurs returning from leave should implement phased return-to-work plans, gradually resuming responsibilities to maintain balance and prevent burnout.
- iii. Government agencies and non-governmental organizations (NGOs) should create supportive policies for female entrepreneurs, such as tax incentives or funding opportunities, to help implement Flexible Work Arrangements (FWAs) and leave policies without financial strain.

## **Managerial Implications**

The adoption of Flexible Work Arrangements (FWAs) and leave policies has critical managerial implications for female entrepreneurs in Nigeria, influencing how they design, operate, and sustain their businesses. These implications highlight the need for strategic decisions to maximize the benefits of these practices while addressing potential challenges. By addressing these implications, female entrepreneurs can create sustainable businesses that support both personal well-being and professional commitment.

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