

Work Family Conflict and Women Entrepreneurial Success in Port Harcourt, Nigeria

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Abstract: *This study examined the relationship between work family conflict and women entrepreneurial success in Port Harcourt, Nigeria. The cross-sectional survey was employed and a population of two hundred (200) SMEs owned and managed by women. No sample size was determined in this study. Copies of questionnaire were administered to respondents. The convenient sampling technique was employed and data was analysed using Spearman's Rank Order Correlation Coefficient. The findings revealed a significant relationship between the dimensions of work family conflict (work to family conflict and family to work conflict) with financial success and non-financial success. It was concluded that when there is an interference of work on the other aspect of the entrepreneurs, such would have a negative impact on the financial success of the organization and work family conflict does negatively affect the extent of financial and non-financial success of women owned SMEs in Port Harcourt. The study recommended among others that women entrepreneurs should reduce the extent to which they get themselves exhausted with family responsibilities as such will help them concentrate better in the organization and thus enhance their financial success.*

Keywords: *Financial Success, Non-Financial Success, Work to Family Conflict, Family to Work Conflict, Entrepreneurial Success and Work Family Conflict.*

1.0 Introduction

The role of entrepreneurs in any economy cannot be over emphasised. The need to have more entrepreneurs has increased owing to the increasing rate of unemployment that has bedevilled the Nigeria economy coupled with the need to enhance economic growth and development. In alignment with the above assertion, Li, Murad, Shahzad, Khan, Ashraf and Dogbe (2020) stated that entrepreneurial success is important because it enhances the economic growth of a country and also lead to job creation which thus enhances the wellbeing of the citizens. Entrepreneurial success is a complex phenomenon, it has multiple criteria which covers financial and non-financial (Lukes & Laguna, 2010). The early stage of entrepreneurial development was mostly dominated by men. However, there have been a paradigm shift over the years owing to the increasing rate of women in entrepreneurial activities. This need has been justified as a result to stay financially independent and to contribute to the development of the nation.

Furthermore, enhancing the success of entrepreneurial business help ensure the continuity of the business and also help the business to compete favourably in the industry. Entrepreneurial success is the extent to which the corporate entity is able to achieve their goals which could either be financial or non-financial. The high involvement of women in entrepreneurial business will help in the reduction of unemployment and increase the gross domestic product of the country (Veskaisri, Chan & Pollard, 2007). It is worthy to note that the small and medium enterprise account for up to half of the gross natural product of the United State (Veskaisri, Chan & Pollard, 2007). Mohamad and Bakar (2017) asserted that the increase in women

entrepreneur's involvement is as a result of the quest to explore opportunities, increase family income and take advantage of technological advancement. The involvement of women in entrepreneur business enable them to have some element of customary over their work as compared to working as wags earners. Rashid, Ngah, Mohamed and Mansor (2015) noted that the continuity in operations of business owned by women is an indicator of success. The authors remarked that to guarantee the success of women entrepreneurs, such person must be creative and innovative in their product or services.

Medina, Aguire, Coello-Monteaël, Pacheco and Peredes-Aguire (2021) sees work-family conflict as an inter-role conflict whereby the fulfilment of one role make it difficult to fulfil other roles. During the process of women entrepreneurial trying to fulfil their family responsibilities and also ensure the success of their enterprises, they often experience some stress in terms of time-base stress which could impact their success. Amstad, Meier, Fasel, Elfering and Semmer (2011) posited that work family conflict manifest or shown when commitment or experience at work interfere with that of family life. Shelton (2006) contended that the ability of entrepreneurial ventures to mitigate work-family conflict will help enhance the success of the organisation. The issue of work-family conflict increasing prominent in all organisation and organisations must continuously strive to made a balance between work and family requirement in order to enhance the success of personal and organisational goals (She & Dong, 2021).

Several work have been carried out by scholars in order to enhance entrepreneurial success. Indriarti, Mulyadi and Hendrayati (2020) examined how entrepreneurial skills and innovations relates with business success in Indonesia. They observed a significant relationship among the variable. Veskaisri et al. (2007) invested how strategic planning relates with the success of SMEs in Thailand. Furthermore, Lai, Nathan, Tan and Chan (2010) inquired into how innovation relates with female entrepreneurs success in Malaysia. Tehseen, Sajilan, Ramayah and Gadar (2015) also investigated the relationship between entrepreneurial competences and business success in Malaysia. They observed a positive link among the variables. Although Mohamad and Bakar (2017) did a work on how work-family conflict relates with woman entrepreneurial success, the work was done in Malaysia which have a different work environment. There is a lacuna of how work-family conflict relates with women entrepreneurial success in Port Harcourt and there is scarcity of empirical work on how entrepreneurial intensity moderate the relationship between work-family conflict and women entrepreneurial success. This study is informed to bridge this existing gap.

Statement of the Problem

The small and medium scale enterprises have been a major sector of reducing unemployment and in contributing and enhancing economic wellbeing of most developed nations of the world (Murad et al, 2020; Lai, et al, 2010). Although the small and medium enterprise have contributed immensely to most developed nations, such success story have not been recorded in Nigeria (Akhigbe & Onuoha, 2020).

Although the growth and success of business in Nigeria have witnessed great challenges, the women entrepreneurs have suffered the biggest problem and set back (Tijjani, Pulka & Muazu, 2020). Previous study by Vinay (2015) remarked that women entrepreneurs suffer the challenge of accessing bans which thus could affect the success of their business. Victor, Dagogo, Akintokunbo and Ernest (2018) observed that women entrepreneur in Nigeria operates in an unfavourable business domain and most of the business closes operation after few years of inception. The rate of low business success of most female entrepreneur is capable of reducing economic activities and also increase unemployment rate in the country. Akanji (2006) stated that women entrepreneurs have low business success when compared to male counterparts. Victor et al (2018) also remarked that discrimination base on gender is one of the hinderances to entrepreneurial success among women. Akinyemi and Adejumo (2017) observed that more than 50%

business fail within the first five years of operation and this shows the low rate of entrepreneurial success in Nigeria.

Taiwo (2020) further remarked that women entrepreneurial success have suffered more set back as a result of the outbreak of the corona-virus disease (COVID-19) which has crippled many firms in the country. Furthermore, many female entrepreneur tend to manage their family along with their businesses and in an attempt to devote more time towards their business, the family life tend to suffer some setback which could have some negative impact on the psychological state of the entrepreneur and thus affect their business success. If the low success rate of female entrepreneur persists, such could reduce employment rate, reduce economic development and ultimately lead to the liquidation of the organisation. Hence, this study examined how work-family conflict relates with women entrepreneurial success in Port Harcourt, Nigeria.

Objectives of the Study

The specific objectives are to examine the relationship between;

- i. Work to family conflict and financial success of women entrepreneurs in Port Harcourt.
- ii. Work to family conflict and non-financial success of women entrepreneurs in Port Harcourt.
- iii. Family to work conflict and financial success of women entrepreneurs in Port Harcourt.
- iv. Family to work conflict and non-financial success of women entrepreneurs in Port Harcourt.

Research Hypotheses

The following research hypotheses are propounded as tentative answers to the research questions;

- Ho1: There is no significant relationship between work to family conflict and financial success of women entrepreneurs in Port Harcourt
- Ho2: There is no significant relationship between work to family conflict and non-financial success of women entrepreneurs in Port Harcourt.
- Ho3: There is no significant relationship between family to work conflict and financial success of women entrepreneurs in Port Harcourt.
- Ho4: There is no significant relationship between family to work conflict and non-financial success of women entrepreneurs in Port Harcourt.

2.0 Review of Literature

This work is based on role theory. Scarcity theory (Goode, 1960) implies that personal resources, like as time and energy, are limited, and that devoting more resources to one role requires devoting fewer resources to other roles. Work and family studies have attempted to explore Work-Family Conflict (WFC) from a variety of theoretical perspectives, primarily role theory. Role theory is to blame for the work-family conflict (Merton, 1957). Role theory is a conceptual framework that encompasses a large portion of the WFC research (Khan, Salamzadeh, Shah & Hussain, 1964). According to role theory, an individual's engagement in several roles makes it impossible to meet the demands of these roles, which leads to conflict. Work and family are two of the most important aspects of a person's life. Because their connection is multifaceted and multi-dimensional, these two may not be able to balance easily. Inter-role conflict arises

as a consequence of incompatible requirements, which develop as a result of various responsibilities in work and family life (Netemeyer et al. 1996).

According to role theory, the roles that people play at work or in their families cannot cause conflict on their own; the conflict is caused by contradictory needs that are formed by the duties that people take on. In a few ways, this concept limits work and family conflict. To begin, "work-family" refers to the duties that people play at work and at family. Second, the conflict is not immediately caused by the ideals of work and family, social interactions, and requirements. Finally, role conflict is the most common cause of issues in all positions (Yang, Chen, Choi & Zou, 2000).

Concept of Work Family Conflict

Work-family conflict, according to Greenhaus and Beutell (1985), is a kind of inter-role conflict in which the role constraints from the work and family domains are mutually incompatible in certain ways. That is, involvement in the work (family) role makes participation in the family (work) role more difficult. Individuals who believe they belong in distinct roles and do not satisfy the requirements of those jobs are a typical source of work-family conflict. Long and irregular work hours, overtime, autonomy, the size of the work, low salary, negative treatment of the management class, work relations, the longevity of staying in office, family relations, family expectations, health condition, the number of children, age, income, and worker performance are among the most personal causes of work-family conflict (Parasuraman & Simmers, 2001; Frone & Rice, 1997). Work and family life have long been a source of contention. People must also make strenuous adjustments to deal with family duties. The relationship between work and family has historically resulted in several modifications that have been categorised according to various social frameworks. One of the most pressing challenges in contemporary society is the work-family balance (Pitt-Catsouphes, 2006).

When a worker has several responsibilities, work-family conflict arises (Duxbury & Higgins, 1992). In other words, conflict arises when a person plays more than one role, or when the role or roles that the person is supposed to play are incompatible with their behavior and attitude. Work-family conflict is defined as a conflict of role demands that arise from the interests of the individual who performs work-family tasks (Greenhaus & Beutell, 1985). Work-family conflict arises when an individual's family and work duties have contradictory expectations, making participation in both roles more challenging. At the work-life nexus, this mismatch causes conflict. Work-family conflict arises as a consequence of a misalignment of work and family role obligations, which has had a detrimental influence on working women. Working women are experiencing more work-family conflict as a result of their big and multiple roles of responsibility. The stress experienced leads to the emergence of work-family conflicts, particularly in the workplace. (Agnis & Noorazwana, 2017). Working moms may attain organizational commitment and well-being in the workplace by reducing work-family conflict.

Work to Family Conflict (W→FC) or Work Interface with Family (WIF)

When work experiences and obligations interfere with family life, this is referred to as work-family conflict (W→FC). W→FC arises when the demands of one role (often at home) impair one's capacity to satisfy the demands of another role in a different domain (typically at work) (Greenhaus & Beutell, 1985). Work-to-family conflict (sometimes referred to as work interference with family or WIF) happens when the constraints of the work and family domains are incompatible, making involvement in the family role more difficult as a consequence of work participation (Greenhaus & Beutell, 1985). Work-family conflict occurs when work experiences and commitments impinge on family life, such as long, irregular, or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career

transitions, or an unsupportive supervisor or organization (Lavassani, Movahedi, Kayvan Miri & Bahar, 2014). For instance, a parent may be unable to pick up his or her kid from school due to an unforeseen meeting late in the day. The conflict that results from striving to balance a career with motherhood has garnered much attention in the work and family literature (Frone, 2003).

Family to Work Conflict (F→WC) or Family Interface with Work (FIW)

Family-to-work conflict (F→WC) occurs when family obligations conflict with work responsibilities. F→WC when work-related difficulties conflict with family responsibilities (Greenhaus & Beutell, 1985). When family experiences and obligations interfere with work life, such as the presence of young children, main duty for children, elder care duties, interpersonal conflict within the family unit, or unsupportive family members, family-to-work conflict arises (Lavassani et al, 2014). For instance, a parent may need to take time off work to care for a sick kid or to attend a child's tournament or performance. Employees are perceived to be less productive at work as a consequence of family-work conflict (Lavassani et al, 2014). Family-to-work conflict arises when the demands of the family and work domains become incompatible, making involvement in the work role more difficult as a consequence of family role engagement. Increased female labor force involvement and a reversal of conventional gender norms have resulted in conflict stemming from participation in numerous roles (Edwards & Rothbard, 2000).

Family features may have an effect on how family members interfere with work conflict. Numerous research examining the origins of family interference with work conflict have explored the family situation's structural aspects. Among these antecedents are the number and ages of children, the job status of the spouse or partner, and childcare obligations; nevertheless, this list is not complete. Grzywacz and Marks (2000) discovered that men and women who have children, regardless of the age of the children, suffer more family interference with work conflict than men and women who do not have children. Additionally, domestic disparities in terms of finances, household obligations, and recreational activities were significant predictors of family interference with work conflict (Bakker, Demerouti, & Dollard, 2008).

According to research, persons who are subjected to a variety of family role demands have a high degree of family interference with work conflict (Peeters, Montgomery, Bakker, & Schaufeli, 2005). Parenting is the most consistent family antecedent for predicting family interference with work (Tausig & Fenwick, 2001).

Concept of Entrepreneurial Success

Entrepreneurial success may be seen as one of the indicators used to determine the result of an entrepreneur's company operations after he or she has overcome various obstacles. The crucial entrepreneurial success elements are those procedures, standards, or components of a firm that are necessary for the organization to be profitable and competitive in its market (Katz & Green, 2009). According to Paige and Littrell (2002), success is characterized by intrinsic qualities such as freedom and independence, control over one's own destiny, and self-employment. Extrinsic outcomes, on the other hand, include enhanced financial returns, personal income, and wealth, to name a few. Common obstacles like as funding, capacity, and market availability have been added to the list of obstacles entrepreneurs must overcome before they can celebrate their business's success. The scenarios are more difficult for people who are new to business, particularly single mothers. Indeed, some of these single mother entrepreneurs may lack business experience or exposure. As a consequence, these single mother entrepreneurs seek assistance from a variety of sources as they navigate the difficulties and obstacles inherent in their commercial operations. Masuo et al. (2001) discovered that corporate success is often measured in economic or financial terms, such as return

on assets, sales, earnings, employees, and survival rates. Customer satisfaction, personal growth, and personal achievement are other non-monetary indicators.

Additionally, manufacturing expertise, marketing abilities, company management abilities, and the capacity to collaborate are all critical qualities for entrepreneurs. Entrepreneurial activity is not based on established facts, but on the acceptance of ambiguity and the capacity to change it into opportunity (Alvarez et al., 2013). Economic success and entrepreneur happiness are two separate characteristics of success (Solymossy, 1998). However, Walker & Brown (2004) found that financial and non-financial variables corresponded to one another and gave a more complete depiction of real success performance. The success of a small firm is inextricably related to its performance. In business, success is subjective and is contingent upon the degree to which goals are fulfilled or surpassed, some of which may be important to success. According to studies, it is difficult to disentangle success and performance, primarily because success may be defined in terms of specific element performances (Simpson, Padmore, & Newman, 2012).

Financial Success

To various individuals, financial success implies quite different things. To others, financial success may imply debt liberation. To others, this may imply complete financial freedom. Small businesses that function well prioritize record keeping, cash flow planning, and a costing system (Deakins, Logan & Steele, 2001). Small business owners-managers must concentrate on the following information in order to achieve high financial success in their business; they are; a low focus on intangible assets, a high investment in inventory, and also a delay in payment are all common characteristics of small business financial success (Poutziouris, Chittenden & Michaelas, 1999).

One of the primary causes for small business failure is insufficient and reckless financial success. The survival and success of small businesses are highly dependent on proper working capital management (Pass and Pike, 1987). According to Dunn and Cheatham (1993), the most prevalent cause for small business failure is a lack of effective working capital management and insufficient long-term finance. Small businesses benefit from high profitability as a result of smart and efficient working capital management (Padachi, 2006). The primary distinction between successful and failed small businesses is good financial management and accounting techniques, followed by effective utilization of these practices.

Non-Financial Success

Non-monetary success is not quantifiable. It focuses on various facets of the company and is often the market leader (forward-looking). Non-monetary accomplishments, such as those centered on customer loyalty, staff well-being, labor productivity, and production volume, are critical. These variables have a direct effect on the performance and income of the firm. Existing literature demonstrates a variety of techniques to determining corporate success. According to one set of experts, standard financial indicators of success like as profitability, sales volume, and return on investment should be used. For example, Hall and Fulshaw (1993) assert that two critical indicators of success are profitability and growth, since increasing profit or turnover is required for a corporation to be regarded successful using financial measurements. Growth is indicative of long-term achievement, but profitability is indicative of short-term achievement. Additionally, Chandler and Hanks (1994) evaluate venture performance using solely financial success indicators such as cash flow, market share, sales growth, profits, and net worth. According to Perren (2000), performance is measured in terms of growth, as measured by enterprises' sales and income. A compelling justification for evaluating success on a financial basis is that companies are only viable if they are financially sound (Marlow & Strange, 1994).

On the other hand, some individuals place a premium on non-monetary indicators of success, such as job satisfaction, flexibility, balancing work and family duties, and career advancement (Kuratko, Hornsby, and Naffziger, 1997). Beaver (2002) concurs, stating that for many entrepreneurs, money is a 'wonderful by-product' of having the opportunity to choose their own destiny.

Empirical Review

Gattiker and Larwood (1990) examined the links between objective and perceived career achievement, career choices, success criteria, family characteristics, and demographics, in addition to vocational congruence between career and person. Both objective and subjective measurements are used to evaluate the congruence model. A sample of over 200 managers from a range of firms indicated that demographic and family characteristics are related to both subjective and objective measures of career achievement within a corporate hierarchy. While the general congruence model seems to have a limited relevance in career research based on the findings of this study, the functional congruence model is supported by the data.

Mete, Unal, and Bilen (2014) examine the association between work-family conflict and burnout among accounting professionals in terms of their influence on performance levels. The study was conducted in 2013 at anli Urfa. Structured questionnaires were used to collect data. The data were analyzed using correlation and regression analysis. The data indicate that there are statistically significant and positive connections between work-family conflict and characteristics associated with burnout, as well as between work-family conflict and factors associated with family-work conflict. The strongest correlation exists between work-family conflict and burnout characteristics. Individuals who are dissatisfied with their jobs and work environments may have conflict in their homes.

Ismail, Husin, Rahim, Kamal, and Mat (2016) sought to ascertain the factors that contribute to single moms' sustained interest in entrepreneurship and, subsequently, to demonstrate the role of motivation and passions in explaining entrepreneurial success among single mothers. The results are based on a research study conducted in six (6) Malaysian states utilizing a cluster sampling approach (representing East, West, North and South of Peninsular Malaysia together with Sabah or Sarawak representing East Malaysia). The study's findings indicate that a motivating role does have a major impact on entrepreneurial enthusiasm, which is then utilized to account for entrepreneurial success.

Iacovoiu (2020) conducts a comparative study of OECD Member States based on a number of significant work-life balance metrics. The findings indicated that time spent on leisure and personal care was much lower in the majority of nations with a large proportion of employees working very long hours, indicating that working overtime had a detrimental effect on work-life balance. As a result, they concluded that the key to improving the balance between work and daily life is to optimally combine measures aimed at reducing working hours with those aimed at increasing work schedule flexibility, while taking into account the sources of work-life imbalance, such as market imperfections, job specifics, technological change, and globalization. According to them, a healthier work-life balance helps not only employees and their families, but also companies, since it may improve employees' performance at work.

Akkas, Hossain, and Rhaman (2015) examined the elements that contribute to the WFC of female employees in Bangladesh's universities, commercial banks, and government institutions. WFC is a widespread problem that has a detrimental impact on employees, their families, and work organizations. In traditional societies such as Bangladesh, it is more harsh for female employees than for male employees. Female work participation has been steadily growing over the previous several decades. Working women face role conflict as a result of family obligations. This research included primary data. A random sample

of 50 female employees from 10 firms is asked to identify the primary variables that contribute to work-family conflict. Questionnaires are used to collect data. According to the study, the primary factors contributing to WFC are long work hours, job inflexibility, work overload, child care responsibilities, child care age, dependent care responsibilities, workplace discrimination, insufficient supervisory support, autocratic management style, insufficient family support, and the absence of husband support. The study's results underscored the need of developing guidelines for the management of WFC at the organizational level, since it is related to employee work satisfaction and performance.

Makhbul and Hasun (2011) examined the association between entrepreneurial characteristics and success. 163 entrepreneurs with at least three years of company operations were chosen as respondents using a simple random sample approach. The data collection instrument was a self-administered questionnaire survey. The association between entrepreneurial variables and entrepreneurial success was examined using multiple regression analysis. According to the means analysis, the most important element impacting business success is perceived to be religious duty/honesty, followed by communication skills and entrepreneurial willpower. This research established that a number of entrepreneurial variables are strongly associated with the success of an entrepreneur. These characteristics include entrepreneurs' capacity to get knowledge, their leadership styles, and the support they receive from others. Nonetheless, the capacity of entrepreneurs to capture pertinent knowledge is proven to be the most critical determinant in their success.

Kamitewoko (2013) gave more insight into the questions for the Prospective Research Center Studies Survey. The research is based on Brazzaville, Congo's capital, a vital center of trade and a hub of entrepreneurial success; it identifies the fundamental components that allow Chinese entrepreneurs to succeed in Congo Brazzaville. We surveyed 200 respondents and used logistic regression to predict their replies. The data indicate that critical characteristics including as *guanxi*, education, trade expertise, and financial experience all contribute to the entrepreneurs' success.

Ajala (2017) examined the relationship between work-family conflict, family-work conflict, and working moms' job performance. The study used a descriptive survey research approach. The study's population included all working moms in public hospitals (nurses) and local government (clerical workers) in Nigeria's Ekiti State. Three hundred respondents were chosen using both purposive and random selection strategies. The primary instrument in this research was a questionnaire titled "Work-Family Conflict, Family-Work Conflict, and Job Performance Questionnaire - WFCFWCAJPQ," which was adapted from Netemeyer et al. (1996) and had a reliability coefficient of 0.85. The mean, standard deviation, and Pearson Product Moment Correlation were used to analyze the data gathered. The findings indicated that work-family conflict predominated over family-work conflict for working mothers. There was a substantial positive link between work-family conflict; family-work conflict; and working moms' job performance. Industrial social workers were therefore encouraged to teach working moms on how to balance their work and family duties in order to maintain a feeling of belonging in both domains and perform efficiently and successfully at work.

Chanu and Karmakar (2017) investigated the variables that influence women entrepreneurs to begin and continue entrepreneurial activities, as well as the entrepreneurial intensity of women from various rural areas. A snowballing strategy was used to pick 50 women between the ages of 25 and 69 years from Chakchaka Development Block in the Barpeta District of Assam, India. The descriptive character of the work necessitates the use of both primary and secondary data. The main data were gathered from 50 female entrepreneurs on a scheduled basis. The data were evaluated using descriptive statistics such as tabulation, percentage, and mean. The majority of women entrepreneurs surveyed are uneducated in terms of contemporary education, and the majority come from economically impoverished families. Because the respondents lack the educational credentials required for government positions and are naturally

impoverished, entrepreneurial activities provide an alternate means of earning money. Additionally, the data demonstrate that people who belong to socially upward groups exhibit a greater degree of entrepreneurial energy than those who belong to socially backward areas. There is a greater degree of entrepreneurial intensity, innovativeness, risk taking, and proactivity among women entrepreneurs who identify as GEN than among women entrepreneurs who identify as SC.

Chelariu (2011) added to the increasing corpus of international research on work-family conflict (WFC) and family-work conflict (FWC) by studying the interrelationships between these categories and other factors in the setting of a transitional economy. Self-report questionnaires were provided to retail salespeople in Hungary to gather data. Structural equation modeling was used to perform hypothesis testing. The findings indicate that whereas WFC is highly associated with work stress, FWC is not, and that job stress completely mediates the impact of WFC on turnover intentions. Additionally, it was shown that self-efficacy served as a moderator, amplifying the beneficial impact of WFC on work stress while attenuating the effect of FWC.

Ramanust (2020) examined the relationship between entrepreneurial grit and career success as an entrepreneur in Thailand's pharmaceutical business. The career success of an entrepreneur is evaluated in this research primarily via the mediating role of entrepreneurial orientation. This includes career happiness, perceived financial attainment, and perceived career achievement. The study was cross-sectional in nature and data were acquired from around 421 entrepreneurs in Thailand's pharmaceutical industry using a questionnaire approach in conjunction with a selective sampling strategy. The findings indicated that entrepreneurial grit plays a crucial role in gaining success in an entrepreneurial career. Entrepreneurial orientation was also correlated with all areas of career success in order to determine its influence, and the findings reveal that entrepreneurial orientation plays a substantial role in advancing an entrepreneur's career.

Makhbul & Hasun (2011) examined the association between entrepreneurial variables and success as an entrepreneur. 163 entrepreneurs with at least three years of company operations were chosen as respondents using a simple random sample approach. The data collection instrument was a self-administered questionnaire survey. The association between entrepreneurial variables and entrepreneurial success was examined using multiple regression analysis. According to the means analysis, the most important element impacting business success is perceived to be religious duty/honesty, followed by communication skills and entrepreneurial willpower. This research established that a number of entrepreneurial variables are strongly associated with the success of an entrepreneur. These characteristics include entrepreneurs' capacity to get knowledge, their leadership styles, and the support they receive from others. Nonetheless, the capacity of entrepreneurs to capture pertinent knowledge is proven to be the most critical determinant in their success.

Abdullah, Adenan, Binti, and Zaiedy (2021) investigated the relationship between work-family conflict, commitment, and well-being for working women. This quantitative research collected data using questionnaire procedures, which are a kind of survey. This research used the Organizational Commitment Questionnaire (OCQ) developed by Porter and Smith (1970), the Work-Family Conflict Questionnaire developed by Kelloway, Gottlieb, and Barham (1999), and the Paschoal and Tamayo Well Being at Work Scale (2008). The study's results reveal the presence of a strong effect link between work-family conflict and organizational commitment, as well as the fact that marital age and length variability is a key predictor of workplace well-being.

Khan, Salamzadeh, Shah, and Hussain (2021) examined the variables affecting the success of female entrepreneurs in Pakistan. Structured questionnaires were used to gather data from 181 registered SMEs

operating in Pakistan. A conceptual model is built, and analysis is performed using SPSS and AMOS software. The findings reveal that both internal characteristics such as the desire for accomplishments, risk taking, and self-confidence, as well as external elements such as economic and sociocultural factors, have a positive and substantial impact on the success of women-owned businesses. This study proposes that the Small and Medium Enterprises Development Authority (SMEDA), policymakers, and practitioners promote women entrepreneurs to operate their firms for the long term by offering a range of incentives and supports connected to those internal and external elements.

3.0 Methodology

This study used a cross-sectional survey and the target population was two hundred 200 Small and Medium Enterprises (SMEs) owned and managed by women. no sample size was determined in this study because the researcher intend to cover the 200 selected SMEs. As a result, 200 questionnaires were distributed to the two hundred selected SMEs. In this study, the convenient sampling technique was applied. This method was chosen because the sampled element is a true representative of the population. Work family conflict (independent variable) was measured using Work to Family Conflict and Family to Work Conflict. 5 items was used in measuring Work to Family Conflict (e.g My work prevents me spending sufficient quality time with my family) and 5 items was used in measuring Family to Work Conflict (e.g. My family has a negative impact on my day to day work duties). Entrepreneurial success (dependent variable) was was measured using vigour and dedication. 5 items were used in measuring financial success (e.g. My establishment have enjoyed increased revenue over the years) and 5 items were used in measuring non-financial success (e.g. my organization has been able to satisfy stakeholders over the years). Items were rated on a 4-point Likert scale, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. Statistical Package for Social Sciences (SPSS) version 21 aided the analyses of the bivariate hypotheses using the Spearman Rank Order Correlation Coefficient statistical tool.

4.0 Result

A total of 200 questionnaires were distributed to respondent, however, only 162 (81%) copies were returned and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Hypothesis One

Table 1 Work to family conflict and financial success

Correlations				
			Work to Family Conflict	Financial Success
Spearman's rho	Work to Family Conflict	Correlation Coefficient	1.000	-.298
		Sig. (2-tailed)	.	.017
		N	162	162
	Financial Success	Correlation Coefficient	-.298	1.000
		Sig. (2-tailed)	.017	.
		N	162	162

There is no significant relationship between Work to family conflict and Financial success of women entrepreneurs in Port Harcourt.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.017 < 0.05$), $\rho = -0.298$ between Work to family conflict and Financial success. This means that there is a significant negative relationship between Work to family conflict and Financial success. This implies that as work to family conflict decreases, financial success will be achieved, but if work to family conflict increases there will be reduced financial success. The null hypothesis is rejected, and we restate that *there is a significant relationship between Work to family conflict and Financial success.*

Hypothesis Two

Table 2 Work to family conflict and non-financial success

Correlations				
			Work to Family Conflict	Nonfinancial Success
Spearman's rho	Work to Family Conflict	Correlation Coefficient	1.000	-.272**
		Sig. (2-tailed)	.	.000
		N	162	162
	Nonfinancial Success	Correlation Coefficient	-.272**	1.000
		Sig. (2-tailed)	.000	.
		N	162	162

Work to family conflict has no significant relationship with Non-financial success of women entrepreneurs in Port Harcourt.

The result of the analysis in Table 2 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = -0.272$ between Work to family conflict and Non-financial success. This means that there is a negative significant relationship between Work to family conflict and Financial success. An increase in work to family conflict will lead to a corresponding decrease in non-financial success and vice versa. The null hypothesis is rejected, and we restate that *there is a significant relationship between Work to family conflict and Non-financial success.*

Hypothesis Three

Table 3 Family to work conflict and financial success

Correlations				
			Family to Work Conflict	Financial Success
Spearman's rho	Family to Work Conflict	Correlation Coefficient	1.000	-.250**
		Sig. (2-tailed)	.	.001
		N	162	162
	Financial Success	Correlation Coefficient	-.250**	1.000
		Sig. (2-tailed)	.001	.
		N	162	162

There is no significant relationship between Family to work conflict and Financial success of women entrepreneurs in Port Harcourt.

The result of the analysis in Table 3 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = -0.250$ between Family to work conflict and Financial success. This means that there is a significant negative relationship between Family to work conflict and Financial success. This means if family needs interfere with the work needs, the financial success of the business will decline. The null hypothesis is rejected, and we restate that *there is a significant relationship between Family to work conflict and Financial success.*

Hypothesis Four

Table 4 Family to work conflict and Non-financial success

Correlations			Family to Work Conflict	Nonfinancial Success
Spearman's rho	Family to Work Conflict	Correlation Coefficient	1.000	.091
		Sig. (2-tailed)	.	.248
		N	162	162
	Nonfinancial Success	Correlation Coefficient	.091	1.000
		Sig. (2-tailed)	.248	.
		N	162	162

Family to work conflict has no significant relationship with Non-financial success of women entrepreneurs in Port Harcourt.

The result of the analysis in Table 4.19 shows a significant level $p > 0.05$ ($0.248 > 0.05$), $\rho = 0.091$ between Family to work conflict and Non-financial success. This means that there is no significant relationship between Family to work conflict and Non-financial success. The null hypothesis is upheld, that *there is no significant relationship between Family to work conflict and Non-financial success.*

5.0 Discussion of Findings

Work to family conflict and Financial success

The bivariate hypotheses between Work to family conflict and Financial success reveal a noteworthy relationship between the two variables. The Spearman correlation coefficient reveal that the p-value of 0.017 was less than 0.05 ($p = 0.017 < 0.05$) which implies that Work to family conflict has a significant relationship with Financial success. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (ρ) is -0.298. This thus reveal that there is a negative significant relationship between Work to family conflict and Financial success. Thus, reducing Work to family conflict will help enhance Financial success. Thus the first objectives of the study which sought to examine if Work to family conflict relates with Women entrepreneurial success was achieved. These findings agree with that of Ajala (2017) who found a significant relationship between work to family conflict and financial success.

Work to family conflict and Non-financial success

The result on the test of hypothesis two shows that there is a significant relationship between Work to family conflict and Non-financial success. The P-value of 0.000 which is less than 0.05 level of significance ($p=0.000<0.05$) implies that Work to family conflict relates significantly with Non-financial success. This was affirmed by the spearman correlation coefficient (ρ) which revealed a positive significance relation of -0.272. The lower Work to family conflict, Non-financial success will increase and vice versa. This study is in alignment with that of Ramanust (2020) that work to family conflict lays a crucial role in non-financial success of entrepreneurs. Karatepe and Sokmen (2006) discovered a statistically significant negative correlation between family-work conflict and work success. Netemeyer et al. (2005) also discovered direct and indirect relationships between work-family conflict and supervisor-rated employee performance.

Family to work conflict and Financial success

Considering the result of the bivariate analysis relating to hypothesis three, it can be observed that the significance value of 0.000 was less than 0.05 significance level ($p=0.000<0.05$). This implies that there is a significant relationship between Family to work conflict and Financial success. The result of the correlation from the spearman correlation (ρ) show that Family to work conflict has -0.250 correlation with Financial success. This means that a negative significant relationship exists between Family to work conflict and Financial success. This implies that Family to work conflict has a weak negative and significant relationship with Financial success. If the Family to work conflict increases, the Financial success of the workers will be reduced, but if the Family to work conflict reduces, there will be increase in financial success. These findings concur with the work of Makhbul (2011) who is of the opinion that family to work conflict has a negative significant relationship with financial success. Karatepe and Sokmen (2006) discovered a statistically significant negative correlation between work-family conflict and work success. Kossek and Ozeki (1998) discovered a negative correlation between work-family conflict and work success.

Family to work conflict and Non-financial success

The analysis of the hypothesis four with the spearman correlation coefficient shows that there is no significant relationship between Family to work conflict and Non-financial success. This is based on the fact that the significant value of 0.243 is higher than the 0.05 level of significance ($p=0.243>0.05$). Thus the null hypothesis is accepted. This means that Non-financial success is not affected by Family to work conflict changes. These findings contradicts the findings of Abdullah, Adenan, Binti, and Zaiedy (2021) who revealed that Family to work conflict has a strong effect link with non-financial success. Frone et al. (1997) found a strong link between family to work conflict and work success.

6.0 Conclusion and Recommendations

Entrepreneurial success has remained one of the quests of all SMEs because of its ability in sustaining the firm in the industry. Women entrepreneurs are constantly faced with the challenge of how to enhance the success story of their business irrespective of their various involvement in family responsibility and their other spheres of life. Work to family conflict was found to have been negatively correlated with financial success of the women owned SMEs in Port Harcourt. This implies that when there is an interference of work on the other aspect of the entrepreneurs, such would have a negative impact on the financial success of the organization. Hence, reducing the interference will help improve the financial success of the organization. Furthermore, work to family conflict do have a negative relationship with the non-financial

success of the organization. Apart from achieving a desired financial success of the organization, the entrepreneurs also desired to have non-financial success in the form of achieving high stakeholders' satisfaction, enhanced productivity and perceived career achievement. Hence, intensifying or continuous work to family conflict will have a varied negative effect on the non-financial success of the firm.

Furthermore, family to work conflict does negatively affect the financial success of the women entrepreneurs. This suggests that when work responsibilities constantly interfere with the work of the women entrepreneurs, such could have a negative impact of the success story of the organization. The higher the family to work conflict, the less financial success the organization will record. Similarly, a reduction in the interference of the family responsibilities with the work role of the entrepreneur, the higher financial success they are likely to achieve. However, family to work do not have a significant relationship with the nonfinancial success of the organization. Conclusively, work family conflict does negatively affect the extent of financial and non-financial success of women owned SMEs in Port Harcourt. Based on the findings and conclusion, the following recommendations are proffered.

1. The women entrepreneurs should have a proper time management in order to maintain a work-family balance as such will help enhance their financial success.
2. The women entrepreneurs should create some element of flexibility in their workplace as such will allow them to fulfil family responsibility as thus boost their non-financial success.
3. The women entrepreneurs should reduce the extend to which they get themselves exhausted with family responsibilities as such will help them concentrate better in the organization and thus enhance their financial success.
4. The women entrepreneurs should encourage an innovative culture in the organization as such will help boost their entrepreneurial success.

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