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THE EXPERIENCES OF WORK FAMILY ISSUES AMONGST WOMEN
ENTREPRENEURS IN LESOTHO

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ABSTRACT

Women in Lesotho are increasingly becoming empowered and this is proven by the increase in the number of women opening and managing small businesses. On the other hand, societal expectations in Lesotho place household and childcare responsibilities on women. This becomes a challenge of balancing the work and family issues of women who own businesses in Lesotho. The challenges, causes as well as the effects of work family issues on the success of businesses owned by women have been studied, offering substantial knowledge to researchers about women entrepreneurs and their businesses. However, there is limited research on the impact of work family issues and how they affect the success of women in business therefore, more studies need to be conducted in countries such as Lesotho. Given that family has a huge influence on women entrepreneurs, the success or failure of their businesses may occur when there is an imbalance of work family issues (i.e. work family conflict, work family enrichment, and family support).

This study primarily aimed to assess the experiences of work family issues and the impact they have on the success of women who own businesses in Lesotho. This study argues that knowledge about the intricacies of how the family and work domains interact for women entrepreneurs in Lesotho is still very scarce. Therefore, examining in-depth the experiences of women entrepreneurs in Lesotho, the present study did not only enhance the existing literature by providing evidence from a new context but also unearthed some of these intricacies to show how support, enrichment, and conflict co-exist. The findings of the study are vital in shedding light on how to improve the success of women who own businesses in Lesotho and other developing and developed countries. This is particularly important as empowering women entrepreneurs and enhancing their success is important for sustainable economic development.

A qualitative research method was used to study the experiences of work family issues and how they affect the success of women entrepreneurs in Lesotho. 30 in-depth semi structured interviews were used to collect data from women who own businesses in the three districts of Lesotho (Leribe, Maseru, and Mafeteng). Results of this study showed that:

- Women entrepreneurs established their businesses because of the push, pull, and mixed factors. The pull factors included: passion, family background and role models, low cost of entry, and copreneurship. Push factors included: hunger and poverty reduction and unemployment while autonomy was the only mixed factor identified.

- Women entrepreneurs experienced all three types of conflict (i.e. time based, strain based, and behaviour based) from their families and businesses. The time based conflict in the work domain was experienced through long working hours while the time based conflict in the family domain was caused by household work. With the strain based conflict, women struggled to fulfill household responsibilities due to fatigue caused by the workload in their businesses. The behaviour based conflict was characterised by trust issues that developed in the business. There was a lack of trust that women entrepreneurs developed in their businesses which affected their families as they could no longer trust their families on anything. As a result, this could lead to conflict in their families.
- Findings on the consequences of work-to-family/family-to-work conflict revealed that the family activities of women entrepreneurs led to negative relationships with their families. In the work domain, the work responsibilities of women who own businesses negatively affected their relationships with their employees, led to the loss of income in their businesses, resulted in a decrease in productivity levels in their businesses, and also resulted in business exit intentions.
- The challenges that women entrepreneurs in Lesotho encountered included: business expense, employee theft, and competitive strategy as well as credit sale strategies.
- Women entrepreneurs experienced both the instrumental and the affective work family enrichment from their families and businesses. Instrumental enrichment in the work domain was experienced through gaining patience, decision making abilities, creativity, and humility. In the family domain, instrumental enrichment was characterised by creativity which women entrepreneurs used to improve their businesses. Looking at the affective enrichment, happiness experienced in the business enabled women to portray happiness in their families as well. Looking at the consequences of work-to-family/family-to-work enrichment, being in business resulted in the organisational commitment of women entrepreneurs.
- Women entrepreneurs received different types of support (i.e. financial and non-financial, emotional and instrumental) from their families and friends.
- The work life balance strategies that women entrepreneurs used were grouped into segmentation, integration, and mixed work life balance strategies. The integration strategies consisted of communication and work flexibility while household

management was the only segmentation strategy used. The mixed work life balance strategies include delegating and time management.

- The factors of success identified by women entrepreneurs included hardwork and financial literacy. The perceptions of success in women entrepreneurs include growth, satisfaction, financial performance, and provision of family or community needs.

Moreover, this study makes the following recommendations:

- First of all, participants in this study experienced employee theft. Therefore, this study recommends that policies have to be put in place that would help regulate and reduce the effect of employee theft on businesses.
- Business expenses were also found to negatively affect success and the family. As a result, women entrepreneurs can opt to operate their businesses from home to reduce operating costs which include the cost of traveling to work, office rent, and other costs related to non-home-based business.
- Moreover, women entrepreneurs also had trust issues that developed in their businesses and were transferred into their families. As a result, this study recommends that entrepreneurs in Lesotho learn to effectively separate the behaviour portrayed in business from the behaviour portrayed in their families. The issues that arise in one domain (business) must be left in business and not be carried over into another domain (family).
- Participants in this study struggled to recover from the fatigue they experienced from their businesses which made it difficult for them to handle their children. Therefore, this study recommends that women entrepreneurs in Lesotho practice self-care habits such as taking naps after work to regain their strength so that they can give their children the attention they need. Getting enough sleep will uplift their mood, increased creativity, and productivity levels which will lead to the success of their businesses.

Keywords: Work Family Conflict, Work Family Enrichment, Family Support, Work Life Balance, Success, Women Entrepreneurs, and Lesotho.

DECLARATION

I, Maletlatso Francisca Motsomotso confirm that:

- i. The information conveyed in this thesis is my original work.
- ii. This thesis has not been submitted for any qualification at any other university.
- iii. This thesis does not contain other people's work except where specifically recognised as being obtained from other people.
- iv. This thesis does not consist of other people's work except where specifically indicated as being obtained from other researchers. Where the written sources have been quoted, then:
 - a. Their words have been rephrased and referenced accordingly;
 - b. their original words and writing have been used and referenced accordingly.

Signature: Maletlatso Francisca Motsomotso

Date: 22/10/2021

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LIST OF ACRONYMS

BEDCO	Basotho Enterprises Development Corporation
CBDs	Central Business Districts
CSEs	Core self-evaluations
GEM	Global Entrepreneurship Monitor
ILO	International Labour Organisation
IPA	Interpretive Phenomenological Analysis
MENA	Middle East & North African
MIWE	Mastercard Index of Women Entrepreneurs
MSMEs	Micro, Small and Medium Enterprises
MTICM	Ministry of Trade, Industry, Cooperatives and Marketing
OEDC	Organisation for Economic Co-Operation and Development
SACBTA & SAT	Southern African Cross Borders Trade Association
SADC	Southern African Development Community
SMEs	Small and medium enterprises
TEA	Total entrepreneurial activity
UAE	United Arab Emirates
US	United States
USAID	United States Agency for International Development
USB	Universal Serial Bus
WBO	Women Business Ownership
WFB	Work Family Balance
WFC	Work Family Conflict
WFE	Work Family Enrichment
WLB	Work Life Balance

CHAPTER ONE

1.1 CONCEPTUALISATION OF THE STUDY

1.1.1 Introduction

For years, women entrepreneurs have been the heart of economic growth and development (Vossenbergh, 2013). In most countries, businesses owned by women grow rapidly (Foster, 2016). They create jobs, innovate and contribute towards the wealth in all frugalities (Brush, de Bruin & Welter, 2009). Women entrepreneurs are defined as women who start and operate their businesses (Madzivhandila & Dlamini, 2015; Zhouqiaoqin, Lu & Kumah, 2013). The involvement of women in entrepreneurship differs from one country to another (Haxhiu, 2015). Mohapatra (2012) established that approximately 40% of total traders are women. Results from the data collected by the Southern African Cross Borders Trade Association (SACBTA & SAT, 2014) also revealed that out of the association's 52,574 registered members, 72% of them are women. This value resembles the results of the research conducted in the Southern African Development Community (SADC) region where women make up 70% of cross-border traders in the region (United States Agency for International Development (USAID, 2012).

In developed countries such as Canada, figures show that female entrepreneurs make up 17.5% of small and medium enterprises (SMEs) owners (Industry Canada, 2013). In Norway, it was discovered that only 1 in 4 women are entrepreneurs (Hetland, 2013). Research by Auch (2016) indicated that females represent nearly half of German entrepreneurs. Furthermore, the report on businesses owned by women in the United States (US) showed that between 1997 and 2015, the growth rate of businesses owned by women was 74%. This is regarded as an additional 1.5 on the overall average of businesses owned by women in the US (Haimerl, 2015). The same report further asserted that women at the time owned 9.4 million businesses, which was approximately 30% of all businesses. Out of these women-owned businesses, roughly 1.3 million of them are controlled by African American women (i.e. 14%). In addition, a study by Kiiski (2017) revealed that women make about 84.5% of entrepreneurs in Finland. The same study also confirmed that in 2012, women entrepreneurs accounted for 31% of all entrepreneurs in Finland. Lastly, a report by the European Union (2014) indicated that in 2012, women made up 33% of the total entrepreneurs in Spain.

In the context of developing countries, less than 22% of entrepreneurs in Turkey are women (Welsh, Memili & Kaciak, 2016). In a study by Ali (2016), it was illustrated that 35% of women in Peru are entrepreneurs. Also, Haxhiu (2015) observed that 16% of women are entrepreneurs in Kosovo. In India, Selvi (2015) indicated that 10% of the people who own businesses are women. Similarly, in Korea, research shows that less than one-fifth of all entrepreneurs are women (Welsh, Kim, Memili & Kaciak, 2014). In the Philippines, a survey conducted by the Global Economic Monitor in 2006 pointed out that 45% of business enterprises were owned by Filipino women (Resurreccion, 2012). The same survey results also disclosed that women actively started new businesses (69%) and 34% of them owned well-known businesses. Finally, Zhouqiaoqin, Lu, and Kumah (2013) asserted that women entrepreneurs account for roughly 25% of all entrepreneurs in China.

Moreover, Africa claims the highest growth rate of businesses owned by women globally (Moyo, 2018). A report by the Mastercard Index of Women Entrepreneurs (MIWE) (2018) disclosed that in Egypt, the rate of women engaging in early-stage entrepreneurship has increased by 21%. In Senegal, 36.8% of entrepreneurs are women (Lewin, 2018). A study by Kanza (2016) revealed that Malawi has 27.3% of women who own new businesses. The same study also reckoned that women account for 19.9% of entrepreneurs in Botswana while women in Angola made up 20.4% of entrepreneurs. Also, Ngugi (2017) revealed that 34.8% of businesses in Uganda were owned by women. The Ethiopian Central Statistics Authority showed that 49% of the newly formed businesses were owned by women in Ethiopia. These businesses constituted about 50% of the newly created jobs in Ethiopia (Girma, 2015). Results from a study conducted by Ali (2016) portrayed that women in Ghana conduct about 55% of entrepreneurial activities. Onehi (2017) asserted that 40% of women in Nigeria take part in entrepreneurship. In Rwanda, 56.4% of women are said to engage in entrepreneurial activities (Rwirahira, 2018a).

In Lesotho, women constitute about 73% of entrepreneurs (Uddin & Chowdhury, 2015) in the country. Also, the report on the development and promotion of small businesses showed that two-thirds of small businesses in Lesotho belonged to women (Cilo Consulting, 2011). Similarly, an analysis from the Lesotho Ministry of Trade, Commerce, and Industry illustrated that women accounted for 36% of entrepreneurs in the district of Maseru (Gadaga, Ntsike & Ntuli, 2014). The

same report further revealed that in the district of Mofeng, 32% of businesses were owned by women. In the district of Mafeteng, 17% of entrepreneurs are women (Polasi, Majara, Mohapi & Mosola, 2015).

Furthermore, women entrepreneurs in Lesotho partake in both traditional and non-traditional entrepreneurial activities. The traditional entrepreneurial activities consist of informal, home-based, and small-scale businesses such as tailoring, cropping, poultry, piggery, livestock rearing, food processing, handcrafting, nursery, and tree planting as well as retailing. On the other hand, the non-traditional entrepreneurial activities that they participate in include: establishing educational and financial institutions, consultancy firms, accommodation, and counseling services (Uddin & Chowdhury, 2015; Mokoatleng, 2014). Similarly, women entrepreneurs in Lesotho run their businesses as either sole proprietors, partnerships, or private companies (Uddin & Chowdhury, 2015).

1.1.2 Background to the study

While there has been a remarkable increase in the rate of women engaging in business globally, finding a balance between work and family demands is an ongoing concern for women who own businesses (Narayanan & Savarimuthu, 2015; De Sousa, 2013). Women entrepreneurs experience pressure from the conflicting roles of work and family (Afzal & Farooqi, 2014) more than men who own businesses (Powell & Eddleston, 2013). This is caused by the fact that women who own businesses tend to hold on to the increasing interface of family and work roles (Kimanzi, 2016; Mari, Poggesi & De Vita, 2016). Given that family has a huge influence on women entrepreneurs, the success or failure of their businesses may occur when there is conflict between the work and family issues (Mohamad, 2017). These work family issues include work family conflict, work family enrichment, and family support.

Work family conflict is one aspect that has been found to pose a negative influence on women entrepreneurs (Heilbrunn & Davidovitch, 2011). Work family conflict can be explained as a type of conflict where work roles interfere with family roles (Greenhaus & Beutell, 1985). In general, the work family conflict is viewed as the conflict that happens when there is a mismatch between family activities and individual work activities (Kalliath, Hughes & Newcombe, 2012). Work

family conflict is two-sided: work-to-family conflict where work roles are mismatched with family roles and family-to-work conflict where family roles are mismatched with work roles (Carlson, Kacmar & Williams, 2000; Greenhaus & Beutell, 1985). Both work-to-family conflict and family-to-work conflict make it difficult for women to participate in business activities (Olorunfemi, 2009). As demonstrated in a survey by Michigan Quality of Employment, 43% of women entrepreneurs revealed that they miss out on their business activities because of their family roles (Nabong, 2012). Teoh, Chong, Chong, and Ismail (2016) found that 26% of women entrepreneurs' family responsibilities negatively affected the financial aspects of their businesses. In a study conducted by Pino (2011), 61% of women entrepreneurs conveyed that the conflicting roles of work and family resulted in low productivity in their businesses. Narayanan and Savarimuthu (2015) also observed that 68% of women entrepreneurs experienced job dissatisfaction caused by the conflicting roles of work and family. Likewise, a study by Talreja (2017) showed that 22% of women entrepreneurs admitted that family roles affected their performance in their businesses. Lastly, 95% of women entrepreneurs reported that their family demands affected their business operations (Adisa, Mordi & Mordi, 2014). The same study added that 53% of women entrepreneurs' family pressure affected their ability to concentrate on their businesses.

Furthermore, an assessment of existing literature suggests the following types of work-to-family conflict/family-to-work conflict: time based conflict, strain based conflict, and behaviour based conflict (Xia, 2015; Bolorizadeh, Tojari & Zargar, 2013; Greenhaus & Beutell, 1985). Time based conflict takes place when there are time pressures between work and family roles. On the other hand, strain based conflict happens when experiences such as tension, fatigue, anxiety, and grumpiness from one role affect the ability to perform in another role. Similarly, behaviour based conflict happens when the behaviours between work and family roles clash. Most women are faced with family and household duties and these duties negatively influence their business performance (Heilbrunn & Davidovitch, 2011). Previous studies (Hammer, Bauer & Grandey, 2003; Anderson, Coffey & Byerly, 2002) suggested the following as effects of experiencing work family conflict: increased marital conflicts, psychological distress, mood and anxiety disorders, alcohol and drug abuse, low levels of job performance and work dissatisfaction.

In addition, engaging in several roles does not only cause conflicts but also provides some benefits. Work family enrichment is explained as the rate at which involvement in one role enhances the value of another role (Greenhaus & Powell, 2006). Work family enrichment, like work family conflict, is also two-sided: work-to-family enrichment where work can positively enrich family and family-to-work enrichment where a family can positively enrich work (Greenhaus & Powell, 2006). In addition, family-to-work enrichment/work-to-family enrichment was found to boost job satisfaction, business performance, and individual perceptions of being successful in success (Powell & Eddleston, 2013; McNall, Nicklin & Masuda, 2010). Tu and Hwang (2014) also stated that family-to-work enrichment helps micro-entrepreneurs to improve their inventive behaviour and performance. A study by Pino (2011) found out that 61% of women indicated that the positive experiences and involvements in their families help to increase their productivity levels in their businesses. Results from the same study disclosed that 40% of women entrepreneurs reported that the positive experiences they encountered in their families helped to improve their time management skills in their businesses. In a study by Xia (2015), 52% of women entrepreneurs indicated that their family roles helped them to effectively handle different tasks in their businesses. Another study by Kacmar, Crawford, Carlson, Ferguson, and Whitten (2014), revealed that 63% of female entrepreneurs showed that work and family resources play a vital role in a positive work family interaction. Likewise, in a study by Lakshmypriya and RamaKrishna (2016), 53% of women entrepreneurs stated that the experience of work family enrichment resulted in job satisfaction and commitment to their businesses.

Similarly, Greenhaus and Powell (2006) presented the work family enrichment framework with two forms of work family enrichment: affective work family enrichment and instrumental work family enrichment. Affective work family enrichment happens when individuals transfer positive emotions around work and family roles. Instrumental work family enrichment takes place when behaviours and skills developed in work or family enhance an individual's ability to handle work or family demands. Family-to-work enrichment/work-to-family enrichment is said to positively affect work and family roles (Powell & Eddleston, 2013; Kim & Heras, 2012). These effects include improved psychological and physical health, a decrease in alcoholism levels and depression, and a strong sense of well-being (Harenstam & Bejerot, 2001; Grzywacz & Marks, 2000).

Moreover, while family-to-work conflict/work-to-family conflict is said to negatively affect the success and performance of women entrepreneurs, it is possible to buffer these negative effects through family support which is known to contribute to the growth and survival of businesses owned by women (Teoh & Chong, 2008). Family helps in the development of businesses, by providing financial, labour as well as physical resources (Welsh, Memili & Kaciak, 2016; Welsh, Kim, Memili & Kaciak, 2014). Family support involves the childcare or advice that family members provide to enable people to easily manage their daily tasks in business and family (Friesen, Brennan & Penn, 2008). As indicated in a study by Abbas, Abrar, Saleem, and Iqbal (2016), 25.9% of women entrepreneurs affirmed that family support helped them in growing their business ventures. Statistics from a study by Imbaya (2012) revealed that 85% of women entrepreneurs affirmed that family support helped to improve the performance of their businesses. A study by Auch (2016) also demonstrated that 71% of women entrepreneurs admitted that having family members who are entrepreneurs helped in the smooth running of their businesses. In the same study, 43% of women entrepreneurs stated that their family members helped in founding their businesses. Mari, Poggesi, and De Vita (2016) further pointed out that 76.2% of women entrepreneurs consider family support to be important in the performance of their businesses.

Furthermore, most women in business succeed because of the support from their families (Imbaya, 2012). The type of support provided by family members greatly enhances the success of women in business (Imbaya, 2012). Karatepe and Bekteshi (2008) also added that family support makes it easier for individuals to succeed in pursuing their work tasks thus leading to the advancement and survival of their businesses. Similarly, family support enables individuals to handle work strains and focus on their work roles thus leading to entrepreneurial growth (Karatepe & Bekteshi, 2008). Also, family is considered important for grooming business people (Gundry & Welsh, 1994). It enables entrepreneurs to improve their businesses through family roles such as interpersonal communication and multitasking. Family support also results in trust-building, information sharing, and combined problem-solving in families (Welsh, Memili & Kaciak, 2016; Mari, Poggesi & De Vita, 2016). Therefore, support from family results in the success of entrepreneurs (Berrone, Gertel, Giuliadori, Bernard & Meiners, 2014).

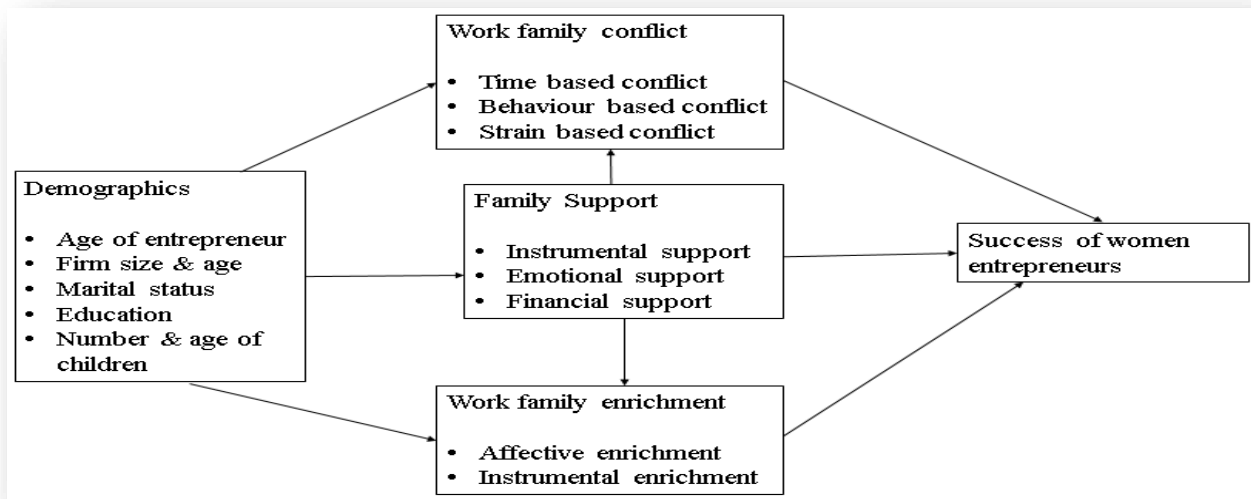
Moreover, a review of the literature proposed the three types of family support that help business people in their businesses (Welsh, Memili & Kaciak, 2016; Mari, Poggese & De Vita, 2016): financial support, emotional support, and instrumental support. Financial support refers to money needed for buying fixed assets and funding preliminary business operations and expenses of the entrepreneur in the earlier phases of the business. Emotional support denotes the support given by family members in the form of inspiration that encourages the entrepreneurs to follow their entrepreneurial goals and to remain persistent and positive in tough business times. Instrumental support signifies the business advice, services, and tangible resources that can help make business decisions. A study by Neneh (2017) showed that the three forms of family support (i.e., emotional, instrumental, and financial support) are positively related to the performance of businesses owned by women. In light of this, a study by Poggese, Mari and De Vita (2015) has encouraged studies such as one by Neneh (2017) to develop a thorough understanding of entrepreneurship in women.

Furthermore, when there are limited external support systems, women entrepreneurs rely on their family members for support (Welsh, Kim, Memili & Kaciak, 2014; Greve & Salaf, 2003). Family support enables women entrepreneurs to accomplish their entrepreneurial success more especially because women entrepreneurs are considered less successful than male entrepreneurs (Ettl & Welter, 2012). Several measures have been used to evaluate entrepreneurial success (Hadjimanolis & Poutziouris, 2011). Staniewski and Awruk (2017) indicated that entrepreneurial success can be evaluated using subjective and objective indicators. Subjective indicators include the level of satisfaction with business development, the number of clients, and the outcome of tasks performed by employees, the competitiveness of the company, and the attainment of established business development goals. On the other hand, objective indicators include: showing a profit, having a registered office, having employees, creating job positions, maintaining financial liquidity, offering benefits to employees (e.g., laptop), and maintaining long-term (i.e., longer than one year) cooperation with clients. Cooper and Gimeno Gascon (1994) also added that entrepreneurial success entails growth in sales and employment as well as growth in profitability and productivity. Therefore, success for women entrepreneurs can be regarded as the reduction of dependence and an increase in self-sufficiency (Walls, Dowler, Cordingly, Orslene & Greer, 2001). Also, successful women in business have the following business competencies: they are

persistent, self-confident, take initiative, they identify and use opportunities, seek information, strive to produce high quality work, and commit to their work contract (Sarker & Palit, 2014).

In a developing country like Lesotho, despite these advances, women entrepreneurs still encounter numerous challenges in business that influence their choices and lives. This is due to taking part in several work and family tasks (Sullivan & Meek, 2012). Hence an understanding of how these work family issues: work-to-family conflict, family-to-work conflict, work-to-family enrichment, family-to-work enrichment, and family support interact to enhance the success of women entrepreneurs in Lesotho is vital. This study will particularly develop a comprehensive understanding of work family issues and the success of women entrepreneurs as illustrated in figure 1.1 below.

Figure 1.1: Conceptual framework for this study



Source: Adopted in this study

1.2 RESEARCH PROBLEM AND RESEARCH QUESTIONS

1.2.1 Research Problem

All around the world, women entrepreneurs are regarded as the main contributors to financial advancement and progress, because they can alleviate poverty and create jobs (Mari, Poggesi & De Vita, 2016; Kimanzi, 2016). However, apart from the global increase of women in

entrepreneurship, the proportion of women in Lesotho that engage in entrepreneurship is relatively small compared to their male counterparts (Lebakeng, 2009). This happens even though women constitute 51% of the population in Lesotho. Also, studies (Mitchelmore & Rowley, 2013; Rehman & Roomi, 2012) depict that some of the businesses owned by women perform poorly due to work family issues, even though others benefit significantly from their family embeddedness (Neneh 2018; Welsh, Kaciak, Memili & Minialai, 2018). For example, existing evidence shows that work family conflict is a major challenge to the business development of women as most women in business struggle to manage the interplay between their work and family domains (Boz, Martínez-Corts & Munduate, 2016; Cesaroni & Paoloni, 2016). On the other hand, women who own businesses and also have family support can focus on their work responsibilities and manage work pressures which eventually enhances their business performance (Neneh, 2017; Karatepe & Bekteshi, 2008). Moreover, some women entrepreneurs also utilise family resources to enhance their business performance (Welsh, Memili & Kaciak, 2016).

Albeit many researchers over the years have assessed how different work family issues affect the success of businesses owned by women, most studies (Welsh, Kaciak, Memili & Minialai, 2018; Noguera, Alvarez & Urbano, 2013; Hughes, Jennings, Brush & Carter, 2012) have increasingly emphasised the importance of examining different contexts that women operate in. As such, researchers have advocated the need to study work family issues of women entrepreneurs in different countries including Lesotho as country-specific attributes such as cultures, institutions, and social norms differ (Welsh, Kaciak, Memili & Minialai, 2018; Welsh, Memili & Kaciak, 2016). For instance, Welsh, Kaciak, Memili, and Minialai (2018) found that family financial support had a positive effect on the performance of businesses owned by women in Morocco but not for those in Turkey, while the opposite was true for family moral support, suggesting that the type of family support needed by women in these two countries was different. Likewise, the conflict between the work and family roles has been found to negatively influence the performance of businesses owned by women in South Africa (Neneh, 2018) and Turkey (Welsh, Kaciak, Memili & Minialai, 2018) meanwhile the association is positive for businesses owned by women in Morocco (Welsh, Kaciak, Memili & Minialai, 2018). Additionally, the direct relationship between family support and firm performance has been inconsistent (Neneh, 2017; Mari, Poggesi & De Vita, 2016). In fact, after evaluating some aspects of enrichment and conflict among women

entrepreneurs in 11 countries (i.e. Austria, Brazil, Canada, China, Egypt, Japan, Morocco, Poland, South Korea, Sudan, and Turkey), Welsh and Kaciak (2018:6) concluded that no single model could encompass the intricacies of work and family for women-owned businesses as their findings showed that “the same links between the same variables may become opposite in terms of the sign of direction (positive or negative) depending on the country involved”. These disparities in findings from different countries emphasise the need to conduct studies on work family issues for women entrepreneurs in Lesotho as there is a dearth of studies in this domain and the findings obtained by prior studies in other countries might differ and not be applicable in this context.

Furthermore, family support, enrichment, and conflict are not mutually exclusive, however, there are limited studies that have combined these different aspects in a single study to understand women entrepreneurship (Khandelwal & Sehgal, 2018; Neneh, 2018; Welsh, Kaciak, Memili & Minialai, 2018; Welsh, Kim, Memili & Kaciak, 2014). As such, knowledge about the intricacies of how the family and work domains interact for women entrepreneurs in Lesotho is still very limited. Consequently, by examining in-depth the experiences of women entrepreneurs in Lesotho, the present study will not only enhance the existing literature by providing information from a new context but will also unearth some of these intricacies to show how support, enrichment, and conflict co-exist. The findings of the study will be vital in shedding light on how to improve the success of businesses owned by women in Lesotho and similar economies. This is particularly important as empowering women entrepreneurs and enhancing their success is important for sustainable economic development (Neneh, 2018).

1.2.2 Research Questions

- Which theoretical concepts and literature support women entrepreneurship?
- What do theories and literature say about work-to-family/family-to-work conflict, work-to-family/family-to-work enrichment, and family support as applied to women entrepreneurs?
- Which type of work-to-family/family-to-work conflict do women entrepreneurs experience and how does it affect the success of their businesses?
- Which type of work-to-family/family-to-work enrichment do women entrepreneurs experience and how does it affect the success of their businesses?

- Which type of family support do women entrepreneurs make use of and how does it affect the success of their businesses?
- How does family support help to address the work-to-family/family-to-work conflict of women entrepreneurs?
- What strategies do women entrepreneurs use to cope with work family issues?
- What framework can be developed for the success of women entrepreneurs in Lesotho?
- What practical recommendations can be proposed to improve entrepreneurship among women in Lesotho to enable them to handle work family issues?

1.3 AIM AND OBJECTIVES

1.3.1 Primary objective

- This study aimed to assess the experiences of work family issues and how they affect the success of women entrepreneurs as well as develop a framework for success amongst women entrepreneurs in Lesotho.

1.3.2 Secondary Objectives

To achieve the primary objective of this study, the secondary objectives were outlined as follows:

- To review the literature and theoretical concepts on women entrepreneurship.
- To assess the existing literature and theories on work-to-family/family-to-work conflict, work-to-family/family-to-work enrichment, and family support as applied to women entrepreneurs.
- To understand the type of work-to-family/family-to-work conflict that women entrepreneurs experience and how it affects the success of their businesses.
- To find out the type of work-to-family/family-to-work enrichment that women entrepreneurs experience and how it affects the success of their businesses.
- To investigate the type of family support women entrepreneurs, make use of and how it affects the success of their businesses.
- To assess how family support helps to address the work-to-family/family-to-work conflict of women entrepreneurs.
- To investigate the strategies that women entrepreneurs use to cope with work family issues.
- To propose a framework for success amongst women entrepreneurs in Lesotho.

- To propose practical recommendations to improve entrepreneurship among women in Lesotho to enable them to handle work family issues.

1.4 RESEARCH METHODOLOGY

1.4.1 Research methodology

Badu (2017) defined research methodology as the approach used to collect research data to reach the objectives of the study. Research methodology explains the research process and focuses on the research tools used (Rajasekar, Philominathan & Chinnathambi, 2013).

1.4.2 Research design

The research design can be described as the general plan in which the researcher chooses to incorporate dissimilar elements of the study consistently so that the research problem is well addressed (Swaen, 2017). Quantitative, qualitative, and mixed research methods are the kinds of approaches that can be used to conduct research (Gray, 2014). The quantitative approach uses objective analysis and structured numeric data while the qualitative approach focuses on non-numeric data (Pathak, Jena & Kalra, 2013). The mixed-methods approach integrates both the quantitative and qualitative approaches using various designs that may consist of the philosophical assumptions and theoretical frameworks. As indicated by Merriam (2009), qualitative researchers are captivated by understanding how people narrate and interpret their personal experiences. Similarly, the current study adopted the qualitative approach to understanding how women entrepreneurs explain and interpret their lived experiences (Gray, 2014; Pathak, Jena & Kalra, 2013).

Moreover, qualitative research designs consist of the case study, ethnography, phenomenology, grounded theory, thematic analysis, historical, field research, action research, and generic qualitative method (Venkatachalam, 2016; Utami, 2015). This study used the phenomenological qualitative research design. Phenomenology is a qualitative research method (Smith, Flowers & Larkin, 2009). Likewise, phenomenology consists of the interpretive and descriptive approaches as stated by Husserl and Heidegger (Smith, Flowers & Larkin, 2009). The interpretive phenomenology by Heidegger concentrates on an individual's lived experience and how individuals interpret that experience (Smith, Flowers & Larkin, 2009). A review by Charlick,

Pincombe, McKellar, and Fielder (2016) shows that interpretive phenomenology helps to improve an understanding of people's lived experiences and how they interpret their personal experiences. On the other hand, Husserl's descriptive phenomenology focused on getting the information from the general perspective of social understanding and not the participant's perspective (Berglund, 2007). This approach expects the researcher's experiences to be kept out of the research (Tuohy, Cooney, Dowling, Murphy & Sixsmith, 2013; Finlay, 2009). Therefore, this research followed an interpretive phenomenology to assess and interpret the meaning of the lived experiences of women who own businesses in Lesotho and to consider all their possible effects and past experiences from their standpoints. The researcher unearthed how work family issues (i.e. work-to-family conflict, family-to-work conflict, work-to-family enrichment, family-to-work enrichment) and family support interact to enhance the success of women entrepreneurs in Lesotho.

1.4.3 Population and Sample

A population is explained as a group of people of interest for a specific study that a researcher wishes to study (Explorable, 2018). This study used women entrepreneurs in Lesotho as the population of the study. Lesotho is a country with 10 districts and each district has urban, semi-urban, and rural areas (BBC News, 2018). Out of the ten districts, only women entrepreneurs in three districts (Leribe, Maseru, and Mafeteng) were approached. This study only focused on these three districts because they are more economically active than the other seven districts of Lesotho. Also, these three districts helped to determine how the experiences of women entrepreneurs differ across the urban, semi-urban, and rural areas of Lesotho.

1.4.4 Sampling technique

Cherry (2018a) described a sample as a subgroup of a population that is used to embody the whole group. Qureshi (2016) added that a sample represents a group of individuals which the researchers will use in the course of their study. Daniel (2012) described sampling as the method of choosing the study participants. The sampling approach to be used by the researcher is predetermined by the objectives, research questions, and designs as well as available resources to complete the study (Emmel, 2013).

Moreover, there are two types of sampling design namely: probability and non-probability sampling techniques. A probability sampling technique is one in which all elements of the

population have equal selection chances. Non-probability sampling is a sampling technique in which all elements in the population do not have equal selection chances (Etikan, Musa & Alkassim, 2016). The purposive sampling method is a non-probability sampling method where participants are deliberately chosen based on the qualities they have (Etikan, Musa & Alkassim, 2016). This study used purposive sampling to access women who own businesses in the three districts of Leribe, Maseru, and Mafeteng. The researcher obtained a list that had the telephone numbers and email addresses of businesses owned by women from the Basotho Enterprises Development Corporation (BEDCO). Then, the researcher looked for participants who have shared an experience but who also had different individual experiences and characteristics. Also, the present study used a sample of 30 women entrepreneurs which was considered enough to achieve saturation. This made the sample very comparable to other Ph.D. studies and thus sufficient for this study.

The criteria for choosing participants in the study were: women of ages from 18 and above, married or not, with or without children, of different business types and sizes, including both well-established and newly established businesses. Also, women entrepreneurs were expected to have a financial stake and an active role in their businesses. 14 women entrepreneurs in the district of Maseru were approached and 5 women entrepreneurs were approached in the district of Leribe because these districts are both in urban and semi-urban areas. On the other hand, only 11 women entrepreneurs were approached in the district of Mafeteng to get the different experiences of women entrepreneurs even from the rural areas. Using the list of women entrepreneurs that was obtained from BEDCO, the researcher contacted women entrepreneurs in person and asked them to participate in the study. During contact with them, the researcher showed the interview questions to them so that they could read through the questions and ask questions where necessary. For those who agreed to take part in the study, the researcher scheduled an appointment for an interview session with them and they signed the informed consent forms. Afterward, the researcher left copies of interview questions with them and also electronically sent the questions to those who had email addresses.

1.4.5 Pilot Test

A pilot study is an introductory study that researchers carry out to pre-test the large-scale research project (Resnik, 2017). In this study, the researcher conducted a small pilot study on two respondents in each of the three districts (Leribe, Maseru, and Mafeteng) to determine the participants' level of understanding of the questions asked before the actual interviews were conducted. The interviews took place at the business sites of the respondents and were tape-recorded to make sure that the tape recorder used would be reliable. As the researcher collected the data by herself, the pilot test was done to also boost the researcher's confidence level and to ensure that the researcher was familiar with qualitative data collection and its analysis.

1.4.6 DATA COLLECTION

Data collection is a procedure that involves organising and gathering data required to answer the research problem (Kadam, Shaika & Parab, 2013). This study used both primary and secondary data. Primary data is data acquired straight from individuals, objects, or processes while secondary data is data that was collected by another person besides the study being conducted (Anastatia, 2017; Grimsley, 2016). The secondary data was obtained from articles, journals, textbooks, dissertations, internet sources, and other research documents while the primary data was collected through semi structured, face-to-face interviews (Jha, 2017; Paradis, O'Brien, Nimmon, Bandiera, & Martimianakis, 2016).

1.4.6.1 Interviews

Interviews are defined as a discussion among two or more people from whom information is picked or deduced after having a conversation (Woods, 2015). The current study used semi structured, face-to-face interviews to gather information because they are more of conversations than questions with prearranged answers (Jamshed, 2014). Open-ended questions in these interviews enabled respondents to answer in their own words and get people's ideas on how things should be done (Davis, 2012). Semi structured interviews are interviews that enable participants to respond to current and open-ended questions (Amaechi, 2016). Each interview was recorded on a digital recorder, kept in a Universal Serial Bus (USB) device, and kept for transcription. This was done to enable the researcher to listen to them and identify relevant themes at a later stage during data

analysis. All interviews were conducted in Sesotho, which is the participants' home language, then translated to English.

1.4.6.2 Research setting

Oosthuizen (2016) defined the research setting as the place where the data is to be collected. In this study, interviews were conducted in the business premises of women entrepreneurs in the three districts (Leribe, Maseru, and Mafeteng). Since the businesses of women entrepreneurs were in urban, semi-urban, and rural locations, this was done to allow the participants to take part in the study in the comfort of their businesses.

1.4.7 DATA ANALYSIS

Data analysis can be defined as a method of scrutinising, cleaning, changing, and amending data to reach definite inferences in research (Kalpesh, 2013). It is a significant phase of research as it enables the researchers to come up with explanations of different concepts, models, demonstrating theories, and reaching conclusions (Kalpesh, 2013). Because this is a phenomenological study, data analysis mainly focused on the experiences of the women entrepreneurs. The data analysis was based on what women entrepreneurs had experienced and the way the experience happened (Creswell, 2013). Since the study focused on the interpretive phenomenological design, the data was analysed using the well-known interpretive phenomenological analysis (IPA) (Smith & Osborn, 2015; Pietkiewicz & Smith, 2012). The interviews were entered and coded through the computer-aided qualitative software NVivo. After the interviews were completed, the four key steps of IPA were followed to analyse the data. The first step was looking for themes in the first case, the second step was connecting the themes; the third was clustering of themes, while the fourth step involved continuing the analysis with other cases. The fourth step happened in two ways. The first approach was to use the themes that emerged from the first case as the basis for the identification of themes in the subsequent cases, while the second approach was to put the first case aside and work independently in the subsequent cases to identify other themes.

1.5 ETHICAL CONSIDERATION

According to Cherry (2018b), ethics are important research components. As a result, researchers need to maintain certain elements to comply with the ethical considerations, as stated by (Kumar,

2014). In this study, the researcher explained the aim of the study, the type of interview, and the data collection methods to the participants. Respondents were also told that they could participate voluntarily and freely withdraw from the study whenever they wanted to. Thereafter, written consent forms were only signed by participants who agreed to take part in the study. There were no specific rewards given to participants who took part in this study. Individuals who did not wish to take part in the study were not forced in any way. During the research process, the researcher created a comfortable environment for the participants. An honest relationship between the respondent and the researcher was established to gain trust between the two parties. The researcher protected the respondents from any kind of harm or exploitation. The participants' emotions were carefully handled by not asking questions that could hurt the participants in any way. The researcher gave the respondents the freedom not to answer questions each time they felt any discomfort in the research process. Any undue stress for the participants was also prevented. The researcher ensured that the research was conducted with respect for all groups of participants in the study irrespective of age, religion, culture, and political affiliation. Moreover, the privacy, anonymity, and confidentiality of the informants were protected at all times. Pseudonyms were used to de-identify the respondents, their information was kept anonymous and password protected to maintain privacy. Also, the responses of the participants were only accessed by the researcher, the study supervisor, and the ethics committee, who maintained confidentiality as per research ethics guidelines. All electronic information was stored on a password-protected computer. Future use of the stored data was subject to further Research Ethics Review and approval, as and when applicable. The hard copies will be destroyed by burning them and electronic data will be deleted five years after the study is completed. Participants who wished to be informed of the final research findings were allowed to contact the researcher or study supervisor. Apart from fulfilling the doctorate requirements, the collected data was used for journal articles, conference presentations, and other publications.

1.6 CHAPTER OUTLINE

Chapter One: In chapter one, the general background to the study was introduced. This chapter also identified and discussed the problem statement, the research objectives, including both primary and secondary objectives, and a brief of the research methods employed by the study.

Likewise, the chapter presented the structure of other chapters of the study and concluded by summarising the fore-discussed in the chapter.

Chapter Two: In this chapter, the theories and concepts on women entrepreneurs and business success were discussed.

Chapter Three: This chapter presented concepts and theories on work-to-family conflict/family-to-work conflict, work-to-family enrichment/family-to-work enrichment, and family support.

Chapter Four: The main focus of this chapter was on the methods used in conducting the study. This chapter examined the research design, the type of research used, the population, the sample design, the data collection and analysis methods, the ethical considerations as well as the validity and reliability of the study.

Chapter Five: The research findings and interpretations of the research results were presented in this chapter.

Chapter Six: This chapter presented the framework of success among women entrepreneurs in Lesotho.

Chapter Seven: This chapter presented discussions on the empirical findings and the conclusions and recommendations. In addition, the chapter presented the limitations of the study, and areas for further research were proposed.

1.7 CHAPTER SUMMARY

This chapter provided an introduction and background to the study. It unpacked the existing literature and theories on women entrepreneurship and work family issues. Also, the gaps in the existing literature were identified, followed by the research problem and research questions. Afterward, the context and need for the current research were explained. Furthermore, the primary and secondary objectives of the study were presented. The chapter further discussed the

methodology used to achieve the objectives of the study. Moreover, the ethical considerations, reliability, and viability used in this research were also presented.

The next chapter focuses on the theories and concepts on women entrepreneurs and business success.

CHAPTER TWO

WOMEN ENTREPRENEURS AND BUSINESS SUCCESS

2.1 INTRODUCTION

This chapter establishes a solid basis for understanding women entrepreneurship. It commences with the meaning and definitions of entrepreneurship and then focuses on the origin of women entrepreneurs. In addition, the definition of women entrepreneurship will also be discussed as well as the current state of women entrepreneurs globally. The chapter will further focus on women entrepreneurs in Lesotho followed by theories on women entrepreneurs. Moreover, this chapter will discuss the factors that motivate women to start a business and the challenges facing women entrepreneurs.

2.2 MEANING AND DEFINITIONS OF ENTREPRENEURSHIP

Defining entrepreneurship is quite challenging in the literature on entrepreneurship (Dzisi, 2008). Several researchers (Azmat, 2013; Murmann & Sardana, 2013; Russell-Bennet & Dann, 2000) have defined entrepreneurship by including the components it entails instead of using the specific explanation to define it. It can be defined from the psychological, management as well as economic viewpoints (Ekpe, 2010). For instance, from an economic perspective, financial matters which include monetary gains and business growth form part of the focal point of entrepreneurship (Dzisi, 2008). Looking at a psychological perspective, attributes, values, and the presence of specific traits are regarded as essential for entrepreneurs (Dzisi, 2008). The management perspective of entrepreneurship views entrepreneurship as a process of converting the business resources into profitable products or services (Dzisi, 2008). As a result, entrepreneurship is a multidimensional concept (Bula, 2012; Dzisi, 2008).

Entrepreneurship was first defined by Richard Cantillion who explained it as self-employment where individuals portray risk tolerance and organise production factors to produce goods and services for their target market (Taqi, 2016). Other researchers (Murmann & Sardana, 2013; Ezibe, Diogu, Eze & Uzoamaka, 2013) defined entrepreneurship as the ability to establish, improve and run a business venture and endure risks to make a profit. Azmat (2013) further emphasised that

entrepreneurship involves innovativeness to create something new and valuable. Scholars (Amine & Staub, 2009; Barringer & Ireland, 2008) also added that entrepreneurship is perceived as the process of identifying and pursuing opportunities that can be transformed into a sustainable business. Moreover, Timmons and Spinelli (2007) explained entrepreneurship as a thoughtful and cognitive process that is leadership balanced, holistic in approach, and based on opportunity.

Similar to the definitions of entrepreneurship, there are different perspectives that describe who an entrepreneur is (Kukkonen, 2017). These perspectives include the economic perspective, functional perspective, Schumpeter's perspective, Knight's perspective, Kirzner's perspective, and behavioural perspective. Each of the definitions is dependent on the schools of thought of the authors (Mazonde, 2016; Amaechi, 2016). From the economic perspective, Cantillon (1680-1734) defined an entrepreneur as a person who takes part in commercial activities and also makes sensible business decisions in difficult business times (Arora, 2015). For instance, entrepreneurs buy at specific prices to sell at an undefined price, thus resulting in either a profit or a loss (Nagarajan, 2011). Similarly, it was also highlighted that an entrepreneur acts as an economic agent who links producers and consumers (Nagarajan, 2011). Looking at the functional perspective, Quesnay (1888) defined an entrepreneur as an independent business owner who is filled with vitality and intellect. Likewise, Targot (1727–1781) added that a person can become an entrepreneur if they decide to buy stock and operate their business using the capital they have raised (Arora, 2015). In addition, Say (1767–1832) also highlighted that the role of an entrepreneur is to convert knowledge into products that can be sold to meet customer needs (Arora, 2015).

On the other hand, Knight's perspective of entrepreneurship considers an entrepreneur as a defensive entity for all the investors against uncertainty (Arora, 2015). Knight further indicates that an entrepreneur has to carry out three major tasks to make profits. These tasks include being innovative, adapting to the change in environmental situations, and being able to understand the aftereffects of the uncertainty beforehand (Bula, 2012). Knight's perspective of entrepreneurship is regarded as an alteration of the economic perspective (Hebert & Link, 1989). Kirzner's (1979) theory of entrepreneurship shows how a market process takes place and why. Kirzner's concept focuses on how attentive people are to money-making opportunities that help to gain profits (Bula, 2012; Dzisi, 2008). According to Kirzner, the entrepreneurial process is the ability to build the

market process and regulate its direction (Dzisi, 2008). Similar to Schumpeter's idea, Kirzner highlighted that an entrepreneur makes decisions in certain cultural contexts, portrays different behaviours to make use of the identified opportunities (Jennings, 1994). Both Schumpeter and Kirzner stated that the market economy is controlled by entrepreneurs (Dzisi, 2008). Much of the literature on entrepreneurship is based on the fact that an entrepreneur mainly functions as an inventor in the production process and also utilises profit opportunities (Dzisi, 2008). Furthermore, the behavioural perspective emphasises the impact of personality traits on the success or failure of an entrepreneur. For instance, Aldrich and Zimmer (1986) pointed out that an internal locus of control, aggressiveness, a low aversion to risk-taking, ambitious nature, and a high need for achievement form part of personality characteristics that are important in entrepreneurship. In the same manner, being creative, innovative, proactive, and imaginative were identified as important personality characteristics of entrepreneurs (Chell, Haworth & Brearley, 1991). Furthermore, Nandram and Samsom (2007) highlighted the significant role of these personality traits in differentiating entrepreneurs from managers and business owners.

In addition, Schumpeter's perspective (1883–1950) focuses on entrepreneurs as the economic agents that contribute towards innovation (Arora, 2015). This can include the creation of a new product, discovering a market for the product's promotion, locating sources for a new product, and finding innovative ways for making new products (Nayab, 2011; Dzisi, 2008). Schumpeter further highlighted that it is important to know different forces that lead to change across industries, economies, markets, communities, societies, and other political systems (McCraw, 2006; Jones & Wadhvani, 2006). The focal point of Schumpeter's definition of entrepreneurship is that an entrepreneur is an innovator who acts and translates inventions and new ideas into profitable businesses (Dzisi, 2008). Also, given that both men and women start businesses, the current study only focused on women-owned businesses as women entrepreneurs significantly contribute towards entrepreneurship (Kumar, 2014). Having defined the process of entrepreneurship and what an entrepreneur is, it also becomes necessary to understand the origin of women entrepreneurs. This will provide a clear picture of when and how women entrepreneurship was first published.

2.3 THE ORIGIN OF WOMEN ENTREPRENEURS

In the 1970s and 1980s, research on women entrepreneurship was based on early-trait psychology, mainly focusing on gaining a better understanding of the woman entrepreneur (Mazonde, 2016). In 1976, Eleanor Brantley Schwartz first published her research on women entrepreneurs in which she explored the attitudes and characteristics of women entrepreneurs and the motivation to become self-employed (Schwartz, 1976). Following Schwartz's research, DeCarlo and Lyons (1979) conducted a research study that compared minority and non-minority women entrepreneurs in America and found differences between the two groups. Hisrich and Brush (1986) studied the sociological and business viewpoints of a woman entrepreneur. They studied the business challenges faced by women entrepreneurs, their characteristics, and motivation. Following Hisrich and Brush's longitudinal work, the research field of women entrepreneurship emerged and grew in the late 1980s as researchers responded to the increasing numbers of women who started businesses (Carter, Anderson & Shaw, 2001). Birley (1985) indicated that entrepreneurship is a male field, advocating that further research was required to examine the situational and cultural environments of women entrepreneurs, especially the attitudes, educational background, and managerial experience that promote entry into business ownership.

In the early 1990s, women entrepreneurship gained momentum because most studies on women entrepreneurial behaviour theories were conducted (Mazonde, 2016). As the studies of women entrepreneurs rose, critics opposed the fact that entrepreneurship is essentially a male activity (Brush, 1992). In the 1990s, the application and development of a feminist theory, identified gender, as a lens with which to examine business creation and entrepreneurship (Ahl, 2002; Bird & Brush, 2002). In the 1980s, research on the entrepreneur focused more on the business venture, management practices, and community aspects (Mazonde, 2016). In 1999, entrepreneurship researchers observed that research did not keep up with the growing numbers of women entrepreneurs and that resulted in the establishment of the Diana International Project (Brush, Carter, Gatewood, Greene & Hart, 2006). The Diana Project framework outlined the factors that influence the success of a female entrepreneur. The framework mostly focused on the need to contextually position each woman's circumstances, family, and other institutional factors (Brush, Carter, Gatewood, Greene & Hart, 2006). Given the important role that women entrepreneurs play in entrepreneurship, it also becomes important to clearly explain who a woman entrepreneur is.

2.4 DEFINITION OF WOMEN ENTREPRENEURSHIP

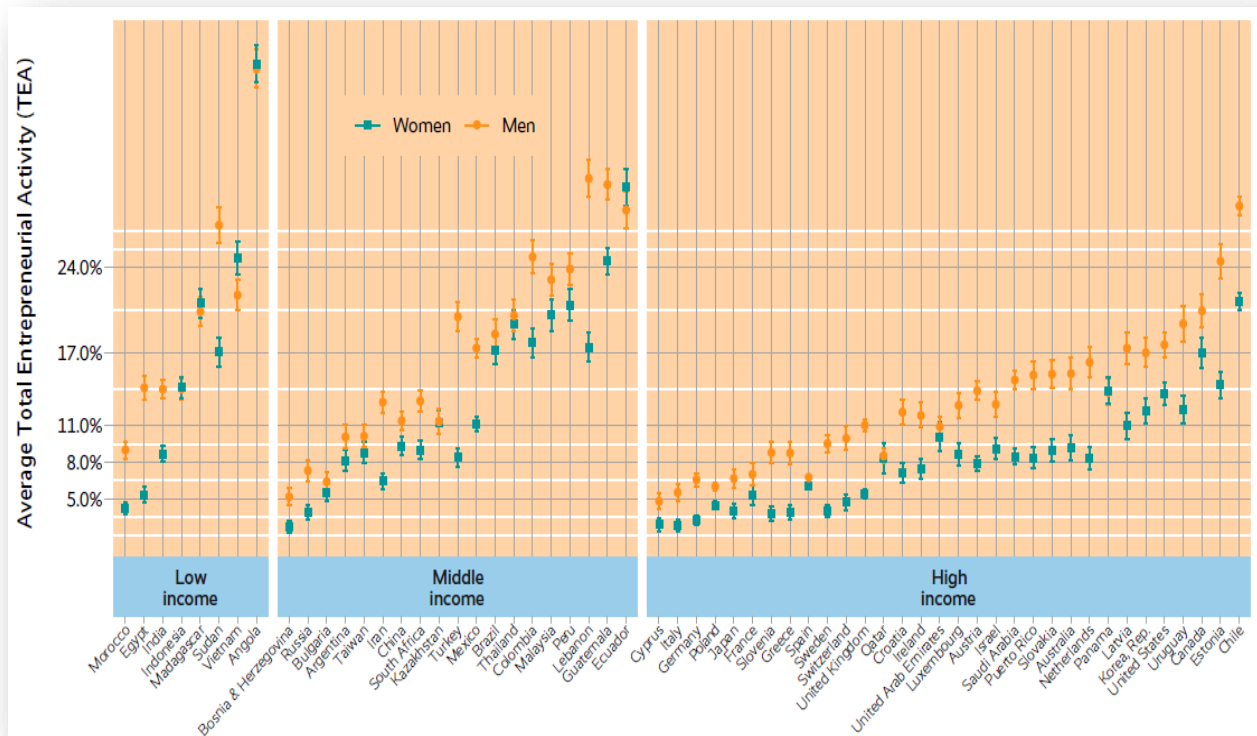
Women entrepreneurship refers to businesses that are established and run by women who hold at least a 51% share of the business (Jahanshahi, Pitamber & Nawaser, 2010). From the given definition, it can be deduced that women entrepreneurship is a process where a woman establishes a business entity either by purchasing an existing business or creating a new one from scratch (Iyiola & Azuh, 2014). In addition, a woman entrepreneur was also defined as a woman who builds and operates an entrepreneurial venture as well as taking business associated risks (Manerkar, 2015; Thuaibah, Azlah, Rozeyta, Hishamuddin & Noorizwan, 2007). Researchers (Malhan & Ishita, 2015; Manerkar, 2015; Belwal, Belwal & Al Saidi, 2014) also consider a woman entrepreneur as a female who forms a new business and undertakes the risks, the financial, administrative, and social responsibilities of that business and successfully runs the daily business tasks associated with that business. In the same way, a woman entrepreneur can be described as a woman who forms a business to achieve her individual goals to be financially independent (Iyiola & Azuh, 2014; Singh, 2012; Siddiqui, 2012). Moreover, women entrepreneurs were also defined as women who can identify business opportunities, thereafter, establish their businesses (Mandipaka, 2014). From the above-mentioned explanations of a woman entrepreneur, it suffices to say that a woman entrepreneur is the female head of a business who starts a new business and is willing to take risks and accountability for its daily activities. What is common among the definitions of women entrepreneurs is that women run and operate their businesses. The current state of women entrepreneurs globally will be discussed in the following section.

2.5 THE CURRENT STATE OF WOMEN ENTREPRENEURS GLOBALLY

Businesses owned by women are among the fastest-growing businesses in the world that contribute to the creation of wealth and jobs (Burns, 2016; Mari, Poggesi & De Vita, 2016). Women entrepreneurs play a significant role in the economic growth and development of developed and developing countries (Ambepitiya, 2016). Statistics from the Global Entrepreneurship Monitor (GEM) (2019) report showed the global average rate for women's total entrepreneurial activity (TEA). According to this report, women's average TEA rate is 10.2% which is more than three-quarters of the global rate of men's TEA. As illustrated in figure 2.1, low-income countries (Morocco, Egypt, India, Indonesia, Madagascar, Sudan, Vietnam, and Angola) have the highest TEA for women at 15.5%. This shows the smallest gender difference as women's TEA rate is

80% more than men’s TEA. On the other hand, the largest gender gaps are shown in high-income countries (Chile, Spain, Germany, Canada, Australia, etc.) where women’s TEA is 8.4% which is below two-thirds of men’s TEA.

Figure 2.1: Average TEA rates by gender and country, grouped into three levels of national income

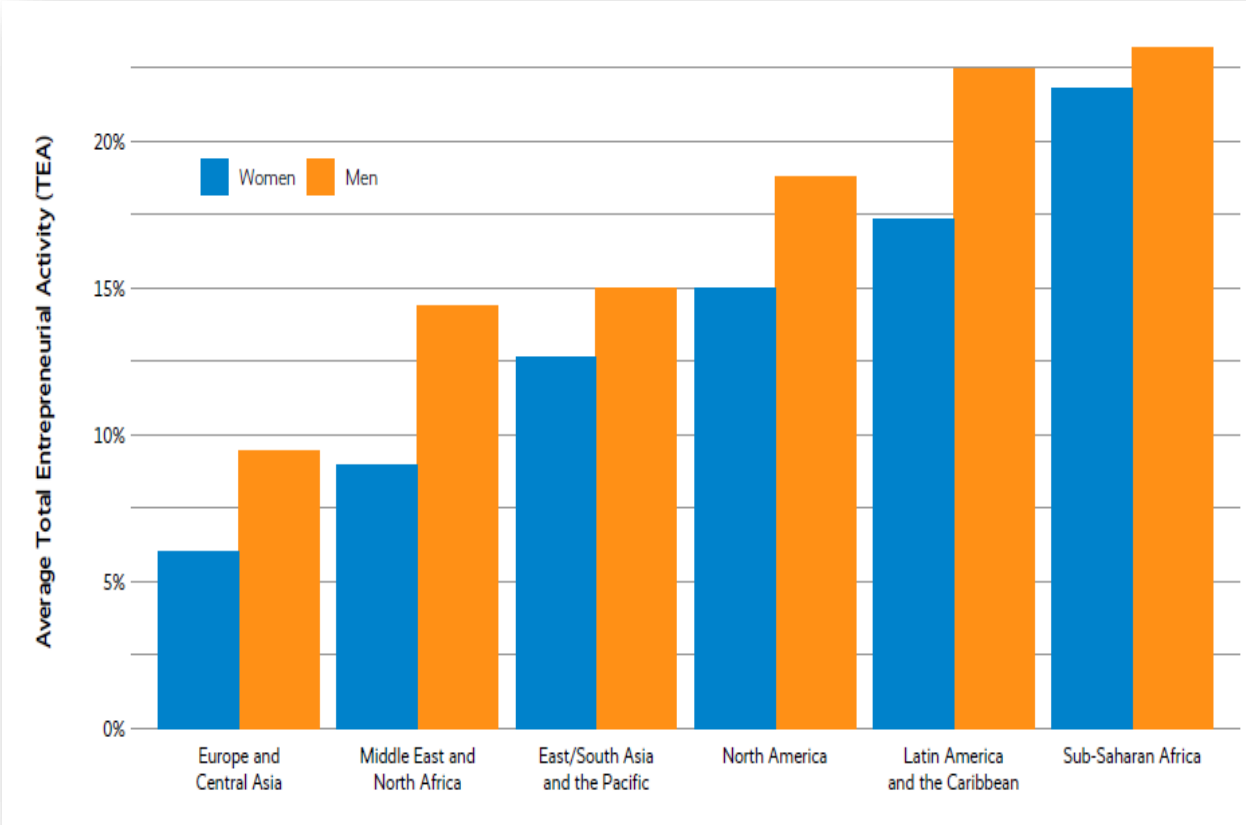


Source: GEM 2018/2019 Women’s Entrepreneurship Report

In figure 2.2, women in nine countries which include: Ecuador, Vietnam, Angola, Indonesia, Kazakhstan, Madagascar, Panama, Qatar, and Thailand contribute to levels equal to or higher than those of men. Particularly, the average TEA was roughly 10% greater for women than men in Ecuador and Vietnam, where women are actively involved in new business creation and the economy as a whole. In countries such as Angola, Indonesia, Kazakhstan, Madagascar, Panama, Qatar, and Thailand, there is gender equality in the total entrepreneurial activity rates. In Africa, Sub-Saharan Africa had a women’s TEA rate of 21.8% while the Middle East and North Africa both had a women’s TEA rate of 9%. Also, Angola was found to have the highest women’s TEA

rate of 40.7%. In America, Latin America was found to have a TEA rate of 17.3%. In Europe, Bosnia and Herzegovina women were found to have the lowest women’s TEA rate of 2.7% which is less than the regional average of 6%. In addition, five different countries which include Egypt, Greece, Slovenia, Sweden, and Turkey showed the gender gap in the total entrepreneurial activity of 60%.

Figure 2.2: Average TEA by gender and region

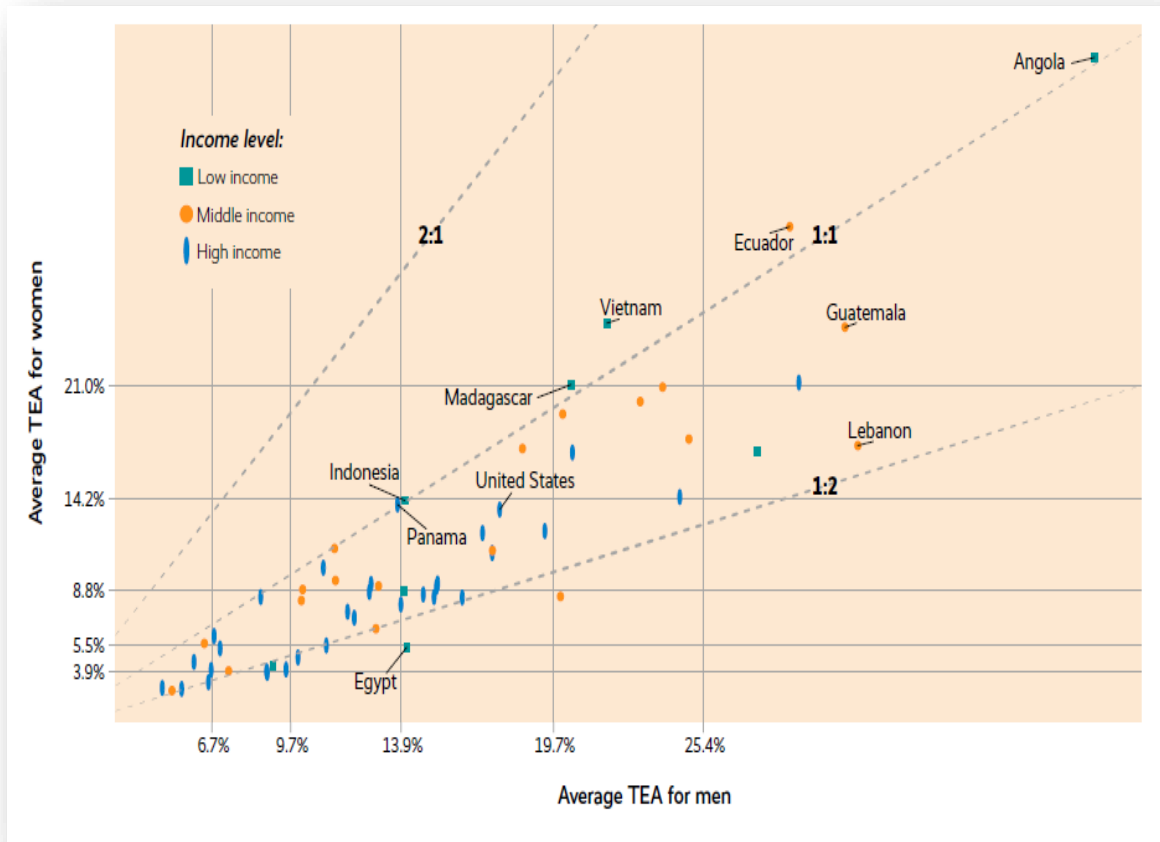


Source: GEM 2018/2019 Women’s Entrepreneurship Report

In figure 2.3, nine countries which include Angola, Indonesia, Madagascar, Vietnam, Ecuador, Panama, United States, Lebanon, and Guatemala fall into or above the equality line showing a 1:1 TEA ratio of women to men. Others such as Egypt range below the 1:2 ratio line, where women start businesses at half or less than half the level of men. These findings differ from the 2017/2018

GEM report where only five countries (Kazakhstan, Qatar, Vietnam, Ecuador, and Brazil) reported women’s TEA equal to or higher than men’s TEA.

Figure 2.3: Average TEA rates for women and men by income level

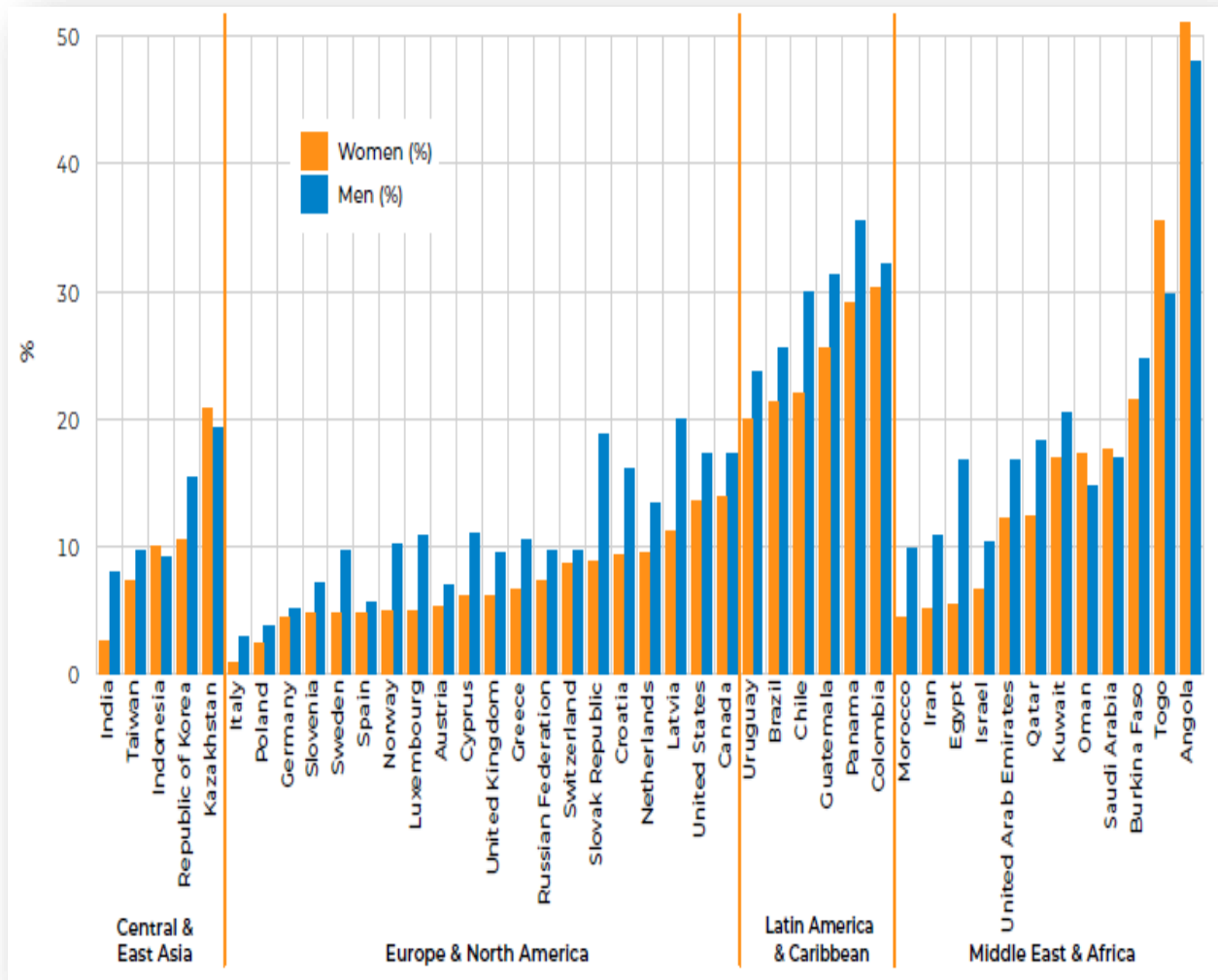


Source: Global Entrepreneurship Monitor (GEM) 2018/2019 Women’s Entrepreneurship Report

Figure 2.4 shows the level of early-stage entrepreneurial activity between men and women in 2020. Statistics show that women in countries such as Italy, Poland, and India had the lowest rates of early-stage entrepreneurship as it was less than 5%. Angola had the highest rates of early-stage entrepreneurship in women which were over 50% and 46% in Togo. Latin America also had the highest rates of early-stage entrepreneurship in women with Colombia at 31%, Panama at 29%, and Guatemala at 26%. Looking at men, statistics show that the lowest rates of early-stage entrepreneurship were in Italy and Poland as it was less than 5%. Angola had the highest rate of

early-stage entrepreneurship in women at 48%, followed by Panama at 36%, Colombia at 32%, and Guatemala at 31%.

Figure 2.4: Total early-stage Entrepreneurial Activity (TEA) by gender (% women, % men)



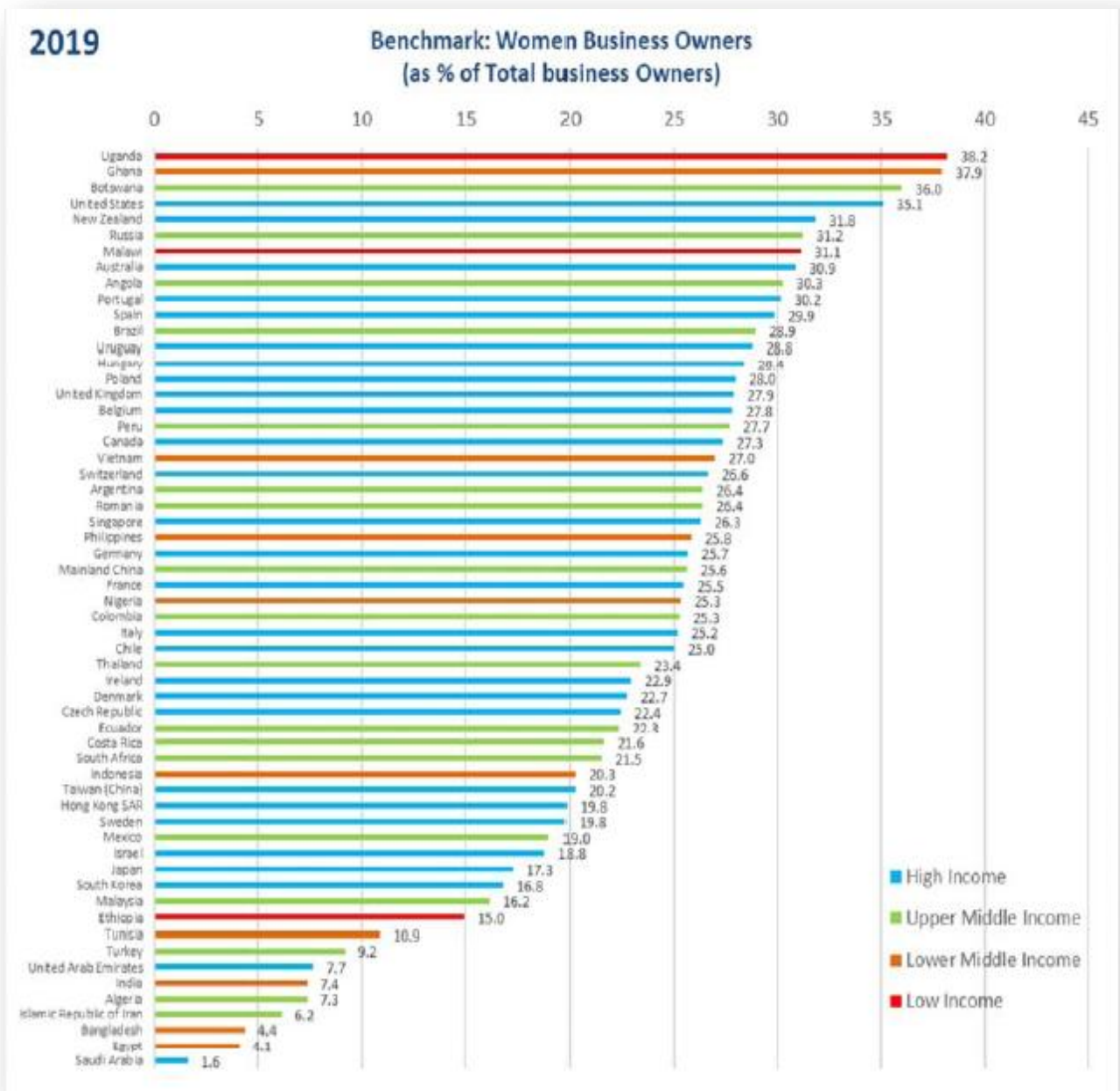
Source: Global Entrepreneurship Monitor (GEM) 2020 Women’s Entrepreneurship Report

In another report by the Mastercard Index of Women Entrepreneurs (MIWE) (2019), the latest women’s business ownership across the 58 countries was illustrated. The report showed that the following countries are among the global top 10 of Women’s Business Ownership Rates: Uganda (38.2%), Ghana (37.9%), United States (35.1%), New Zealand (31.8%), Russia (31.2%), Malawi (31.1%), Botswana (30.0%, rank 3), Australia (30.9%), Angola (30.3%) and Portugal (30.2%).

For example, in Uganda and Ghana, approximately 4 in every 10 business owners are women. The results also revealed that women and men in two countries (Angola and Malawi) were almost equally driven as men to pursue entrepreneurial activities (with F/M ratios of 99.3 and 94.5 respectively).

Furthermore, the MIWE (2019) report shows that the high rates of women's business ownership ranging between 30% to 35% are also found in regions like North America (the United States, 35.1%) and Asia Pacific (New Zealand, 31.8%). Women Business Ownership (WBO) rates are also high in European countries that include: Portugal (30.2%), Spain (29.9%) as well as Hungary (28.4%). Moreover, women business ownership of between 20-25% is distributed globally in Latin America (Colombia at 25.3% and Costa Rica at 21.6%), South Africa at 21.5%, Asia Pacific (Indonesia at 20.3% and Thailand at 23.4%), and Europe (Denmark at 22.7%, Ireland at 22.9% and the Czech Republic at 22.4%). Finally, countries where women's business ownership rates are between 10% and 20% are spread across all regions with the lowest located in Bangladesh (4.4%), Egypt (4.1%), and Saudi Arabia (1.6%).

Figure 2.5: 2019 Benchmark: Women Business Owners (as % of Total business Owners)



Source: Mastercard Index of Women Entrepreneurs (MIWE) (2019)

From the statistics above, women entrepreneurs play an important role in the entrepreneurial landscape. They are powerful drivers of economic growth, which is important for creating jobs, enhancing educational levels, alleviating poverty, achieving gender equality, improving social

welfare, and increasing life expectancy (Mastercard, 2018). In Africa, the countries with high rates of women’s business ownership include Uganda, Ghana, Malawi, Botswana, and Angola while Egypt had a low number of businesses owned by women. In North America, the United States had a high rate of businesses owned by women. In Asia, New Zealand had a high rate of businesses owned by women while Bangladesh and Saudi Arabia had a low rate of businesses owned by women. In Europe, countries with a high number of businesses owned by women were Portugal, Spain, and Hungary.

Looking at the MIWE (2020) report, 87% of women entrepreneurs indicated that their businesses were severely affected by the COVID-19 pandemic. This was seen in the drop in the global rankings of women in the business of some countries. Countries that experienced a decrease in their MIWE 2020 score include the Philippines (-10), Hong Kong (-8), Ireland (-8), Portugal (-6), Canada (-4), New Zealand (-3), Denmark (-3), and Thailand (-1). On the other hand, countries that experienced an increase in the MIWE score include Sweden (+17), Poland (+11), Colombia (+10), Switzerland (+8), Indonesia (+5), Spain (+4), Israel (+3), Chinese Taipei (+3), United Kingdom (+2) and France (+1). The statistics of top-ranking countries in 2020 are shown in figure 2.6 below.

Figure 2.6: The Ranking of top countries for women entrepreneurs

2020 Rank	Economy	Rank change from 2019	2020 MIWE Score	2020 Rank	Economy	Rank change from 2019	2020 MIWE Score
1	Israel	↑3	74.7	11	Thailand	↓1	66.9
2	United States	--	74.0	12	Chinese Taipei	↑3	66.6
3	Switzerland	↑8	71.5	13	Ireland	↓8	66.3
4	New Zealand	↓3	70.1	14	Colombia	↑10	66.3
5	Poland	↑11	68.9	15	Hong Kong	↓8	65.8
6	United Kingdom	↑2	68.7	16	Philippines	↓10	65.5
7	Canada	↓4	68.6	17	Indonesia	↑5	65.2
8	Sweden	↑17	68.3	18	France	↑1	65.1
9	Australia	--	67.5	19	Portugal	↓6	64.9
10	Spain	↑4	67.3	20	Denmark	↓3	64.9

Source: Mastercard Index of Women Entrepreneurs (MIWE) (2020)

To better understand women entrepreneurship, it becomes important to focus on the specific context of women as alluded by Mari, Poggesi, and De Vita (2016) as well as other studies (Neneh, 2018; Welsh, Kaciak, Memili & Minialai, 2018; Shelton, 2006) which calls for context studies. Therefore, the next section will focus on women entrepreneurs in Lesotho.

2.6 WOMEN ENTREPRENEURS IN LESOTHO

Women in Lesotho continue to experience gender inequality and discrimination regardless of the official policy declarations to promote gender equality (Chingono, 2016). Mapetla and Petlane (2007) indicated that in both the private and public spheres, unequal gender relations remain a common feature of society in Lesotho. Women continue to be an inferior gender that is not represented in influential and powerful positions (Mapetla & Petlane, 2007). As a result, women have resorted to entrepreneurship to fight against economic and political marginalisation (Mapetla & Petlane, 2007). The full potential of women entrepreneurs remains unrealised because Lesotho lacks the entrepreneurship sector policy despite the rapid growth of entrepreneurship in the past years (Mapetla & Petlane, 2007). Similar to the rest of Africa, the government of Lesotho is unable to sufficiently improve the welfare and rights of women and to also provide them with employment, education, and health (Chingono, 2016).

During the pre-colonial era, women were restricted from taking part in the public spheres and were forced to only focus on the household tasks (Gill, 1997; Mueller, 1977). Entrepreneurship and leadership were qualities related to masculinity and only males were groomed to be household heads and breadwinners (Machobane, 1996; Murray, 1977). Embedded in the political economy, the subjection of women was strengthened by male-controlled and religious beliefs as well as traditional organisations which define and restrict available women's rights, options, and possibilities (Chingono, 2016). However, the British colonial rule, which ensured that the Paramount Chief was protected, left gendered Basotho traditions and organisations quite intact (Chingono, 2016). Even today, some old traditions still exist (Chingono, 2016). On the other hand, Christianity, also fixed some aspects of gender power and women submission to men (Chingono, 2016). For example, men were considered as the heads of the households and that disempowered women. As in the pre-colonial era, the division of labour between men and women

at the economic level and the patriarchal belief at the political level continued to restrict women's right to power (Chingono, 2016).

Since Lesotho's independence, the country has maintained patriarchal norms (Chingono, 2016). The government still applies gender discriminatory practices in employment which have led to more men than women in the public and private sectors. For instance, women make up 66.5 % of the unemployed population in Lesotho (Mapetla & Petlane, 2007). With such high levels of unemployment among women and with 100 females for every 97.8 males in the population, the rate of poor women in Lesotho is very high (Bureau of Statistics, 2003). There is currently a high unemployment rate as the formal sector is unable to accommodate all the unemployed Basotho (Kanono, 2000). The formal sector (i.e. government public service) only accounts for 44% of employment in Lesotho while the informal sector absorbs the rest of the unemployed people (Chingono, 2016; Kanono, 2000). Therefore, entrepreneurship in Lesotho serves as an alternative to full-time employment and the growth of both men and women (Kanono, 2000). This is because Small and Medium Enterprises (SMEs) in Lesotho constitute 85% of all private-sector jobs (Mokoatleng, 2014).

In addition, the presence of men in government and other high-ranking management positions surpasses that of women. This happens even though women constitute 51% of the population in Lesotho (Bureau of Statistics Lesotho, 2003). Maliehe (2015) added that men in Lesotho have taken over the business world because as a male dominated society they monopolise business associations. Although the contribution of women entrepreneurs in Lesotho in economic development is widely accepted, they face daunting challenges that emanate from the imbalance of their work and family responsibilities (Maliehe, 2015). These challenges include isolation from business networks, gender discriminatory laws, and the influence of socio-cultural issues (Maliehe, 2015). Nyawo and Nsibande (2014) also added that women continue to experience discrimination in the economic, political, legal, social, and cultural spheres due to systematic gender discrimination.

According to Langwenya, Mabuza and, Tshabalala (2011), 17% of businesses in Lesotho are owned by women. Furthermore, a study conducted by Mokoatleng (2014) found that 35% of

women in Lesotho are entrepreneurs. Gadaga, Ntsike, and Ntuli (2014) also found that 77% of women in the district of Maseru were entrepreneurs. Maliehe (2015) found that the majority of women in Lesotho are business owners as they own 80% of businesses in Lesotho. Moreover, Lebakeng (2009) also researched women entrepreneurs in the three districts of Lesotho: Maseru, Mafeteng, and Mohale's Hoek. Results from the study are presented in table 2.1 below.

Table 2.1: The business location of participating businesses

Business location	Frequency	Percentage (%)
Maseru urban	14	25.93
Maseru rural	10	18.52
Mafeteng urban	8	14.81
Mafeteng rural	3	5.56
Mohale's Hoek urban	16	29.63
Mohale's Hoek rural	3	5.55
Total	54	100

Source: Lebakeng (2009)

Results in table 2.1 above show that in Maseru, 25.93% of women in urban areas were entrepreneurs and 18.52% of women in rural areas were entrepreneurs. In addition, the same study also showed that in Mafeteng, 14.81 % of women in urban areas and 5.56% of women in rural areas were in business. The same study further found that in Mohale's Hoek district, 29.63% of businesses in urban areas and 5.55% of businesses in rural areas were owned by women. Moreover, it was also established that the businesses that women were primarily involved in were: 22% of women were in the retail businesses, 4% in wholesale, 15% in manufacturing, 2% in transport, 4% in accommodation, 24% in agriculture and 6% in the services sector. The study also found that 42.59% of businesses were home-based and 40.74% of businesses were in the Central Business Districts (CBDs). Also, 5.56% of businesses were located in industrial areas and 3.70% were in other premises respectively.

In addition, women entrepreneurs in Lesotho partake in both traditional and non-traditional entrepreneurial activities. The traditional entrepreneurial activities consist of informal, home-

based, and small-scale businesses such as tailoring, dressmaking, cropping, poultry, and piggery farming, livestock rearing, food processing, handcrafting, nursery and tree planting as well as retailing. On the contrary, the non-traditional entrepreneurial activities that they participate in include: establishing educational and financial institutions, consultancy firms, accommodation, and counselling services (Uddin & Chowdhury, 2015; Mokoatleng, 2014; Cilo Consulting, 2011). Similarly, women entrepreneurs in Lesotho run their businesses as either sole proprietors, partnerships, close corporations, or private companies (Uddin & Chowdhury, 2015). As a result, it becomes important to further investigate women entrepreneurs in Lesotho, their operations, and their influence in the economy of Lesotho. In the next section, theories on women entrepreneurs are discussed.

2.7 THEORIES ON WOMEN ENTREPRENEURS

Based on the literature that explains women entrepreneurship, several theories on women entrepreneurship exist. This study will focus on the culture theory and gender theory. This theory will help to better understand women entrepreneurship in the context of this study.

2.7.1 Culture theory

In 1980, Hofstede developed a culture theory to determine how diverse dimensions among cultures or countries differ (Bremer, 2017). This theory was also developed to ease multicultural communication and to also illustrate the impact of societal norms on the principles of its members and how these principles can be associated with behaviour (Belyh, 2019). These principles are not only related to how people from various cultures behave but also affect how people behave in a work or business context (Belyh, 2019). Hofstede (1980) affirmed that behaviour shared by a certain social group is determined by the cultural set of beliefs, values, and expectations of that group. While some cultures value conformity, which discourages innovation, some cultures go against their norms and continue to value and influence entrepreneurial behaviour such as risk-taking and pursuing innovations (Hofstede, 1980). The following factors were used to distinguish cultures: power distance, avoiding uncertainty, masculinity/femininity, individualism/collectivism, long term versus short term orientation, and indulgence versus restraint (Belyh, 2019; Valdiney, Gouveia & Ros, 2000:1). Power distance refers to the extent to which society members accept the fact that there is an unequal distribution of power in institutions

and organisations. 2) Avoiding uncertainty refers to the extent to which uncertainty and ambiguity make society members uncomfortable and they end up supporting values that advocate certainty and maintain institutions that retain traditional values. 3) Masculinity/Femininity is an inclination for achievement, bravery, strictness as well as material success as against preferring affiliations, humility, paying attention to the weak and quality of life. 4) Individualism/Collectivism means preferring closed public places where it is known that people have to take care of themselves and their close families alone as opposed to depending on groups which people are part of. 5) Long Term versus short term orientation: long-term orientation refers to the preference of a community in searching for virtue. Short-term orientation relates to communities that strongly prefer to establish the absolute truth. 6) Indulgence versus restraint: this refers to the extent to which people can control their desires.

On the other hand, Schwartz also developed a culture theory in 1990 for cultural principles and to make a record of where countries in the world belong (Valdiney, Gouveia & Ros, 2000). When developing this theory, more focus was on the significance of the principles to people in different countries (Valdiney, Gouveia & Ros, 2000). Schwartz (1994) indicated that there are seven basic cultural principles which include: conservation, hierarchy, intellectual autonomy, affective autonomy, competency, harmony, and egalitarian compromise. 1) Conservation: this principle is based on interdependent social relationships, where traditional values and security are important. These principles focus more on practicing good manners and trying to avoid actions that can change the traditional established order (i.e. social order, obedience, respect for tradition, family security, and self-discipline). 2) Hierarchy emphasises more on the lawfulness of the fixed resources and the hierarchical attribution of roles (authority, humility, social power, wealth). 3) Intellectual autonomy consists of principles such as open-mindedness, curiosity, and creativity that portray people as independent entities that can follow their interests and goals. 4) Affective autonomy: focuses on protecting and promoting the achievement of positive affective experiences such as happiness and satisfaction. 5) Competency refers to principles that mainly focus on the supremacy of the surroundings through success, ambition as well as risk. 6) Harmony refers to the peaceful fit with nature, the world of beauty as well as protecting the environment. 7) Egalitarian compromise refers to communities that mainly focus on the well-being of other people

in terms of helping people, social justice, equality, and responsibility. This theory has been applied across different fields such as economics, politics, and sociology (Serrat, 2017).

Applying the cultural theory within the context of women entrepreneurship, Lesotho is among the male-controlled countries where the issue of work family issues on women (inclusive of women in business) is still very challenging (Boz, Martínez-Corts, & Munduate, 2016). Men are the leaders and heads of families and are solely responsible for the decision making while women are commonly confined to household tasks due to the prevailing patriarchal norms of the society (Ferdousi & Mahmud, 2019). Even in the case where women find themselves in business with their husbands, their husbands become the leaders and decision-makers in both the family and business. Women are not allowed to be in business as active and equal partners. Instead, they play the role of supporting spouses which prevents them from unleashing their business abilities and contributing to the success of their businesses. Leadership and decision making in business are based on the traditional gender role expectations and not on the business abilities of women. Patriarchal norms in Lesotho place women in situations where family obligations clash with their entrepreneurial life (Mordi, Simpson, Singh & Okafor, 2010). Women are traditionally underprivileged compared to men because entrepreneurship is regarded as a male-dominated profession (Sospeter, Rwelamila, Nchimbi & Masoud, 2014). Domestic traditions, the attachment to family wealth (discourages women to take risks), and certain values mostly affect women's entrepreneurial practices (Mordi, Simpson, Singh & Okafor, 2010). Household duties of cooking for the family, childcare, laundry work, and cleaning the home are still entirely women's work, most of whom are also engaged in business (Aziz & Cunningham, 2008). The male-dominated system of Lesotho considers women as household keepers and thus affects their commitment and motivation to be in business (Millman & Martin, 2007). This then affects the performance and productivity of women-owned businesses in Lesotho (Mordi, Simpson, Singh & Okafor, 2010).

2.7.2 Gender theory

The comparative performance of male and female owned businesses is explained through the feminist theories (Quaye, Acheampong & Asiedu, 2015). The Liberal feminist theory and social feminist theory are the two feminist theories that have been used to explain the role played by gender in business (Quaye et al., 2015; Robb & Watson, 2011).

2.7.2.1 The Liberal feminist theory

The Liberal feminist theory states that men and women are similar and equal. According to this theory, situational factors lead to different behaviour between men and women. This theory maintains that businesses owned by women perform poorly when compared to businesses owned by men. Situational factors including unequal business opportunities and discriminatory practices explain the differences in business performance of women and men (Ahl, 2006; Fischer, Reuber & Dyke, 1993). They prevent women from equally growing their businesses as their male counterparts (Butler, 2003; Greer, Greene & Butler, 2003). Critics have pointed out that the male remains the unspoken norm as an entrepreneur even though the liberal feminist theory regards men and women as similar (Ahl, 2002; Smircich & Calás, 1992). Also, the gender discriminations in home and family labour are excluded in the liberal feminist viewpoints (Greer et al., 2003). The liberal feminism proposes the need to grant women equal chances and positions as men (Kutani & Bayraktaroglu, 2003). Therefore, Lesotho finds a position in this theory as women are positioned as disadvantaged ‘entrepreneurs’ due to male dominated and organised structures in Lesotho’s entrepreneurial context (Vossenber, 2014). These entrepreneurial structures pose limitations to entrepreneurial opportunities for women. Therefore, a liberal feminist viewpoint will help to identify structural discriminating barriers in society and the economy that hinders women’s entrepreneurship and prevents women from equally growing their businesses as their male counterparts in Lesotho.

2.7.2.2 The Social feminist theory

The social feminist theory suggests that men and women are equal but naturally different in personalities, manners and experiences (DeTienne & Chandler, 2007). The disparities in men and women do not make women entrepreneurs less effective than their male counterparts, but only that they will possibly approach things differently from men (Watson & Robinson, 2003). The differences between men and women may affect the business performance of women and men (Kutani & Bayraktaroglu, 2003). Prior studies (Verheul, Van Stel & Thurik, 2006; Matthews & Moser, 1995) on different entrepreneurial characteristics between men and women found that women identify less with the entrepreneurship concept as well as lower levels of self-efficacy. Women integrate support and kindness in their businesses, use distinctive leadership and management styles and identify opportunities differently (DeTienne & Chandler, 2007; Holliday

& Letherby, 1993). Considering the power of culture that influences the way women entrepreneurs view their roles in society and their growth opportunities in business, the social feminist theory looks at the liberal feminists' goals of equality of opportunity based on the presumed genderless entrepreneur to be impulsive (Carter & Williams, 2003). The social feminist theory considers women's socialised experiences as different and not inferior. In this vein, instead of dismissing such gender role differences between men and women, it is important to acknowledge and embrace these differences. Embracing these differences means acknowledging the gender differences (i.e. biological, socially constructed, or otherwise) and unequal economic power relations associated with such differences. In accordance with this theory, society in Lesotho still assigns roles in women differently from men (Eagly, 1987). Men are bound to perform career-related roles whereas women are bound to perform household duties. Various behaviours including academic or work-related choices are usually affected by such social role anticipations (Ahl, 2006). Although many countries including Lesotho have reformed their educational system in favour of girls and women, role expectations in society and other areas of life such as in business have still not changed.

The next section presents the factors that motivate women to start their businesses.

2.8 FACTORS THAT MOTIVATE WOMEN TO START A BUSINESS

Different factors that motivate women to start their businesses have been identified in different parts of the world (Solesvik, Iakovleva & Trifilova, 2019). The current study will only focus on the push and pull factors that motivate women to start their businesses.

2.8.1 Push factors

A push dynamic takes place when entrepreneurs are struggling with current situations, or when there are no other options available for the entrepreneurs (Cai, 2015). Eijdenberg and Masurel (2013) defined push factors as the negative motivations that drive people to be in business. Push factors are components of necessity such as unemployment, insufficient family income, job dissatisfaction, and a need for a flexible work schedule to accommodate business and family responsibilities simultaneously (Kirkwood, 2009; Still & Soutar, 2001; McGregor & Tweed, 2000). Push factors drive individuals to rely on entrepreneurship as a form of self-employment

as their last option (Serviere, 2010). This is consistent with the findings of Deakins and Whittman (2000) who found that push factors force certain groups of people especially women, ethnic minorities, and younger age groups into entrepreneurship. The same study also revealed that entrepreneurship was seen as the last resort to make a satisfactory work environment. In a study conducted by Mattis (2004), 28% of women mentioned the glass ceiling and dissatisfaction with the corporate world as reasons for starting their businesses. Hence, push factors place people in disadvantaged situations as they are usually not able to wisely plan their new businesses (Block, Kohn, Miller & Ullrich, 2014). As such, most individuals usually just aim to secure their income for survival (Block, Kohn, Miller & Ullrich, 2014). In this study, the push factors to be discussed include unemployment and job dissatisfaction.

2.8.1.1 Unemployment

The topic of the high unemployment rate has been of great interest to economic practitioners, policy makers in governments and private sectors, academics, and international organisations both in developed and developing countries alike (Damane & Sekantsi, 2018). Simoes, Crespo, and Moreira (2016) explained that some entrepreneurs start their businesses to escape unemployment and therefore have fewer financial resources available at the time when they start their businesses.

The situation of high unemployment does not only exist in Lesotho but also in other countries worldwide, especially in developing countries. This situation has been aggravated by the COVID-19 pandemic that has caused many people to lose their jobs.

Over the past 10 years, Lesotho has persistently experienced high unemployment rates ranging between 23% and 28% (Damane & Sekantsi, 2018). In addition, Plecher (2020) also compiled a report on the unemployment rate in Lesotho from 1999 to 2020. Table 2.2 below shows the unemployment rate in Lesotho from 1999 to 2020.

Table 2.2: The unemployment rate in Lesotho from 1999 to 2020

2020	22.83%	2009	27.46%
2019	23.41%	2008	27.67%
2018	23.97%	2007	28.55%
2017	24.13%	2006	29.64%
2016	24.3%	2005	30.78%
2015	24.39%	2004	31.79%
2014	24.47%	2003	32.77%
2013	24.58%	2002	33.63%
2012	25.3%	2001	34.37%
2011	26.04%	2000	35.27%
2010	26.81%	1999	36.23%

Source: Plecher (2020)

Statistics in table 2.2 above show that in 1999, the unemployment rate in Lesotho was 36.23%, 35.27% in 2000, 34.37% in 2001, 33.63% in 2002, and 32.77% in 2003 respectively. Moreover, in 2004, the same report also showed that the unemployment rate in Lesotho was 31.79%, 30.78% in 2005, 29.64% in 2006, 28.55% in 2007, 27.67% in 2008, and 27.46% in 2009. In addition, statistics showed that in 2010 the unemployment rate in Lesotho was 26.81%, 26.04% in 2011, 25.3% in 2012, 24.58% in 2013 and 24.47% in 2014. Furthermore, it was also established that in 2015, the unemployment rate in Lesotho was 24.39%, 24.3% in 2016, 24.13% in 2017, 23.9% in 2018, 23.41% in 2019, and 22.83% in 2020. As a result, the unemployment rate in Lesotho forces people into self-employment as there are no other alternatives available for them. In this view, it can also be concluded that most people see entrepreneurship as a strategy for solving the problem of unemployment (Mkubukeli & Cronje, 2018). As a result, this study will further gain information on how unemployment can lead to self-employment from the perspective of women entrepreneurs and their experiences in the context of Lesotho.

2.8.1.2 Job dissatisfaction

Nwobia and Aljohani (2017) defined job dissatisfaction as a negative feeling that people have towards their jobs. Abbasi (2015) mentioned that work overload can lead to stress which in turn

results in job dissatisfaction. Picincu (2020) indicated that job dissatisfaction results in a high employee turnover rate and can also reduce employee work performance. According to Singh and Onahring (2019), dissatisfaction with the current job forces people to start businesses. Dissatisfied employees are mostly expected to choose entrepreneurship as an alternative career (Henley, 2007). Lee, Wong, Foo, and Leung (2011) investigated people's desire to quit their jobs to start their businesses and found that an unfavourable work environment results in low job satisfaction and influences entrepreneurial intention. The findings of Tung-Liang (2018) showed that satisfaction with entrepreneurship education was significantly related to entrepreneurial intentions. Tung-Liang (2018) also found that satisfaction with entrepreneurship education had a direct effect on students' entrepreneurial intentions. Jeong and Choi (2017) also examined whether job satisfaction affects entrepreneurial intention. The study concluded that outcome expectations and self-efficacy had a positive effect on entrepreneurial intention and expected levels of work satisfaction negatively affected the intention to start a business. Researchers (Werner, Gast & Kraus, 2014; Noorderhaven, Thurik, Wennekers & Stel, 2004) also found that job satisfaction and entrepreneurial intention were negatively related. People who are happy with their jobs mostly maintain their jobs because they get higher expected utility than self-employment (Singh & Onahring, 2019). However, there is also a possibility that people can turn to self-employment when they are not happy with their current jobs and have limited chances of finding another job. Therefore, this study will further gain information on how job dissatisfaction can lead to self-employment from the perspective of women entrepreneurs and their experiences in the context of Lesotho.

2.8.2 Pull factors

Eijdenberg and Masurel (2013) view pull factors as factors that attract people to become self-employed. Researchers (Shamim, 2008; DeMartino & Barbato, 2003) point out that pull factors are internally driven motives (such as the need for being the boss; a need for autonomy; a need for achievement; a need for power; independence, and flexibility; wealth creation, opportunities in the market and to provide job security). Entrepreneurs are drawn into business because they identify opportunities that can increase their income and independence (Kelley, Bosma & Amoros, 2011). Women do not just start their businesses simply to escape the challenging work environment, rather they go into business to get freedom, satisfaction with the work environment,

autonomy, and being the bosses (Odahl, 2016). Winn (2004) found that women went into business because they seek autonomy, personal growth, and something to challenge themselves. Moreover, researchers (Still & Timms, 2000; Brush, 1992) discovered that women were more motivated to be in business than men as they got the chance to make a social contribution through their businesses. It allows them to be more ethical, client-focused, and to make contributions to society (Still & Timms, 2000; Brush, 1992). Most women mention social motivations as reasons to be in business (McClelland, Swail, Bell & Ibbotson, 2005). These motivations include building a strong community spirit, interest in women's issues, and desire to use business to help other women, desire to help address economic gender inequalities through business, encourage women to participate in the technology sector, and provide work to stay-at-home mothers. Gill and Ganesh (2007) examined white women entrepreneurs in the U.S. and found that they were fulfilled by managing their businesses and the personal determination and support systems they received to fight discrimination. McClelland, Swail, Bell, and Ibbotson (2005) found that women in countries such as Canada, who had less traditionally gendered divisions of labour were more influenced into business by the pull factors. In the GEM (2019) report, 68.4% of women entrepreneurs indicated that they started their businesses to utilise the opportunity compared to 74% of men entrepreneurs, thus signifying a 7% gender gap. Across national income levels, necessity-driven total entrepreneurial activity (TEA) rates in women are high in low-income countries at 37%, while opportunity-driven TEA rates in women are high in high-income countries. Therefore, it can be concluded that people who go into business to increase their job satisfaction levels have a higher growth need, such that they seek personal growth and development in their workplaces (Odahl, 2016). The pull factors to be discussed in this study include the need for achievement, autonomy, lifestyle entrepreneurship, and role models.

2.8.2.1 Need for achievement

Murray (1938) defined the need for achievement as aspiring to achieve something difficult, to overcome challenges, to compete and outshine others. Hameed, Djubair, and Othman (2017) also defined the entrepreneur's need for achievement as a person's wish to accomplish, master the skills, or attain high standards. Therefore, the need for achievement can certainly be related to winning and high performance (Jha, 2010). In addition, people who have a high need for achievement were found to be very receptive to becoming better than before or better than other

people and to also develop their skills in business and entrepreneurship (Brunstein & Heckhausen, 2008). Striving to achieve goals, brings joy and pride in people who have a high need for achievement (Schuller, Sheldon & Frohlich, 2010). Such people regard achieving goals as a reward which they value more than a financial reward (Rishipal, 2012). On the other hand, similar situations are less attractive for people with low achievement and need (Schuller, Sheldon & Frohlich, 2010). People with a low need for achievement do not have positive emotions that motivate them to strive to achieve their goals (Schuller, Sheldon & Frohlich, 2010). They are different from high achievement-driven people who seek satisfaction from getting a specific type of incentive (e.g. competence feeling) (Brunstein & Heckhausen, 2008). Khan, Salamzadeh, Shah, and Hussain (2021) found a positive and significant relationship between women entrepreneurs' success and the need for achievement. This finding is similar to the findings of previous studies (Mahadalle & Kaplan, 2017; Ehman, Bao, Stiving, Kasam, Lanners, Peterson, & McGee, 2017) who suggested that women entrepreneurs with high motivation levels are more likely to succeed in their businesses. Although the impact of the high motivation and need for achievement on women entrepreneurs' success has been examined in other countries, this study will unearth more insights on the need for achievement from the perspective of women entrepreneurs based on their experiences in the context of Lesotho.

2.8.2.2 Role models

According to Liu, Ma, and Li (2019), role models can be defined as people who inspire other people to follow certain goals or career paths. This means that people look up to the people who have similar characteristics, behaviour, or goals as theirs as well as the people from whom they can learn certain abilities or skills. As a result, role models may eventually have a positive effect on people's entrepreneurial aspirations and self-efficacy as well as entrepreneurial intentions and activities (Van Auken, Fry & Stephens, 2006; Krueger, Reilly & Carsrud, 2000). Role models can be seen as a living testimony that certain goals are attainable and help people to define their self-concept and enhance their self-efficacy to engage in a certain occupation (e.g. entrepreneurial) (Bosma, Hessels, Schutjens, van Praag & Verheul, 2011). Therefore, role models may influence people's desire to become entrepreneurs through encouragement and legitimisation to convert entrepreneurial desires into reality (Koellinger, Minniti & Schade, 2007; Mueller, 2006; Arenius & De Clercq, 2005).

Role models may provide entrepreneurs with practical support and advice through mentorship where they become mentors and entrepreneurs become mentees (i.e. learning by support) (Nauta & Kokaly, 2001). Gibson (2004) classified the tasks of role models into three groups: to provide learning, to provide motivation and inspiration, and to help individuals define their self-concept. In examining the impact of role models on students' academic and vocational decisions, Nauta and Kokaly (2001) further added a support component, stating that role models also provide support and guidance to entrepreneurs. Fellnhofer (2017) explained that the storytelling of role models can inspire people to start businesses by expressing their experiences and sharing knowledge. Biraglia and Kadile (2017) also added that through the role model's experience, people are more likely to develop the same mentality as role models, imitate the role models as well as strive to also become role models. Abbasianchavari and Moritz (2020) further indicated that incorporating role models in entrepreneurial education programs can stimulate entrepreneurial behaviour and intentions in people. Although, role models have been identified as one of the factors that influence people to want to start their businesses, what is less understood are the specific practices/roles that these role models offer that enhance the success of women entrepreneurs and under which condition does the presence of role models help to enhance business knowledge, experience and success. Therefore, this study will unearth more insights from the perspective of women entrepreneurs based on their experiences in the context of Lesotho.

2.8.2.3 Lifestyle entrepreneurship

In 1987, William Wetzel first introduced the concept of lifestyle entrepreneurship (Henricks, 2002). Unlike growth-oriented entrepreneurs, lifestyle entrepreneurs start businesses to earn income for themselves and their families to optimise the desired lifestyle and not to earn any profits (Barelds, 2018). Lifestyle entrepreneurs are more determined to sacrifice business growth to achieve a flexible lifestyle with a work life balance (Marcketti, Niehm & Fuloria, 2006). In addition, lifestyle entrepreneurs are people who align their values, beliefs, interests, and passions with the businesses that they own and manage (Marcketti, Niehm & Fuloria, 2006; Henricks, 2002). Lifestyle entrepreneurs are mostly driven into business by non-economic goals that include developing their ideas and personal autonomy (Douglas & Shepherd, 2000). Lifestyle entrepreneurs focus more on non-common factors before the economic factors, unlike the high-growth entrepreneurs who focus more on economic factors (Barelds, 2018). Factors such as leisure

activities, spending time with family, and the attractiveness of a location are some of the factors that motivate lifestyle entrepreneurs to establish their businesses (Gomez-Velasco & Saleilles, 2007). Most lifestyle entrepreneurs do not aim to achieve business growth and a competitive advantage (Barelds, 2018). Instead, they focus more on the ‘small is beautiful’ paradigm (Barelds, 2018). The benefits of lifestyle entrepreneurs are primarily associated to the quality of life in local communities (Barelds, 2018; Henderson, 2002). Researchers (Davidson & Henrekson, 2002; Burns, 2001) also stated that lifestyle entrepreneurs contribute towards family, community, and life quality as opposed to high growth. Lifestyle entrepreneurs are driven by the desire to find satisfaction in career goals, have a reputable life, and spend more time with friends and family (Henderson, 2002). However, this, does not prevent lifestyle entrepreneurs from making profits instead, what matters most to them is self-satisfaction more than wealth (Gomez-Velasco & Saleilles, 2007). Lifestyle entrepreneurs value personal satisfaction over money and aim for balanced work life. They do not increase their workload like the growth-oriented entrepreneurs do (Barelds, 2018). As a result, it becomes important to unearth more insights on lifestyle entrepreneurship from the perspective of women entrepreneurs based on their experiences in the context of Lesotho.

2.8.2.4 Autonomy

One of the significant factors that contribute towards self-employment is the fact that people prefer to establish their businesses rather than being employed by someone else (Van Gelderen & Jansen, 2006). Most people venturing into small businesses prefer to decide on a strategy, be responsible, regulate their own time, and decide on working methods (Van Gelderen & Jansen, 2006). Autonomy is a key aspect for entrepreneurs which enables them to manage and make their own important business decisions (Van Gelderen, 2010). Through independence, entrepreneurs have control over their work and can stay away from the limitations and rules they do not like (Alstete, 2008; Delmar, 2000). A review of the literature shows that there are two kinds of motives for autonomy: distal and proximal (Albert & Couture, 2013). The proximal motive for autonomy involves the act of starting a business to be self-employed (Albert & Couture, 2013). As autonomy is a decisional freedom, distal motives are often found in people who desire to start their businesses to avoid being managed by someone or restricted and to be in charge of their lives, (Albert & Couture, 2013). Therefore, autonomy means that people make their own decisions and choices

without other people (Metaal, 1992). Autonomy results in people who are self-determined and independent (Van Gelderen & Jansen, 2006). While autonomy has been identified as one of the reasons why an individual will want to start a business, what needs to further be unearthed is, apart from the two kinds/types of motivation, are there different paths of autonomy that motivate women to start a business and what is the possible implication it could have on the success of their businesses. This will be done through the experiences of women entrepreneurs in the context of Lesotho.

While numerous factors can either pull or push people into self-employment, this study only focused on two push factors (unemployment and job dissatisfaction) and four pull factors (the need for achievement, autonomy, lifestyle entrepreneurship, and role models) to determine if these factors are relevant in the context of women entrepreneurs and what new insights can be brought forth from the participants' perspective based on the participants' experiences. The challenges facing women entrepreneurs will be discussed in the next section.

2.9 CHALLENGES FACING WOMEN ENTREPRENEURS

Women entrepreneurs come across various challenges that affect the performance of their businesses (Amaechi, 2016). Therefore, a detailed review of the literature of the challenges that women entrepreneurs face in their entrepreneurial careers will be presented in this section. In this study, challenges faced by women entrepreneurs are categorised into personal challenges, business challenges, socio-cultural challenges, and regulatory challenges.

2.9.1 Personal challenges

These are the challenges that each woman entrepreneur faces as an individual entrepreneur. Personal challenges in this study include lack of education and training as well as motherhood.

2.9.1.1 Lack of education and training

Education and training do not only refer to a university degree in either business or management but also refers to training that is needed to accomplish specific business goals (Amaechi, 2016). Women entrepreneurs need certain business training and skills that can help them to start and grow their businesses (Dikki, Muhammad, Dogarawa & Chechet, 2014). Also, education can help

women entrepreneurs to overcome illiteracy and discrimination (Mandipaka, 2014). For instance, it has been found that in countries such as Ghana, Kenya, and Zimbabwe, business training helped to empower women entrepreneurs and also enabled them to successfully grow their businesses (Amaechi, 2016). However, lack of education restricts the growth abilities of women entrepreneurs in business (Dikki, Muhammad, Dogarawa & Chechet, 2014). Lack of education also limits women's ability to identify market gaps which can enable them to exploit and diversify market opportunities (Onuorah & Oliobi, 2013). Researchers (Lose & Tengeh, 2015; Ewoh, 2014) further showed that women entrepreneurs sometimes lack relevant education and training in the business industry in which they start their businesses and that reduces the chances of success in their businesses. Other studies (Boateng, 2014; Seenivasan, 2014) also found that lack of education and training causes women entrepreneurs not to keep business records and end up not knowing the exact amount of income generated and expenses incurred in their businesses. Literature has focused on the lack of education and training as one of the challenges that women entrepreneurs face. As a result, this study needs to further find out more insights from the women entrepreneurs' perspective based on their experiences on the lack of education and training and how it affects their success as women entrepreneurs in Lesotho.

2.9.1.2 Motherhood

Motherhood is described as a metaphor that denotes the family/household setting and stresses the fact that family/household duties mostly have an impact on women more than men (Brush, de Bruin & Welter, 2009). Motherhood emphasises the significance of a woman in the family, as well as highlighting the importance of gender when examining the performance of the business. In this study, factors that explain motherhood as a challenge that women entrepreneurs face include lack of time and the need to focus on childcare. These factors are explained in more detail below.

2.9.1.2.1 Lack of time

Balancing time between business and family was found as one of the key start-up problems for most women entrepreneurs (Karim, 2001). Most women's businesses are affected by the dual pressures of combining family responsibilities with their entrepreneurial careers (McGowan, Redeker, Cooper & Greenan, 2012; Jennings & McDougald, 2007). Family responsibility largely falls on women and this also applies to women who are involved in entrepreneurship (Ngare,

2013). Fasci and Valdez (1998) also stated that the business time of most women is reduced by multiple demands on their time. Williams (2004) showed that the time spent looking after children reduces the time devoted to business. Carrigan and Duberley (2013) indicated that the time pressures that women entrepreneurs experience and the endless lack of value attached to their economic and social contribution results in conflict between work and family roles. Khan (2018) also mentioned that women entrepreneurs find it difficult to dedicate equal time to both their family and business roles. Also, family and household ties leave women with less time to spend on the growth and expansion of their businesses (Surangi, 2018; Chotkan, 2009). Entrepreneurship needs plenty of time and effort to be successful (Freedman, 2020). In the New York Enterprise Report, small business owners mentioned that they work twice as much as regular employees (Sutter, 2019). The report shows that 33% of small business owners worked more than 50 hours per week while 25% of small business owners worked more than 60 hours a week (Sutter, 2019). In another study, entrepreneurs indicated that they worked longer hours even on weekends which made them miss family and social occasions (Merkovich, 2019). Because women are forever handling both work and family, this creates work-to-family/family-to-work conflict, because the time spent on one role significantly reduces the time spent on another role (Dewinnaar, 2019; Ngare, 2013). In some cases, women close their businesses to attend to family responsibilities and this reduces the growth of their businesses, which could explain why they underperform (Maziku, Majenga & Mashenene, 2014). The double burden that women endure when performing both business and family roles denotes a typical feature of women in Western economies (Ylinenpaa & Chechurina, 2000). This situation is worse in developing countries where there is an unequal division of labour, with women expected to handle household work (Mandel & Lazarus, 2021). Women find themselves struggling to manage their household roles alongside their businesses (Cesaroni & Paoloni, 2016). Madalozzo and Blofield (2017) indicated that whether or not women remain in the labour market, the family and work roles of women remain unbalanced. Therefore, women with the responsibility of managing their families and being businesswomen faced a role overload; a problem that their male counterparts hardly experienced (Ngare, 2013). This means that women do not have enough freedom to run their businesses due to family and societal expectations for women (Mulawarman, Hasan & Sharif, 2020). Therefore, this study needs to further unearth more insights on the lack of time from the women entrepreneurs' perspective based on their experiences and how it affects the success of women entrepreneurs in Lesotho.

2.9.1.2.2 Childcare

Childcare is another aspect of motherhood that affects women entrepreneurs (Iakovleva, Solesvik & Trifilova, 2013; Brush, de Bruin & Welter, 2009). Women with children often have more childcare responsibilities than men (Sullivan & Meek, 2012). Similarly, children below the age of 18 usually need more care and attention than older children (Neneh, 2017; Mari, Poggesi & De Vita, 2016). Consequently, women entrepreneurs who have children who are younger than 18 years are usually forced to divide their attention between their business and home domains (Neneh, 2018). Also, childcare responsibilities make it challenging for these individuals to balance their work and family lives (Neneh, 2017; Mari, Poggesi & De Vita, 2016). For instance, McGowan, Redeker, Cooper, and Greenan (2012) found that family life influences the growth of women entrepreneurs with young children. Starcher (1996) affirmed that only a few women manage to dedicate their time to their businesses while caring for children, home, and older dependent family members. Williams (2004) also found that in Europe the time spent on childcare is negatively associated with the success of businesses owned by women. Maziku, Majenga, and Mashenene (2014) also found that family responsibilities such as child-rearing, reproduction, and taking care of the family negatively affected the performance of businesses owned by women in Tanzania. Maziku, Majenga, and Mashenene (2014) indicated that women mostly had to close their businesses early to go home and attend to family matters and focused less on attending to their customers and other activities in their businesses. Although childcare as one dimension of motherhood is considered as one of the challenges that women entrepreneurs in other countries face, this study needs to further find out the experiences of women entrepreneurs in terms of childcare and under which conditions can childcare as one dimension of motherhood affect the success of women entrepreneurs in the context of Lesotho.

2.9.2 Business challenges

These are the challenges that women entrepreneurs face in their businesses which affect the success of their businesses. Business challenges in this study include employee theft.

2.9.2.1 Employee theft

Employee theft is defined as the fraudulent taking of property belonging to an employer by a member of staff (Moorthy, Chee-Yew, Chelliah, Yew & Suat, 2013). There are different types of

employee theft and this study will focus on the following types of employee theft: larceny or embezzlement, skimming, fraudulent payouts, and time theft. Larceny or embezzlement involves stealing money or property to defraud the owner (Hendricks, 2021; Picincu, 2020). Larceny can also be viewed as a high-level theft involving cash, merchandise, and conspiracy with customers (Bamfield, 2012). Skimming involves stealing money before it is recorded in the business books such as taking money for a sale and recording a lower amount of the sale in the cash register (Picincu, 2020). Fraudulent payouts involve things like payroll schemes and payout scams for personal gains (Hendricks, 2021). In this type of theft, employees make use of the business financial assets to which they do not have any lawful title, nor gaining some private advantage (Giovino, 2013). Time theft involves employees performing their tasks and not performing work responsibilities during working hours (Hendricks, 2021). This can include taking unauthorised lunch breaks or coming late to work (Hendricks, 2021).

Furthermore, Kelkar and Emilus (2016) stated that employee theft mostly affects businesses and shareholders in that it reduces business profits and the return on investments for investors. Kennedy and Benson (2016) also mentioned that employee theft leaves some businesses bankrupt while other businesses struggle to survive. Neneh (2017) also mentioned that the survival of small businesses is also affected by employee theft regardless of their location. Moreover, Kennedy and Benson (2016) explained that although a majority of small business owners usually avoid employee theft by hiring and retaining reliable employees, some of the trusted employees end up being untrustworthy and end up stealing from the same business. However, one way for employers to implement precautionary strategies to fight employee theft is by understanding the factors that lead to such behaviour among employees (Neneh, 2017). For instance, Coenen (2016) mentioned that employees get motivated to steal if they get the opportunity of stealing. Kelkar and Emilus (2016) also explained that employees with a high cognitive moral development level are less likely to steal. Also, if employees feel treated unfairly by their employers, they might end up stealing to make up for the perceived unfair treatment (Durham, 2016). Like other forms of premeditated behaviour, employee theft follows the prior intentions of employees to steal from their employers (Moorthy, Seetharaman, Jaffar & Foong, 2015). Although employee theft has been identified as one of the challenges that women entrepreneurs face in their businesses, this study needs to further

understand how employee theft is perceived and the implications it has on the success of women entrepreneurs in Lesotho.

2.9.3 Socio-cultural challenges

Sociocultural challenges are challenges that women face in business and different societies that they live in. Socio-cultural challenges in this study include discrimination in business and society.

2.9.3.1 Discrimination in business and society

Socio-cultural challenges can be considered as the negative attitude that society has towards women who take part in business (Karasi, Shambare & Nkondo, 2017). This involves the perception that women are only entitled to household duties and not be in business. Even though the role played by women entrepreneurs in economic growth is recognised, the growth of women entrepreneurs remains significantly restrained. This is due to the various gender-related challenges they encounter in the competitive business world with their male entrepreneurs. Women are regarded as the weaker gender both emotionally and physically compared to men throughout the globe (Ngare, 2013). Also, cultural restrictions in most countries prevent women from working or being in business because tradition recognises men as breadwinners of their households (Mauchi, Mutengezanwa & Damiyano, 2014; Jamali, 2009; Baughn, Chua & Neupert, 2006). Hancock, Pérez-Quintana, and Hormiga (2014) also mentioned that men get more recognition than women in entrepreneurship. As a result, this limits women's prospects to become entrepreneurs (Hancock, Pérez-Quintana & Hormiga, 2014; Wennekers & Thurik, 1999). Crampton and Mishra (1999:3) mentioned that the challenges brought upon women by the family, women themselves and the general public, are considered as main challenges to women entrepreneurs. In communities where women are not acknowledged as powerful business leaders, they face the challenge of unacceptance (Crampton & Mishra, 1999). In the developing world, women are inferior to men, possess less power, and also do not have access to resources (Ngare, 2013). Hancock, Pérez-Quintana, and Hormiga (2014) further added that women come across stereotypes and gender discrimination when taking part in entrepreneurship activities and this negatively affects women's abilities in creating and operating their businesses. In dealing with the external world, women have been restricted from nurturing their entrepreneurial abilities (Mauchi, Mutengezanwa & Damiyano, 2014). Women demonstrating their entrepreneurial abilities are perceived as wanting

to take over the leadership role of men (Mauchi, Mutengezanwa & Damiyano, 2014). While this used to be the case in countries such as Zimbabwe and Sudan, women in these countries changed the perception of women being inferior in society by creating and operating successful businesses (Said & Enslin, 2020; Mauchi, Mutengezanwa & Damiyano, 2014). However, in countries such as Kosovo, women still face discrimination in entrepreneurship (Gashi & Gashi, 2019). In another instance, it is still difficult for women in Saudi Arabia to start their businesses because of the restraining cultural practices that still expect women who wish to start their businesses to obtain permission from male figures in their families (Loh & Dahesihsari, 2013). Loh and Dahesihsari (2013) further showed that banks in this country are also not keen to offer credit to women entrepreneurs as they still need a male co-signature on the credit application. In addition, women are also forced to take part in family businesses instead of engaging in sole proprietorship (Caputo, Salime, Massimiliano & Reem, 2016; De Vita, Mari & Poggesi, 2014). Even so, the participation of women in entrepreneurship is only approved after getting help and permission from men (Ojediran & Anderson, 2020). In Vietnam, Barwa (2003) found that women entrepreneurs face challenges due to social and cultural gender-based inequalities and biases. Ngare (2013) stated that the attitudes and perception of society towards women and male roles consider women to lack independence and not task-oriented. In this view, this study needs to determine further insights from the women entrepreneurs' perspective based on their experiences in the context of Lesotho.

2.9.4 Regulatory challenges

These are the laws imposed by the government which has an impact on the success and profitability of the business (Kenton, 2020). The regulatory challenges in this study include political instability and legal constraints.

2.9.4.1 Political instability

The successful performance of businesses is to some extent influenced by the political environment of the country (Richard, Devinney, Yip & Johnson, 2009). The political environment refers to issues arising from the government political decisions which can change the expected results and value of an economic action by altering the chances of attaining business objectives (Mark & Nwaiwu, 2015). Mark and Nwaiwu (2015) further explained the political environment as factors emanating from changes in government programs and policies which affect the ability of economic

entities in accomplishing their goal. Any country's political situation can affect the environment in which the business operates (Ngare, 2013). Political instability can have an impact on the business and investments in a country because no business or investor wishes to function in an unstable economy (Jalloh, Djatmika & Putra, 2017). This is because businesses and investments operating in an unstable economy are more likely to weaken and collapse and it has a huge impact on the income of a country (Gyimah-Brempong, 2002; Alesina, Ozler, Roubini & Swagel, 1996). In addition, the political environment of a country can also result in risks that can lead to losses in business (Ngare, 2013). The political factors that can affect business involve: political instability, government regulations such as employment laws, accounting laws, environmental regulations, tax policies, and trade restrictions (Ngare, 2013). Political instability has an influence on the growth of the economy as it increases the uncertainty of policies, which then negatively affects economic decisions such as saving and investment (Jalloh, Djatmika & Putra, 2017). A frequent change of government can lead to the uncertainty in future policies and also cause economic agents to leave the economy and invest in a foreign country (Jalloh, Djatmika & Putra, 2017). Businesses have to consider the general political drives of the government as they can have an impact on the productivity and performance of a business (Ngare, 2013). In this sense, every business needs to understand, adapt and monitor the political situation of the country in which they operate (Edarat Group, 2016). Even though low growth leads to the unsteady government, foreign investors desire a stable political environment (Jalloh, Djatmika & Putra, 2017). As a result, the success of businesses operating in politically unstable countries is more likely to be affected. In as much as political instability is said to affect the success of women entrepreneurs, further research needs to further find out more insights from the women entrepreneurs' perspective based on their experiences on the political instability and how it affects the success of women entrepreneurs in Lesotho. This study, therefore, seeks to fulfill this research gap.

2.9.4.2 Legal Constraints

Lack of government support in terms of policy, laws, and services has been identified as a challenge for women entrepreneurs in different countries (Jamali, 2009). The legal restrictions and complex business start-up procedures can discourage both men and women from starting businesses (Taqi, 2016). At the same time, the challenges that women entrepreneurs encounter can be more or less depending on the area of society they live in (Roibu & Roibu, 2016). World

Bank reports (2003–2006) indicated that although business laws may seem gender-neutral, these laws go beyond the business community that restricts women in different ways (Taqi, 2016). For instance, historically, women in Saudi Arabia need permission from men when signing employment contracts and when starting businesses. The legal barriers imposed on women greatly influence their ability to start their businesses or to develop employment outside the home (Alhabidi, 2013). Such barriers affect women and hinder their career and business goals (Zeidan & Bahrami, 2011). Moreover, the findings of Alemayehu and Joseph (2019) showed that in countries such as Chad, Gabon, Guinea-Bissau, and Niger, married women are only allowed to open their bank accounts if they have separate professions from their husbands. Alemayehu and Joseph (2019) further showed that in Pakistan, Suriname, and Bhutan, married women are also not allowed to follow the same business registration processes as that of married men because business registration processes for women differ from those followed by men. In Jordan, although there is a law that suggests that there should be equal pay for work of equal value between men and women, women still earn 41% less than men because the law is not implemented (Hamel & Dexter, 2020). Moreover, in the early stages of their businesses, women also spend a lot of time on paperwork, trying to fill out government forms needed to register their businesses (Abraham, 2021; Jones, 2019). This makes women sometimes miss out on quality time with their friends and family and spending long nights trying to fill in government forms (Jones, 2019). In some instances, it was found that most women entrepreneurs in Rwanda settle for unregistered and informal businesses to avoid paying high tax rates (Rwirahira, 2018b). Therefore, this study needs to further understand the legal constraints from the perspective of women entrepreneurs based on their experiences, in the context of Lesotho.

2.10 CHAPTER SUMMARY

This chapter commenced with the meaning and definitions of entrepreneurship and then focused on the origin of women entrepreneurs. In addition, the definition of women entrepreneurship was discussed as well as the current state of women entrepreneurs globally. The chapter further focused on women entrepreneurs in Lesotho followed by the theories on women entrepreneurship which included the culture theory and gender theory. Moreover, this chapter discussed the factors that motivate women to start a business which were classified into the push and the pull factors. The push factors that were covered included unemployment and job dissatisfaction. The pull factors

include, need for achievement, autonomy, lifestyle entrepreneurship, and role models. Moreover, the challenges facing women entrepreneurs were also presented and were categorised into personal challenges, business challenges, socio-cultural challenges, and regulatory challenges. Personal challenges were, lack of education and training and motherhood while the business challenge was that of employee theft. Also, socio-cultural challenges included discrimination in business and society, and the regulatory challenges consisted of political instability and legal constraints.

The next chapter will present the concepts and theories on work-to-family conflict/family-to-work conflict, work-to-family enrichment/family-to-work enrichment, family support, and work life balance.

CHAPTER THREE

WORK FAMILY ISSUES EXPERIENCED BY WOMEN ENTREPRENEURS

3.1 INTRODUCTION

To better understand women entrepreneurs, this chapter begins with the definition of work family issues followed by the theories of such work family issues. The chapter will further look at the types, antecedents, and consequences of work family conflict. Subsequently, the chapter will also present the types, antecedents, and consequences of work family enrichment. Moreover, the types of family support will also be discussed as well as the work life balance strategies that women entrepreneurs use.

3.2 DEFINITION OF WORK FAMILY ISSUES

The work family issues to be discussed in this section include work family conflict, work family enrichment, and family support.

3.2.1 Work Family Conflict

As already pointed out in chapter one, work family conflict is defined as a type of conflict where work roles interfere with family roles (Greenhaus & Beutell, 1985). In general, the work family conflict has been viewed as the conflict that happens when there is a mismatch between family activities and individual work activities (Kalliath, Hughes & Newcombe, 2012). Work family conflict is two-sided: work-to-family conflict where work roles are mismatched with family roles and family-to-work conflict where family roles are mismatched with work roles (Carlson, Kacmar & Williams, 2000; Greenhaus & Beutell, 1985). Both work-to-family conflict and family-to-work conflict make it difficult for women entrepreneurs to participate efficiently in their entrepreneurial activities (Olorunfemi, 2009).

3.2.2 Work Family Enrichment

As previously mentioned in chapter one, work family enrichment is defined as the degree to which involvement in one role enhances the value of another role (Greenhaus & Powell, 2006). Work family enrichment, like work family conflict, is also two-sided: there is work-to-family

enrichment where work can positively enrich the family. There is also family-to-work enrichment where a family can positively enrich work (Greenhaus & Powell, 2006).

3.2.3 Family Support

As previously explained in chapter one, family support involves the childcare or advice that family members provide to enable people to easily manage their daily tasks in business and family (Friesen, Brennan & Penn, 2008).

3.3 THEORIES ON WORK FAMILY ISSUES

This study draws on theories that will provide an understanding of women entrepreneurs' experiences of work family issues. These are the role theory, boundary theory, border theory, spillover theory, conservation of resources theory, family embeddedness theory as well as social network theory. Through these theories, the current research seeks to demonstrate how women entrepreneurship and work family issues influence each other.

3.3.1 Role Theory

The role theory has been used to explain the relationship between work and family roles, and to show that combining work and family roles does not only result in conflict, but can also lead to enrichment (Hamid & Amin, 2014; Grzywacz, 2002). The role theory is viewed from two different angles: the scarcity perspective (also known as conflict perspective) and the enrichment perspective (Pradhan, 2016). The role scarcity theory advocates that partaking in the work (family) role makes it challenging to engage in the family (work) role because of the incompatible role pressures from work and family (Greenhaus & Beutell, 1985; Kahn, Wolfe, Quinn & Snoek, 1964), which cause psychological and physical fatigue (Bhowon, 2013; Marks, 1977). Goode (1960) also asserted that inter-role conflict is an unavoidable outcome of engaging in numerous roles (Bellavia & Frone, 2005). The role scarcity theory averred that people have restricted energy levels divided among several roles and that reduces energy reserved for other roles (Edwards & Rothbard, 2000). As a result, a person engaging in numerous roles will certainly experience conflict that will reduce their ability to undertake conflicting role expectations. In keeping with this theory, women entrepreneurs' job demand resource literature suggests that resources can cushion the negative

effect of job stress (Annink, Dulk & Steijn, 2016; Liu & Cheung, 2015), as family-to-work/work-to-family conflict is a known example of work demand (Demerouti & Bakker, 2011).

On the contrary, the role enhancement theory states that undertaking multiple roles provides benefits that enrich people's lives instead of weakening them (Rothbard, 2001; Marks, 1977; Sieber, 1974). Consistent with the role enhancement theory is the expansionist approach, which asserts that several roles are important as one role improves the quality of another role (Baruch & Barnett, 1986; Marks, 1977). This approach postulates that engaging in multiple roles essentially expands the energy and attention available for each role instead of depleting it and also conquers the strain experienced by individuals regardless of gender (Greenhaus & Powell, 2006; Rothbard, 2001). In line with the role enhancement theory, women entrepreneurs' engagement in work or family tasks can produce gains that can boost their functioning in their family or work obligations and vice versa. For instance, multitasking skills acquired from family roles can be used to meet conflicting business demands. Also, successfully managing business relationships with employees, suppliers, and customers can be achieved through interpersonal communication which is acquired from work roles and can help mitigate conflict amongst family members (Powell & Eddleston, 2013; Wayne, Grzywacz, Carlson & Kacmar, 2007; Ruderman, Ohlott, Panzer & King, 2002). On the other hand, entrepreneurship is a very demanding job with a lot of work. As businesses grow, entrepreneurs engage in multiple tasks that keep on changing (Ebbers & Wijnberg, 2017). Entrepreneurs perform tasks in multiple roles even when their abilities to multitask are limited thus resulting in negative outcomes such as fatigue (Arshi, Kamal, Burns, Tewari & Rao, 2020). Therefore, engaging in numerous roles can result in tiredness in entrepreneurs and reduce their performance abilities in business (Mathias & Williams, 2018; Lechat & Torrès, 2017; Belaid & Hamrouni, 2016). Engaging in both the family and business roles can exhaust energy or time resources which can also lead to tiredness (Mikolajczaka, Briandaa, Avalosseb & Roskama, 2018). For example, not being able to recover from the fatigue experienced from the business role can make it difficult for entrepreneurs to perform their family tasks (Mikolajczaka, Briandaa, Avalosseb & Roskama, 2018). Having looked at the positive and negative sides of multitasking, this study has to examine the experiences of women entrepreneurs in Lesotho, considering the negative and positive sides of multitasking and the implications it has on the success of their businesses.

3.3.2 Border Theory

The border theory provides knowledge of the multifaceted interface between the work and family lives of people, to predict when conflict will take place and give a framework for successfully balancing the two roles (Clark, 2000). It suggests that family and work domains are interconnected even though there are physical, temporal, and psychological borders between the two domains (Clark, 2000). Physical borders explain where role domain behaviour takes place. Temporal borders decide when role-specific work is completed. Psychological borders are rules produced by people to behaviour patterns, thinking patterns, and emotions that are suitable for one domain but not for the other. This theory regards people as border-crossers who make transitions between the worlds of family and work daily. The transition between work and family ranges from a slight transition for some to extreme transitions for others. This is based on the difference between the family and work roles (Clark, 2000). This theory asserts that the complex interface and transition between work and family domains may differ in cultures, languages as well as vocabulary usage. Also, since the purpose of work and family roles varies, appropriate behaviours may differ. The strength of the border between the two domains, however, determines their degree of interaction (Clark, 2000). Clark (2000) states that people change the nature of the family and work to some extent to find balance, manage, negotiate and shape the borders of work and family.

Similarly, this theory is built on the premise that there is permeability and flexibility of boundaries between the work and family domains. On one hand, permeability explains the rate at which a person who is physically situated in one role (family) may be psychologically or behaviourally involved in another role (work) (Allen, Cho & Meier, 2014; Ashforth, Kreiner & Fugate, 2000). For instance, an employee who takes phone calls from a spouse while at work has a work role boundary that is permeable (Allen, Cho & Meier, 2014). Also, the boundary between work and family is permeable if an employee is mentally occupied with workplace issues while doing the household chores. On the other hand, flexibility can be explained as the rate at which the spatial and temporal boundaries are flexible (Ashforth, Kreiner & Fugate, 2000). It is the extent to which the boundaries of a role are flexible and changeable, so that they may be enacted in a lot of diverse places or times (Ashforth, Kreiner & Fugate, 2000). Also, flexibility indicates that requirements from one role (work) can be implemented separately at a certain place or time to meet the needs of another role (family) (Daniel, 2012). As explained by Sundaramurthy and Kreiner (2008),

boundary flexibility focuses on “when and where” a role can be enacted, while permeability explains “what” the role is, in terms of the degree to which a role enables elements of another role to integrate and assimilate it. For instance, the boundary of a workplace is flexible if an employee can leave the workplace at any time during work hours to attend a family meeting (Daniel, 2012). Therefore, flexibility denotes the physical aspect (spatial and temporal) of a domain boundary (Daniel, 2012). As such, permeable and flexible boundaries affect the integration between work and family domains (Kreiner, 2006; Ashforth, Kreiner & Fugate, 2000). Work family conflict is mostly possible and the transition is easier when domains are comparatively integrated. However, when work and family domains are detached, the transition is more effortful while work family conflict is less probable (Bellavia & Frone, 2005).

Clark (2000) also added two more border characteristics: blending and strength. Role blending takes place when there is a lot of flexibility and permeability around borders while role strength is said to be regulated by permeability, flexibility, and blending (Clark, 2000). Strong borders are said to be inflexible, impermeable, and do not allow blending. Another border characteristic is that the direction of their movement can either be symmetrical or asymmetrical. That means the work domain may be more permeable than the family domain or vice versa. Role blurring refers to the difficulty in differentiating the work role from the family role (Glavin & Schieman, 2012; Desrochers, Hilton & Larwood, 2005). In the same way, Glavin and Schieman (2012) proposed that permeability is different from role blurring as it serves the role of an essential but not sufficient condition for role blurring to take place. However, based on how role blurring has been set up, it is difficult to distinguish how distinctive it is from other constructs of the work family boundary (Allen, Cho & Meier, 2014). Studies (Glavin & Schieman 2012; Matthews, Barnes-Farrell & Bulger, 2010; Desrochers, Hilton & Larwood, 2005) showed that role blurring is positively associated with both directions of work family conflict. Moreover, role blurring was also found to be related to a larger number of work and family role transitions (Matthews, Barnes-Farrell & Bulger, 2010; Desrochers, Hilton & Larwood, 2005). Role blurring has also been related to the higher occurrence of home interruptions distracting work while working from home (Desrochers, Hilton & Larwood, 2005). As a result, it is important to examine the experiences of women entrepreneurs and how they create borders between their work and family roles as well as the implications it has on the success of their businesses.

3.3.3 Boundary Theory

The boundary theory tries to explain and understand people's means of reducing and balancing work and family domains (Clark, 2000). This theory concentrates on how people create, maintain or modify boundaries to make a life for themselves simple (Ashforth, Kreiner & Fugate, 2000; Zerubavel, 1991). The theory proposes that individuals manage the boundaries between work and personal life through processes of segmenting and integrating the domains. Boundaries around work and family and the way individuals manage them can be a source of order by clearly delineating the expected behaviour for each role and forming the foundation for interaction with others. This theory is also centered on the meaning that people attach to work and family and the simplicity of changes between the two domains. The boundary theory also focuses on the mental, physical, and behavioural boundaries that exist between individuals' work and family domains that consider the two domains as separate from each other (Ashforth, Kreiner & Fugate, 2000; Nippert-Eng, 1996).

Kreiner, Hollensbe, and Sheep (2009) identified four types of boundary management tactics: temporal (using time or scheduling), physical (using physical space as boundaries), behavioural (using social practices such as technology), and communicative (articulating acceptable boundary behaviour of others). Temporal tactics are strategies used to increase the value of time used and to improve time-related conflicts that take place when the work-related demands affect other demands that can interrupt the work family relationship (DeAraujo, Tureta & DeAraujo, 2015). Temporal tactics focus on how people create and manage their time (Kreiner, Hollensbe & Sheep, 2009). The benefit of separating the work and family aspects through temporal tactics is that it allows individuals to delineate which domain is active which cues the appropriate identity and allows for better compartmentalisation of roles (Allen, Cho & Meier, 2014). In this study, temporal tactics can be described as women entrepreneurs' ability to work by managing their family and work time, scheduling breaks, and synchronising activities to prioritise the main activities. Secondly, physical tactics consist of adapting physical boundaries (e.g. erecting or disassembling barriers between work and home domains), manipulating physical space (e.g. creating or reducing physical distance between work and home domains), and managing physical artifacts (e.g. using tangible items such as photos to separate or blend aspects of each domain) (Allen, Cho & Meier, 2014). The physical boundaries of the work and family domains clearly

show which domain they are in and which character to portray (Shumate & Fulk, 2004). Again, the cost of changing locations is probably high as people have to physically move from one location to another. Even when working from home, the psychological adjustment to a role when moving between places (i.e., walking out of the home office into the family room full of kids needs a mental change) is a boundary infringement that comes with a significant cost (Carlson, Ferguson & Kacmar, 2016). In this study, physical tactics can be described as the women entrepreneurs' ability to work by manipulating physical boundaries, manipulating the physical distance between domains, and managing physical objects so that they can cope with the challenges between their work and family responsibilities. Thirdly, behavioural tactics involve social practices that are often used to reduce both directions of work family conflict (Kreiner, Hollensbe & Sheep, 2009). In this study, behavioural tactics can be described as the ability of women entrepreneurs to work by applying the skills and availability of other people (e.g. getting help from others) to manage the boundaries between their work and family responsibilities. Lastly, communicative tactics are strategies used by people to communicate with other people concerning their work and family boundaries (DeAraujo, Tureta & DeAraujo, 2015). In this study, communicative tactics can be described as women entrepreneurs' ability to work by setting expectations, renegotiating expectations, and confronting violators in their daily life. Kreiner, Hollensbe, and Sheep (2009) indicated that implementing multiple boundary management tactics helps to reduce work family conflict. A study by Cousins and Robey (2015) found that boundary work tactics and work family conflict were significantly related. Wilson, Polzer-Debruyne, Chen, and Fernandes (2007) also found that incorporating a social coping plan with family involvement decreases work family conflict.

Moreover, this theory states that boundaries can vary from thick (associated with keeping work and family separate) to thin (associated with blending work and family). Also, this theory emphasises that there is a human and emotional affiliation between the work and family domains and that people and places may also clash. The boundaries, however, can also be a source of conflict by making the transitions between roles more difficult. Rothbard, Phillips, and Dumas (2005) indicated that people hardly ever choose to integrate or separate the work and family domains. Instead, they struggle to distinguish their work roles from their family roles (blur) since there are different benefits gained when using different approaches. In light of these theories,

women entrepreneurs in Lesotho can also manage their work and family roles easily if they clearly understand their context and then identify which approach will give them optimal work life balance. In light of this theory, it becomes important to examine the experiences of women entrepreneurs and how they create boundaries between their work and family roles as well as the implications it has on the success of their businesses.

3.3.4 Family Embeddedness Theory

According to Aldrich and Cliff (2003), the family embeddedness theory clarifies how the family systems characteristics of entrepreneurs (i.e., transitions, resources, norms, attitudes, values) affect the business creation processes (i.e., opportunity recognition, launch decision, resource mobilisation, implementation of founding strategies, processes, and structures). Aldrich and Cliff (2003) further explained that these business creation processes subsequently affect diverse business outcomes (i.e., survival, objective performance, and subjective perceptions of business success) that may change the entrepreneurial resources from the family, possibly activate some changes in the family and eventually change the norms, attitudes, and values of family members. For instance, a change in the family situation such as childbirth can give family members new information about unmet customer needs. This change in the informational resources of the family may subsequently trigger an entrepreneurial opportunity recognition and other possible processes involved in the business creation process (Aldrich & Cliff, 2003). In another instance, the increase in the financial resources of the family resulting from a woman's shift to employment might influence her spouse to start his own business (Aldrich & Cliff, 2003). Even though entrepreneurship literature shows that creating a business involves opportunity recognition, the launch decision, and resource mobilisation of the business creation process, also involves implementing the founding strategies, processes, and structures (Aldrich & Cliff, 2003). The values held by entrepreneurial family members have an impact on the creation strategies, processes, and structures (Aldrich & Cliff, 2003). In addition, this theory indicates that businesses and family domains are significantly entwined and that family dimensions have to be included in conceptualising, modeling, analysis as well as the interpretation of the entrepreneurial processes (Aldrich & Cliff, 2003). Similar to Stafford, Duncan, Danes, and Winter (1999)'s sustainable family business model that connects family and business systems, this theory considers family transitions and family resources as factors that significantly contribute towards the achievement

and success of business creation processes. In the same way, this theory regards business outcomes particularly disruptive ones, as key contributing factors to the changes and outcomes in a family (Aldrich & Cliff, 2003).

Moreover, researchers (Dhaliwal, Scott & Hussain, 2010; Arregle, Hitt, Sirmon & Very, 2007) also indicated that family resources offer a distinctive form of social capital that is significant in the founding, growth, and success of a business. Also, family members usually find happiness from establishing a business with their family members while also performing family responsibilities (Schulze, Lubatkin & Dino, 2003). Similarly, Jennings and Brush (2013) indicated that family support is an important requirement for business success. Since women entrepreneurs consider their businesses as intertwined with their family relationships and domestic responsibilities (Jennings & Brush, 2013), their family domains influence their work domains which can, in turn, be interpreted into their individual and business-level outcomes. Therefore, researchers (Neneh, 2017; Mari, Poggesi & De Vita, 2016; Welsh, Memili & Kaciak, 2016; Welsh, Kim, Memili & Kaciak, 2014; Powell & Eddleston, 2013) have admitted that the family context can provide different types of support to help women entrepreneurs in the business setting. Imbaya (2012) added that family support supplies an individual with the essential support they need during their life endeavours.

Building on this theory, women entrepreneurs in Lesotho can depend on support from family in undertaking business activities (Rogoff & Heck, 2003). This is because family creates chances to exchange business opinions as well as create a high socio-emotional attachment between business and family. This leads to improved performance of the business (Aldrich & Cliff, 2003). Furthermore, resource availability can be an important shield on the performance of businesses owned by women from the negative effect of FWC/WFC. Also, when faced with high levels of FWC, women mostly turn to their families for support (Tundui & Tundui, 2013; Teoh & Chong, 2008). The support of close friends and family comes in the form of bonding social capital which helps to prevent a high rate of FWC/WFC among women entrepreneurs (Heilbrunn & Davidovitch, 2011). This theory is also applicable for women entrepreneurs in Lesotho to show that since they also experience the conflicting roles of work and family, they too are likely to rely on their families and friends for support to ease the burden of WFC/FWC. Hence, it is important to examine the

experiences of women entrepreneurs in Lesotho to unearth the type of family support they make use of and the implications it has on the success of their businesses.

3.3.5 Spillover Theory

In 1980, Staines was among the first to develop the spillover theory. This was after realising that emotions and behaviours experienced and developed in the work domain can be transferred to the family domain, therefore exceeding the physical and temporal boundaries of the workplace and the family domain (Sok, Blomme & Tromp, 2014). The spillover theory focuses on the work and family roles and the permeability of boundaries between them as well as how experiences from the family or work domains can pass into another domain. Spillover can manifest itself in positive or negative ways (Butler, Grzywacz, Bass & Linney, 2005). For instance, when a person handles conflict at work, one may end up in a bad mood, which can in turn have a negative spillover to the family domain (Butler, Grzywacz, Bass & Linney, 2005). A negative spillover refers to an instrument that links stress or strain from one domain such as work and allows it to ‘spillover’ into a family domain or vice versa (Edwards & Rothbard, 2000). For instance, deadlines at work can spill over to the family as one may become impatient or unfriendly with family (Edwards & Rothbard, 2000). A study on the effects of a positive spillover and work family conflict on female academics’ psychological well-being found that women lecturers prioritised completing family tasks over other tasks which led to a decrease in their psychological welfare in their workplaces (Farradonna, Halim & Sulaiman, 2019). Margetts and Kashima (2016) also found that behaviours resulting from the same resources (e.g., time and/or money) strongly affected the degree of the spillover effects that take place. Liu, Wu, Yang, and Jia (2020) examined the spillover effect of workplace negative gossip on employees’ families and found that workplace negative gossip experienced by employees resulted in work-to-family conflict in the form of psychological distress. Hence, the stress from one domain spills over and negatively affects another domain. Moreover, negative spillover takes place when negative experiences in the work domain affect and also drain a person which eventually makes it difficult for them to participate in the family domain (Dolan & Galizzi, 2015). On the other hand, a positive spillover can take place when the work and family domains positively affect each other in the form of attitudes, behaviour, values, or skills (Elf, Gatersleben & Christine, 2019). For instance, physicians can acquire empathy from their work domains and through interacting with patients. So this skill can have a positive spillover into

their family domain, where they also empathise with their partners. In the case of Lesotho, this theory shows that in an attempt to balance the work and family domains, there will be a positive and negative spillover from one role to another. Thus, it is important to examine the experiences of women entrepreneurs in Lesotho of the positive and negative spillover from one role (family) to another role (business) and the implications it has on the success of their businesses.

3.3.6 Conservation of Resources Theory (COR)

The conservation of resources (COR) theory concentrates on the loss of resources in work and family relationships and the replenishment of such resources (Hobfoll, 1989). Resources depleted during work time have to be regained during the non-work time so that people can improve and maintain their job performance, well-being, and other work and non-work related outcomes (Murphy, 2009). These resources include personal characteristics, objects, energies, conditions, and social support (Hobfoll, 1989). Two basic procedures explain resource gain or loss. On one hand, resource loss refers to the stress experienced in a situation where there is resource loss or threat or a situation where resources invested do not yield the expected resource gain (Fung & Ahmad, 2012). For instance, managing both work and family roles reduces energy and time which results in anxiety, work family conflict, turnover intention as well as job dissatisfaction (Hobfoll, 1989). On the other hand, resource gain explains how initial resources can assist in generating more resources, which mount up over time, eventually creating a gain spiral (van Steenbergen, Kluwer & Karney, 2014; ten Brummelhuis & Bakker, 2012; Hobfoll, 1989, 2002). For instance, a promotion at work may trigger a gain in resource spiral because it can increase an employee's level of income as well as their work status which can lead to further enhancement of resources that make it easy to achieve family goals (Russo, 2015). The conservation of resources theory can also be used in the decision making processes relating to the allocation of employees' resources to avoid losing more resources or to protect their resources (Hobfoll, 2001). As a result, individuals develop a strategy based on the anticipated outcomes of a situation. Based on that expectation, people determine the investment of resources given their resource pool which eventually leads to the gain or loss of resources (Hobfoll, 2001).

People are forced to protect their resources from three prospective circumstances: when resources are lost, when resources are threatened, or when people do not get the results they anticipated after

investing their resources (Hobfoll, 1989). Factors such as ill-health, stress, reduced well-being, or even an undesirable work environment can lead to the threatening or depletion of resources (Hobfoll, 1998). As a result of lost resources, more resources are usually needed to 1) recover what has been lost to improve individual circumstances and 2) gain new resources to avoid suffering in the future (Murphy, 2008). When resources are affected by stress daily, a positive mood and energy are usually lost (Sonnetag, 2001). If people do not replace or protect their resources, they usually experience burnout (Saunders, 2019). Therefore, it is important to investigate the experiences of women entrepreneurs in Lesotho with regards to resource loss and resource gain and the implications it has on the success of their businesses.

3.3.7 The Social Network Theory

The social network theory developed by Moreno in 1953 shows that people within the same network often portray similar behaviours (Valente, 2010). The social network theory also proposes that an individual's position in a network provides some limitations and opportunities that he or she will face which can eventually affect their behaviour (Borgatti, Everett & Johnson, 2013). Researchers (Borgatti, Everett & Johnson, 2013; Valente, 2010) showed that the social network theory is used to investigate relationships in organisations, people, and other units of analysis. The social network theory measures the behavioural and social effect of relationships in people and the networks developed through those relationships (Kothari, Hamel, MacDonald, Meyer, Cohen & Bonnenfant, 2012; Meadows, 2008). Significant network measures consist of centrality, group measures, and cohesion and position (Borgatti, Everett & Johnson, 2013). The social network theory posits that in most cases, people who are in central positions in a network uniquely influence the rest of the people in a network and can facilitate the spread and adoption of certain behaviour across the group (Valente, Unger & Johnson, 2005; Alexander, Piazza, Mekos & Valente, 2001). In the case of this study, this theory posits, that women entrepreneurs in Lesotho can acquire resources needed for a startup and the growth of their businesses from their social networks. As such, it is important to investigate the experiences of women entrepreneurs in Lesotho and their social networks and the implications it has on the success of their businesses.

After understanding the theories on the work family issues (work family conflict, work family enrichment, and family support) it becomes important to understand each of these work family

issues and their associated dimensions and antecedents. The next section will focus on work-to-family/family-to-work conflict and its associated dimensions and antecedents.

3.4 WORK FAMILY CONFLICT

This section will focus on the forms, antecedents as well as consequences of family-to-work conflict and work-to-family conflict.

3.4.1 Forms/Dimensions of Work Family Conflict

Greenhaus and Beutell (1985) identified three forms of work-to-family conflict/family-to-work conflict: time based conflict, strain based conflict, and behaviour based conflict. These three forms are explained in detail below.

3.4.1.1 Time based conflict

Time based conflict takes place when there are time pressures between work and family roles. This is when a person has to assign the little time they have to each of the numerous roles he or she is involved in. There are two types of time based conflict (Greenhaus & Beutell, 1985). The first one happens when one finds it physically challenging to fulfill tasks of one role due to the time pressures in another role. The second type of time based conflict takes place where there may be a psychological preoccupation in one role even though one is physically present and trying to fulfill the demands of another role. Demands may be left unfulfilled if an individual is either mentally preoccupied with another role or physically absent from that particular role (De Sousa, 2013). For instance, a mother may be physically present at work but endlessly worried about a sick child at home (De Sousa, 2013). As a result, time based conflict includes transferring inadequate personal resources in the form of time, attention, and energy from one role to another. The transfer of resources from one role eventually leads to the demands of that role, left unfinished (Edwards & Rothbard, 2000). Sources of time based conflict may be work-related or family-related. Work-related sources of conflict include demands of working hours, work schedules, overtime, and inflexible working arrangements. Previous researchers (Moen, Kelly & Huang, 2008; Kossek, Lautsch & Eaton, 2006; Byron, 2005) found that people who have more control over their work schedules and working hours are less likely to experience work family conflict. Wallace (2005) also added that if both the job demand and the job control variables are in the same

domain, such as work time, it is possible that having control over the time aspects of one's job will cushion the effects of the time demands. This means that having more control leads to a decrease in potential stressors as workers manage to adjust their work demands according to their needs, abilities, and circumstances (Wallace, 2005). Family-related sources of conflict are usually more common in married people than the unmarried (Winslow, 2005). They include among others childcare, parenthood, and lack of spousal support in household duties. Loscalzo, Raffagnino, Gonnelli, and Giannini (2019) found that people who have children experience more time-based family-to-work conflict than people without children. These findings are based on the fact that parenthood is a challenging task because parents face challenging tasks such as time management and work and life roles rearrangements (Loscalzo, Raffagnino, Gonnelli & Giannini, 2019). Berger (2018) found that women with high demands and longer work hours experienced high levels of work-to-family conflict which in turn resulted in low work satisfaction. The same study also found that women with high demands experienced family-to-work conflict which led to low family satisfaction (Berger, 2018). Therefore, it becomes important to further investigate how women entrepreneurs in Lesotho experience time based conflict and the implications for their success.

3.4.1.2 Strain based conflict

Edwards and Rothbard (2000) explained that strain based conflict is the exhaustion of personal resources needed for role performance due to a physical and psychological strain. As a result, strain based conflict does not refer to opposing demands but a situation where the strain from one role has a physical or psychological impact on the performance of another role. For instance, experiences such as tension, anxiety, and grumpiness from one role affect the ability to perform in another role, thus making it difficult to maintain a balance between work and family roles (Greenhaus & Beutell, 1985). Also, if someone is stressed at work, the effects of that can pass on to the family in a form of fatigue or irritability (Greenhaus & Beutell, 1985). Lovhoiden, Yap, and Ineson (2011) indicated that strain based work-to-family/family-to-work conflict contributes to negative health outcomes that include: exhaustion, sleeping irritability, general difficulties, or social withdrawal. In a study conducted by Charkhabi, Sartori, and Ceschi (2016), results showed that women experienced high levels of family-to-work and work-to-family strain based conflict and were strong predictors of health outcomes. Loscalzo, Raffagnino, Gonnelli, and Giannini

(2019) found that people who have children experience more strain based family-to-work conflict than people without children because they face challenging tasks which include work and life roles rearrangements. In a study conducted by Ojha (2011), results showed that individuals who worked in a rotating shift experienced more strain based work family conflict than those who worked regular daytime shifts. Results from the same study found a negative relationship between strain-based conflict and work role ambiguity and learning requirements. Nabong (2012) also found that participants agreed that anxiety and stress over childcare affected their performance at work. Participants further mentioned that when they are at home, they tend to worry a lot about their jobs. Faiz (2015) found that 55% of the women indicated that they often felt emotionally drained when they returned home such that they were unable to perform any family activities. Therefore, it becomes important to further investigate how women entrepreneurs in Lesotho experience strain based conflict and the implications for their success.

3.4.1.3 Behaviour based conflict

Behaviour based conflict happens when there is a mismatch of behaviours between work and family roles (Greenhaus & Beutell, 1985). For instance, a hostile, argumentative, and confident approach to solving problems in a workplace may not be applicable in a family environment where a warm and nurturing approach is needed (Edwards & Rothbard, 2000; Greenhaus & Beutell, 1985). Similar to strain based conflict, the behaviour based conflict shows a negative effect from one role to another, where the anticipated and developed behaviour in one role affects the behaviour in another role while consecutively hindering the role performance in another role (Edwards & Rothbard, 2000). Behaviour based conflict is more common in women than men because of the numerous tasks women are required to do between work and family roles (De Sousa, 2013). For instance, women are required to undertake the employee role at work and also be the submissive wife role at home as well as a caring mother (Pitt-Catsouphes, Kossek & Sweet, 2006). Alternatively, a case in point where a woman who is kind and tender as a mother at home may not be able to display the same kind of behaviour as a police officer at work. In a study conducted by Faiz (2015), 33.6% of respondents indicated that they experienced behaviour based work-to-family conflict which made it difficult for them to perform their family duties. Also, Nabong (2012) found that work-to-family behaviour based conflict, harms work, health, and family life. Charkhabi, Sartori, and Ceschi (2016) found that women experienced high levels of

behaviour based work-to-family conflict which also had a strong impact on their health. Therefore, it becomes important to further investigate how women entrepreneurs in Lesotho experience behaviour based conflict and the implications for their success.

Through analysing the different types of work family conflict, it is evident that women can be affected by time, strain and behaviour based conflict in different ways. Time based conflict happens due to the hours that women spend at work and the limited amount of time they can spend at home or vice versa. Strain based conflict occurs due to conflicts that are experienced between work and family roles. Behaviour based conflict happens due to the role transitions that women are expected to undergo while meeting their work and family roles.

3.4.2 Antecedents of Work Family Conflict

As demonstrated in a survey by Michigan Quality of Employment, 43% of women entrepreneurs revealed that they miss out on their business activities because of their family roles (Nabong, 2012). Teoh, Chong, Chong, and Ismail (2016) found that 26% of women entrepreneurs' family responsibilities negatively affected the financial aspects of their businesses. In a study conducted by Pino (2011), 61% of women entrepreneurs conveyed that the conflicting roles of their work and family matters resulted in low productivity in their businesses. Narayanan and Savarimuthu (2015) also observed that 68% of women entrepreneurs experienced job dissatisfaction as a result of the family-to-work conflict. Likewise, a study by Talreja (2017) showed that 22% of women entrepreneurs admitted that family roles affected their performance in business. Moreover, 95% of women entrepreneurs reported that their family demands affected their business operations (Adisa, Mordi & Mordi, 2014). The same study added that 53% of women entrepreneurs' family pressure, affected their ability to concentrate on their businesses. In addition, Nguyen and Sawang (2016) found that work-to-family conflict resulted in job dissatisfaction for small business owners. In the same manner, Nassif, Andreassi, and Tonelli (2016) found that the family-to-work conflict in women entrepreneurs resulted in life dissatisfaction. Results from the study conducted by Narayanan and Barnabas (2020) also found that women entrepreneurs in India experienced family-to-work conflict. The findings of Bati and Armutlulu (2020) showed that there was no significant relationship between family-to-work conflict and the business investment decisions of women

entrepreneurs. Bati and Armutlulu (2020) further showed that the family tasks of women entrepreneurs did not affect their business investment decisions.

In a quest to better understand work family conflict, the factors causing work-to-family conflict/family-to-work conflict will be discussed in this section. These factors include family domain antecedents, work domain antecedents, and cross domain.

3.4.2.1 Family Domain Antecedents

In an attempt to reduce experiences of family-to-work conflict, it is essential to understand the factors that may contribute to its occurrence. Researchers (Poggesi, Mari & De Vita, 2017; Razak, Omar & Yunus, 2010; Byron, 2005; Luk & Shaffer, 2005; Baltes & Heydens-Gahir, 2003; Greenhaus & Beutell, 1985) identified different family variables that lead to conflict which include: family involvement, parental demand, time committed to family, personality and family climate. These factors are explained in detail below.

3.4.2.1.1 Family involvement/demand

Researchers (Hargis, Kotrba, Zhdanova & Baltes, 2011; Edwards & Rothbard, 2000) explained family involvement as the psychological investment as well as the significance that individuals put into their family. This can be achieved in line with the family's circumstances and the individual's role within the family through high levels of mental or physical energy required or the time needed to respond to family demands (Hargis, Kotrba, Zhdanova & Baltes, 2011; Edwards & Rothbard, 2000). Greenhaus and Beutell (1985) further added that family demands can involve the amount of time devoted to work or family-related activities. When relating entrepreneurship to family demand, researchers (Winn, 2005; Noor, 2004) pointed out that high family demands and tasks can restrict women in business from devoting sufficient time and energy to their businesses. Scholars (Adams, King & King, 1996; Frone, Russell & Cooper, 1992) confirmed a positive relationship between family involvement and family-to-work conflict. Recently, researchers (Hargis, Kotrba, Zhdanova & Baltes, 2011; Michel, Kotrba, Mitchelson, Clark & Baltes, 2011; Boyar & Mosley 2007; Byron, 2005) confirmed the cross domain impact of family involvement on work-to-family conflict. In addition, a positive relationship was also found between family-to-work conflict and family involvement (Hargis, Kotrba, Zhdanova & Baltes, 2011). Poggesi, Mari

and De Vita (2017) found that family involvement was significantly associated with family-to-work conflict among women entrepreneurs. Parasuraman, Purohit, Godshalk, and Beutell (1996) found that family involvement is positively related to the family-to-work conflict in both men and women but not related to work-to-family conflict for both men and women entrepreneurs, thus supporting the cross domain effects. Therefore, it becomes important to further investigate the experiences of women entrepreneurs in Lesotho with regards to family involvement and the implications for their success.

3.4.2.1.2 Parental demand

An assessment of literature by Poggesi, Mari, and De Vita (2017) revealed that parental demand involves the number and ages of children of working parents. Razak, Omar, and Yunus (2010) emphasised that parental demand usually causes family-to-work conflict which ends up affecting an individual's work. These demands may come from family responsibilities, requirements, expectations, and commitments related to family roles, which include childcare and marriage relationship matters (Greenhaus & Parasuraman, 1999). Parental demand was found to be related to both work-to-family conflict and family-to-work conflict (Anderson, Coffey & Byerly, 2002; Frone, Yardley & Markel, 1997). For instance, researchers (Akkas, Hossain & Rhaman, 2015; Robichaud, Zinger & LeBrasseur, 2007; Byron, 2005) found that individuals with children have more family demands than individuals without children. In addition, it was established that younger children need more attention than older children (Beigi, Mirkhalilzadeh Ershadi & Shirmohammadi, 2012; Hargis, Kotrba, Zhdanova & Baltes, 2011; Fu & Shaffer, 2001). Particularly, the years before school young children need parents to commit most of their time and energy to them. For instance, a mother with a sick child may not be able to stop thinking about her child, even though she is expected to be at work and complete her work tasks. Similarly, Sullivan and Meek (2012) found that women with children usually have more childcare responsibilities than men. Likewise, children below the age of 18 often need more care and attention than older children (Neneh, 2017; Mari, Poggesi & De Vita, 2016; Bedeian, Burke & Moffett, 1988). Consequently, women entrepreneurs who have children who are younger than 18 years usually have to divide their attention between the productive labour in the business domain and reproductive labour in the home domain (Neneh, 2018). Also, childcare responsibilities make it challenging for these individuals to balance their work and family lives (Neneh, 2017; Mari,

Poggesi & De Vita, 2016). Therefore, dealing with family and work incompatibilities is most effective for individuals who do not have any child-care responsibilities (Amstad, Meier, Fasel, Elfering & Semmer, 2011). In general, entrepreneurship literature supports the fact that women entrepreneurs who have preschool children are usually not satisfied with the time they can dedicate to their businesses (Robichaud, Zinger & LeBrasseur, 2007). On the other hand, the findings of Parasuraman, Purohit, Godshalk, and Beutell (1996) indicated that parental demand is not related to family-to-work conflict but has a positive relationship with work-to-family conflict. Poggesi, Mari, and De Vita (2017) found that parental demand is significantly related to the family-to-work conflict. As such, the family status of women entrepreneurs has to be considered in research because responsibilities associated with bringing up children greatly contribute to the failure rate of their businesses (Rouse & Kitching, 2006). Childcare responsibilities were found to significantly reduce women's productivity in their businesses (Wallace & Young, 2008). This can negatively affect the success of the business. Adon, Asare-Yebo, Quaye, and Ampomah (2017) indicated that the time spent on taking care of young children negatively affects the success of businesses owned by women. As such, it becomes important to examine the experiences of women entrepreneurs in Lesotho and how they handle their parental demands and the implications for their success.

3.4.2.1.3 Time committed to family

Time committed to family refers to the time dedicated to family demands (Luk & Shaffer, 2005; Parasuraman & Simmers, 2001). Accordingly, the amount of time spent on family restricts an individual's ability to productively participate in work or other non-work activities (Ng, Kuar & Cheng, 2016). Specifically, a person is likely to experience more problems in creating time for work if the time required for the family is also high. Essentially, researchers (Calvo-Salguero, Martínez-de-Lecea & del Carmen Aguilar-Luzón, 2012; Michel, Kotrba, Mitchelson, Clark & Baltes, 2011; Lu, Gilmour, Kao & Huang, 2006; Byron, 2005) pointed out that in most cases family interferes with work due to more time spent on family. Scholars (Robichaud, Zinger & LeBrasseur, 2007; Winn, 2005) discovered that the time dedicated by women entrepreneurs to their family responsibilities limits them from dedicating enough time to their businesses. Scholars (Robichaud, Zinger & LeBrasseur, 2007; Winn, 2005) indicated that the time committed by women entrepreneurs to their families reduces the amount of time that can be dedicated to their

businesses. As a result, this negatively affects the growth and success of the business. Poggesi, Mari and De Vita (2017) also found that time committed to family was significantly related to the family-to-work conflict. Moreover, Lingard, Francis, and Turner (2012) indicated that time committed to the family is positively associated with family-to-work conflict. This is the increased time demands at work that results in less time at home, in turn increasing family-to-work conflict. Luk and Shaffer (2005) also found that time committed to the family had a positive relationship with work-to-family conflict and did not find any significant relationship between time committed to work and family-to-work conflict. As a result, this study will examine the experiences of women entrepreneurs in Lesotho of time committed to family and the implications for their success.

3.4.2.1.4 Personality

According to Friede and Ryan (2005), personality can be defined as the interior, prearranged characteristics of an individual which promote a constant form of performance in different situations. James and Mazerolle (2002) also defined personality as the steady mindset and practices that have an impact on how people behaviourally and emotionally interpret and react to their environment. Personality influences how individuals conduct themselves at home and work as well as how they interpret these areas of life (Matthews & Deary, 1998). Moreover, personality and job performance are correlated and personality is commonly used for recruitment and selection purposes across organisations (Omrawo, 2014). Among the multiple components of personality, within the work family literature, this study will only focus on the two components which are the internal and external locus of control and negative affectivity/neuroticism because they have received enough empirical attention to allow meta-analytic examination within the work family literature (Bruck & Allen, 2003; Stoeva, Chiu & Greenhaus, 2002; Grzywacz & Marks, 2000).

3.4.2.1.4.1 Internal and external locus of control

According to Cherry (2019), locus of control denotes the perception that people have towards the control they have on the events that happen and affect their lives. Michel, Kotrba, Mitchelson, Clark, and Baltes (2011), further added that people who are certain that their lives are controlled by internal factors (individual or self) are said to have the internal locus of control while those who think that their lives are influenced by external factors (chance) are said to have the external locus of control. Moreover, Michel, Kotrba, Mitchelson, Clark, and Baltes (2011) also found that

internal locus of control was a significant predictor of family-to-work conflict. There is limited literature connecting the internal and external locus of control and female entrepreneurs (Spillan & Brazier, 2003). Also, female entrepreneurs were found to have a relatively high internal locus of control than females in the general population (Nelson, 1991). As a result, this study will examine the experiences of women entrepreneurs in Lesotho concerning the internal and external locus of control and the implications for their success.

3.4.2.1.4.2 Negative affect/neuroticism

Negative affectivity/neuroticism can be seen as upper levels of trait-based psychological distress, emotional instability like anxiety, insecurity, irritability, defensiveness, tension, worry, and sadness. In general, negative affect is usually considered as an aspect of neuroticism (Stoeva, Chiu & Greenhaus, 2002; Judge & Higgins, 1999; McCrae & John, 1992). Because negative affect and neuroticism are likely to influence how individuals perceive both life and work situations, researchers (Rantanen, Pulkkinen & Kinnunen, 2005; Carlson, 1999) proposed that both negative affect and neuroticism be regarded as antecedents of work family conflict. For instance, McCrae and John (1992) explained that people with high levels of neuroticism are likely to be tense, self-pitying, and always worrying. McCrae and John (1992) added that people with high levels of neuroticism are also less likely to handle the pressures of the work and family interface which can result in high levels of conflict between work and family. On the other hand, individuals with low levels of neuroticism are usually seen as relaxed, even-tempered, and emotionally stable people who are more likely to handle the pressures of the work and family interface and that can result in low levels of conflict between work and family (Priyadharshini & Wesley, 2014). Moreover, Michel, Kotrba, Mitchelson, Clark, and Baltes (2011) found that negative affectivity/neuroticism had a positive significant relationship with work-to-family conflict and family-to-work conflict. When relating neuroticism to women entrepreneurship, Omrawo (2014) found that neuroticism can cause individuals to experience family-to-work conflict and is also positively related to the family-to-work conflict. In the same manner, women entrepreneurs who exhibit high levels of neuroticism are highly susceptible to increased experiences of family-to-work conflict. Therefore, this study will examine the experiences of women entrepreneurs in Lesotho about negative affectivity/neuroticism and the implications for their success.

3.4.2.2 Work Domain Antecedents

The work domain antecedents to be discussed in this section include time commitment to work, job involvement, and job demand.

3.4.2.2.1 Time commitment to work

The time commitment to work is the number of hours spent at work (Luk & Shaffer, 2005). Working long hours reduces the time that employees can dedicate to their families which eventually results in work family conflict (Akkas, Hossain & Rhaman, 2015; Yildirim & Aycan, 2008). Longer working hours lead to job stress because people struggle to manage work and family demands, especially in communities where family life is most valued (Alam, 2010). Wallace (2005) found that long working hours, working evenings and weekends, and inflexible schedules increase the tension between the work and family roles. Researchers (Valcour, 2007; Jacobs & Gerson, 2004; Nielson, Carlson & Lankau, 2001; Carlson & Perrew, 1999) added that longer working hours lead to higher levels of work-to-family conflict because devoting more time to work reduces the time that can be spent on family. In another study, Pocock, Skinner, and Williams (2007) found that employees working more than 60 hours per week have the greatest level of work-to-family conflict, followed by those who work between 45 to 60 hours per week and those groups working fewer hours in a week. Kinnunen, Feldt, Geurts, and Pulkkinen (2006) confirmed that working more than 45 hours a week leads to increased levels of work-to-family conflict in both women and men. In addition, employees who spend more time at work can find it challenging to maintain family relationships and carry out their family duties such as caring for children and relatives as their work responsibilities interfere with work (Direnzo, Greenhaus & Weer, 2011). In the entrepreneurship literature, researchers (Parasuraman & Simmers, 2001; Parasuraman, Purohit, Godshalk & Beutell, 1996) found a positive relationship between the time committed to work and work-to-family conflict and that time spent at work increases work family conflict in entrepreneurs than in employees. Poggese, Mari and De Vita (2017) found a positive relationship between time committed to work and work-to-family conflict but did not find any relationship between time committed to work and family-to-work conflict. Literature shows the relationship between time committed to work and work-to-family/family-to-work conflict as a result, this study will examine the experiences of women entrepreneurs in Lesotho when it comes to the time committed to work and the implications for their success.

3.4.2.2.2 Job involvement

Job involvement can be defined as the rate at which a person psychologically identifies with the job and the significance of the job to the person's self-image and self-concept (Tharmalingam & Bhatti, 2014; Razak, Yunus & Nasurdin, 2011). Greenhaus, Parasuraman, Granrose, Rabinowitz, and Beutell (1989) proposed that being absorbed in a job and the emotional involvement in a job can cause work to interfere with family tasks. Greenhaus, Parasuraman, Granrose, Rabinowitz, and Beutell (1989) further explained that employees who are highly involved in their jobs tend to put more effort into their career success and neglect their families thus creating high conflict between the work and family roles. Researchers (Greenhaus & Parasuraman, 1999; Adams, King & King, 1996) added that job involvement is regarded as an antecedent of work family conflict because individuals with high levels of job involvement are more likely to experience problems in their families due to limited psychological and physical resources. Byron (2005) found that employees with higher job involvement experience more work-to-family conflict than family-to-work conflict. Similarly, Michel, Kotrba, Mitchelson, Clark, and Baltes (2011) proposed that when job involvement increases, the work-to-family conflict also increases. Greenhaus and Kopelman (1981) found that there was a significant and positive relationship between work role salience and work family conflict in men. On the other hand, Razak, Yunus, and Nasurdin (2011) found that work family conflict was negatively related to work involvement and family involvement. In the same way, Greenhaus and Beutell (1983) discovered that there was a positive relationship between job involvement and work family conflict in men and a negative relationship in women. Furthermore, Parasuraman and Simmers (2001) confirm that job involvement is related to the work-to-family conflict in employees and not among entrepreneurs. There is evidence on the relationship between job involvement and work-to-family/family-to-work conflict but what is not known is the impact of job involvement on the success of women entrepreneurs in Lesotho. As a result, this study will examine the experiences of women entrepreneurs in Lesotho when looking at job involvement and the implications for their success.

3.4.2.2.3 Job demand

Job demand refers to workload demands that put employees or business owners under pressure to achieve an increased output at work thus making the job hectic and mentally challenging (Ojha, 2011). According to Mauno, Kinnunen, and Ruokolainen (2006), job demands are the physical,

mental, social, or organisational features of the job, that require the physical and the mental effort and energy from an employee, and are consequently associated to the physical and/or mental costs (i.e., strain). Most employees and business owners experience emotional exhaustion because they fail to manage the pressures from their family and work roles (Karatepe, 2013). Beham, Drobnic, and Prag (2011) found a significant and positive relationship between work family conflict and job demand. Researchers (Thompson & Prottas, 2005; Burke & Greenglass, 2001) also indicated that job demands are strongly related to and contribute to work family conflict. Other studies (Grzywacz, Arcury, Marín, Carrillo, Burke, Coates & Quandt, 2007; Frone, 2000) also revealed that job demands such as work role ambiguity, work role conflict, shift work, and physical and psychological effort cause job strain which then leads to feeling overwhelmed and a role overload thus leading to work family conflict. Literature has shown the relationship between job demand and work-to-family/family-to-work conflict but what is not known is the impact of job demand on the success of women entrepreneurs in Lesotho. As a result, this study will examine the experiences of women entrepreneurs in Lesotho and how they handle their job demands and the implications on their success.

3.4.2.3 Cross Domain Perspective

In the work family literature, a cross domain has been used to explain how work-to-family conflict is related to family outcomes and how family-to-work conflict is related to work outcomes (Amstad, Meier, Fasel, Elfering & Semmer, 2011). According to the cross domain perspective, work-to-family conflict is mainly related to family variables (such as family distress and marital satisfaction) and less related to work-related variables while family-to-work conflict is significantly related to work variables (such as job distress and job satisfaction) and less related to family-related variables (Amstad, Meier, Fasel, Elfering & Semmer, 2011). In particular, job stressors and job involvement lead to work-to-family conflict, while family stressors and family involvement lead to family-to-work conflict (Nohe & Sonntag, 2014). Therefore, work-to-family conflict is assumed to stem from the work domain and family-to-work conflict is assumed to stem from the family domain (Nohe & Sonntag, 2014). For example, with time committed to work, Luk and Shaffer (2005) hypothesised the cross domain hypothesis between time committed to work and family-to-work conflict. Luk and Shaffer (2005) further explained that an increase in work time demands can create more chances for the family to interfere in this domain. This means

that less time dedicated to the family can cause employees to experience depletions of family resources thus resulting in an increased family-to-work conflict. In another instance, a cross domain hypothesis was also conducted on time committed to family. Researchers (Michel, Kotrba, Mitchelson, Clark & Baltes, 2011; Hargis, Kotrba, Zhdanova & Baltes, 2011; Boyar & Mosley, 2007; Byron, 2005) confirmed the cross domain effects of family involvement on work-to-family/family-to-work conflict. Family involvement was found as a positive significant predictor of work-to-family conflict and not a significant predictor of family-to-work conflict (Hargis, Kotrba, Zhdanova & Baltes, 2011). The motive behind cross domain relationships is that when the work role interferes with the family role, people will struggle in fulfilling demands in the family role. The difficulty of meeting the receiving role demands damages the benefit associated with the family domain of the receiving role (Frone, Russell & Cooper, 1992). Poggesi, Mari and De Vita (2017) found cross domain relationships between work stressors and family-to-work conflict. Results showed that as flexibility increases, the family demands of women entrepreneurs are easily met and also reduces family-to-work conflict. Work-to-family/family-to-work conflict has been well researched, as a result, understanding the cross domain perspective will lead to strategies being put in place to address the sources. Therefore, this study will examine the experiences of women entrepreneurs in Lesotho, the cross domain perspective and, the implications for their success.

Having looked at the antecedents of work family conflict in the section above, the consequences of work family conflict are outlined in the section below.

3.4.3 Outcomes/Consequences of Work Family Conflict

Literature suggests that both directions of work family conflict have unique consequences and that the strength of the relationship between the consequences of both directions is different (Faiz, 2015). Therefore, this study will focus on both work-specific consequences and family-specific consequences.

3.4.3.1 Work-Specific Outcomes

Researchers (Aryee, Ekkirala & Tan, 2005; Allen, Herst, Bruck & Sutton, 2000; Kossek & Ozeki, 1998; Thomas & Ganster, 1995) indicated that work-specific consequences of both directions of

work family conflict include: job dissatisfaction, increased job stress, increased absenteeism, job burnout, negative relationship with employees, decrease in productivity and decreased organisational commitment. Malik, Saif, Gomez, Khan, and Hussain (2010) indicated that these consequences often lead to the poor performance of employees. Some studies (Kossek & Ozeki, 1998; Thomas & Ganster, 1995) have found that both directions of work family conflict are positively associated with job and life dissatisfaction especially among women (Alam, Satta & Chaudhury, 2011; Ahmad, 1996). This study will focus on the following antecedents: job dissatisfaction, job burnout, and job stress.

3.4.3.1.1 Job dissatisfaction

Job dissatisfaction can be defined as a negative feeling that people have towards their jobs (Nwobia & Aljohani, 2017). Abbasi (2015) indicated that work overload can lead to stress which in turn results in job dissatisfaction. Picincu (2020) indicated that job dissatisfaction can lead to a high employee turnover rate and can also reduce employee work performance. Studies (Lenaghan, Buda & Eisner, 2007; Sumer & Knight, 2001) found that work family conflict can lead to job dissatisfaction. Researchers (Burke & El-Kot, 2010; Ryan & Sagas, 2009) also found that conflict can reduce people's satisfaction with their jobs, family, marriage, or life. Also, the work family conflict has further been found to be negatively related to job dissatisfaction as well as between work family conflict and family satisfaction (Aryee, 1992). Judge and Higgins (1999) indicated that individuals who are dissatisfied with their jobs do not consider their careers to be successful. Lastly, Narayanan and Savarimuthu (2015) observed that women entrepreneurs experienced dissatisfaction in their businesses due to the conflicting roles of work and family. Therefore, high levels of job dissatisfaction may negatively affect the performance of the business. As a result, this study will investigate the experiences of women entrepreneurs in Lesotho and job dissatisfaction as well as the implications for their success.

3.4.3.1.2 Job burnout

Burnout is a form of psychological fatigue that has an impact on people exposed to continuous pressure and negative workplace stress (Lavrenčič & Bukovec, 2014). Burnout causes disappointment and lack of motivation in people dedicated to their work (Sarianti, Fitria & Engriani, 2018). Entrepreneurs are not excluded from the concept of burnout because they are

mostly tied to their work characterised by an indefinite number of expectations and duties that they try to complete (Belaïd & Hamrouni, 2016). Most entrepreneurs are too involved in their businesses and ignore the significance of their well-being as the main source of business success (Belaïd & Hamrouni, 2016). Kollmann, Stoeckmann, and Kensbock (2018) mentioned that when people come across extensive job stressors, they struggle to recover and detach from their work even though in that situation they are in a particular need to recover. A lack of recovery in turn results in the decreased well-being and increased strain reactions (Kollmann, Stoeckmann & Kensbock, 2018). Researchers (Syrek, Weigelt, Peifer & Antoni, 2017; Hülshager, Lang, Depenbrock, Fehrmann, Zijlstra & Alberts, 2014) indicated that not being able to detach from work during non-work times can lead to continued psychophysiological activation and a high level of arousal which can cause individuals to struggle to fall asleep. More and more entrepreneurs around the globe experience burnout and ignoring it can cause entrepreneurs to doubt their commitment to entrepreneurial endeavours (Sheehan & St Jean, 2014). Mete, Ünal, and Bilen (2014) stated that in response to the demands of the work and family roles, entrepreneurs take on some roles and the burden of the roles causes stress and tension. The inability to achieve the expected requirements can lead to high levels of stress (Syrek, Weigelt, Peifer & Antoni, 2017; Smith & Mcelwee, 2011). Mete, Unal, and Bilen (2014) found a positive relationship between work family conflict and burnout. Mete, Ünal, and Bilen (2014) further explained that entrepreneurs who are unhappy with their jobs are more likely to experience conflicts in their families and the continued conflict may lead to burnout. Aerts (2017) found that entrepreneurs who experience work family conflict are more likely to experience burnout. Thus, this study will examine the experiences of women entrepreneurs in Lesotho on job burnout and the implications for their success.

3.4.3.1.3 Job stress

Stress is described as a relationship between the person and the environment that is considered as personally important and as challenging or exceeding resources for surviving (Folkman, 2013). Tahir (2016) indicated that people experience stress when there is an inconsistency between expectations and capabilities to meet job demands. From a resource perspective, entrepreneurs are expected to undertake several roles, but they have restrictions to their abilities (Arshi, Kamal, Burns, Tewari & Rao, 2020). Ebbers and Wijnberg (2017) clarified that entrepreneurs engage in

multiple tasks, which keep changing as businesses start growing. Engaging in numerous roles leads to a high job demand on entrepreneurs and reduces their performance abilities (Mathias & Williams, 2018; Lechat & Torrès, 2017). Entrepreneurs are also found to have an emotional connection with their businesses and any outcomes that are different from their expectations result in entrepreneurial stress (Mol, Ho & Pollack, 2018; Cardon, Gregoire, Stevens & Patel, 2013). Burns (2018) also indicated that entrepreneurs usually portray a desire for high achievement and when goals are unfulfilled, they experience entrepreneurial stress. The increased job demands of entrepreneurs reduce the quality of their social life (Jayawarna, Rouse & Kitching, 2013). Entrepreneurship requires full engagement and commitment in the business to meet different deadlines (Arshi, Kamal, Burns, Tewari & Rao, 2020). Researchers (Toyin, Gbadamosi, Mordi & Mordi, 2019; Overla, 2017) pointed out that entrepreneurs' autonomy and control related to an entrepreneurial career becomes affected when the social life weakens. This means that the time, energy and socialisation opportunities for entrepreneurs become limited and that also results in stress on the entrepreneurs' personal life which in turn also affects their businesses (Semerci, 2016; Nguyen & Sawang, 2016). Krause and Fetsch (2016) found that entrepreneurial stress causes conflict between entrepreneurs and their family members. Therefore, this study will examine the experiences of women entrepreneurs in Lesotho regarding job stress and the implications for their success.

This section above has focused on the work-related outcomes that include: job dissatisfaction, job burnout, and job stress. Through phenomenology, this study will investigate more of these antecedents and the implications they have on the success of businesses of women entrepreneurs in the context of Lesotho.

3.4.3.2 Family Specific outcomes

Family specific consequences of both directions of work family conflict include decreased marital satisfaction, increased family stress, decreased family satisfaction, decreased family well-being, and an unpleasant family climate (Al Talahin, Al-Raqqad, AlBourini & Al-Kateeb, 2017; Kukreja & Jyotsana, 2015; Carlson, Ferguson, Kacmar, Grzywacz & Whitten, 2011; Eby, Casper, Lockwood, Bordeaux & Brinley, 2005; Netemeyer, Boles & McMurrian, 1996; Duxburry &

Higgins, 1991). In this study, the following family specific outcomes will be discussed: family climate and marital dissatisfaction. Detailed explanations of these factors are provided below.

3.4.3.2.1 Family climate

The family climate was defined as a network of relationships in the family and the relations in the family environment (Al Talahin, Al-Raqqad, AlBourini & Al-Kateeb, 2017; Kukreja & Jyotsana, 2015). The family climate also involves the roles and levels of relationships in the family and the types of treatment used by parents in the upbringing and interconnection among family members in more than partial relationships (Al Talahin, Al-Raqqad, AlBourini & Al-Kateeb, 2017; Kukreja & Jyotsana, 2015). Sharma (2015) explained family climate as a network that provides forces and factors which engulf, play and surround the person. Family climate involves the overall climate in the family instead of single actions that affect behaviour. If there is a coldness in one area of the home climate, there will also be coldness in all areas of the home climate (Sharma, 2015). Al Talahin, Al-Raqqad, AlBourini, and Al-Kateeb (2017) further added that family climate refers to the stability and warmth which act as a person's support system when facing challenges in life. In the women entrepreneurship literature, family climate can be seen where families of women entrepreneurs become unhappy as a result of women failing to devote equal time to both their families and businesses. Such inconsistency between the woman entrepreneur and her surrounding environment can lead to conflict between work and family (Talreja, 2017). An unhappy family can finally lead to women experiencing family-to-work conflict. On the other hand, if there is a balance between the business and family roles, family harmony can be reinforced thus reduce family-to-work conflict for women entrepreneurs (Widmann, 2017). Also, the family climate was found to have a negative relationship with family-to-work conflict, as family climate increases, family-to-work conflict decreases (Michel, Kotrba, Mitchelson, Clark & Baltes, 2011). Therefore, when entrepreneurs transfer the unpleasant climate from their families to their businesses, then conflict will occur. Literature shows that family climate is believed to cause conflict, however, literature is silent on the impact that family climate has on the success of the business. As a result, this study will examine the experiences of women entrepreneurs in Lesotho when it comes to family climate and the implications for their success.

3.4.3.2.2 Marital dissatisfaction

Wulandari, Hamzah, and Abbas (2018) defined marital satisfaction as a sense of happiness and contentment in marriage. Anastasia (2008) also explained marital satisfaction as how married couples evaluate the state of their marital relationship; whether good, bad or satisfying during the marriage. In addition, marriage satisfaction greatly impacts the lives of spouses, as it brings happiness and peace (Jaenudin, Tahrir, Jasmine & Ramdani, 2020). However, Yeung, Chen, Lo, and Choi (2017) mentioned that if married couples fail to achieve satisfaction in marriage, they may experience marital dissatisfaction. Moreover, Oscharoff (2011) indicated that increased work-to-family/family-to-work conflict is related to a decrease in marital satisfaction. In a study by Rogers and Amato (2000), two samples of married individuals were compared with one group married between 1964 and 1980 (and interviewed in 1980) and another group married between 1981 and 1997 (and interviewed in 1997). The results of the study indicated that people in the 1997 group experienced more marital dissatisfaction than people in the 1980 group. Minnotte, Minnotte, and Bonstrom (2015) found that family-to-work conflict leads to a decrease in marital satisfaction. Other studies (Jaenudin, Tahrir, Jasmine & Ramdani, 2020; Wulandari, Hamzah & Abbas, 2018; Yucel, 2017) also found a negative relationship between marital satisfaction and both work-to-family and family-to-work conflict. In the entrepreneurship literature, entrepreneurship is a stressful career and the stress that entrepreneurs experience in the daily running of their businesses, together with the several roles that they have, results in conflict (Stephan, 2018). Also, not being able to fulfill their family responsibilities could further create problems that can lead to marital dissatisfaction (Wagner, Mosmann, Scheeren & Levandowski, 2019). Therefore, this study will investigate the experiences of marital dissatisfaction amongst women entrepreneurs in Lesotho and the implications for their success.

This section focused on the family-related outcomes of work family conflict that include: family climate and marital dissatisfaction. The next section presents work family enrichment.

3.5 WORK FAMILY ENRICHMENT

This section will focus on the forms, antecedents as well as consequences of family-to-work enrichment and work-to-family enrichment.

3.5.1 Forms/Dimensions of work family enrichment

A review of the literature shows that work family enrichment has two types: affective enrichment and instrumental enrichment (Marais, 2014).

3.5.1.1 Affective enrichment

Affective enrichment takes place when resources created in one role yield positive affect or emotion within the same domain, which then improves individual functioning in another domain (Hanson, Hammer & Colton, 2006; Wayne, Randel & Stevens, 2006; Greenhaus & Powell, 2006). Similarly, Wayne, Randel, and Stevens (2006) explained positive affect as the positive feeling that reflects positive moods, emotions, or attitudes. More specifically, high positive affect shows the extent to which an individual has high energy, feels enthusiastic, alert and also experiences a pleasurable mood (Pettit, Laird, Dodge, Bates & Criss, 2001). Greenhaus and Powell (2006) also indicated that affect involves emotions and moods related to particular events that can either be produced directly or indirectly. For instance, Greenhaus and Powell (2006) demonstrated that resources created in role A can directly influence positive affect in role B, or resources created in role A can improve the operations in role B, which then stimulates positive affect in the same role (Greenhaus & Powell, 2006). Rothbard (2001) indicated that through positive affect, paying more attention in one domain can be indirectly related to improved focus in another domain. In another case, Carlson, Kacmar, Wayne, and Grzywacz (2006) showed that a person in a positive mood when leaving work is more likely to respond in a positive, patient, and happy manner to his/her family members who can eventually improve his/her affect and functioning as a parent or spouse. Therefore, positive affect is a key aspect in the enrichment process (Greenhaus & Powell, 2006; Wayne, Randel, and Stevens, 2006; Powell & Greenhaus, 2006; Rothbard, 2001). Therefore, this study will examine how women entrepreneurs in Lesotho experience affective enrichment and the implications for the success of their businesses.

3.5.1.2 Instrumental enrichment

Instrumental enrichment happens when resources (e.g. skills, values, behaviours, and perspectives) obtained from one role directly enhance performance in another role (Greenhaus & Powell, 2006). Hanson, Hammer, and Colton (2006) added that the resources from one role have a positive impact on the performance in another role. As a result, a resource needs to be generated in Role A and

then effectively used in Role B for the instrumental path to promote work family enrichment (Powell & Greenhaus, 2006). In their research, Carlson, Kacmar, Wayne, and Grzywacz (2006) found that parents developed greater patience with their children which enabled them to have better relationships with other people in their workplaces. Other studies (Powell & Eddleston, 2013; Grzywacz, Carlson, Kacmar & Wayne, 2007; Ruderman, Ohlott, Panzer & King, 2002) found that multitasking skills obtained in the family roles of women entrepreneurs can be used to handle competing business demands while interpersonal communication can be used to successfully manage the business relationships with customers, employees, and suppliers. As a result, this study will examine how women entrepreneurs in Lesotho experience instrumental enrichment and the implications for the success of their businesses.

3.5.2 Antecedents of Work Family Enrichment

A study by Pino (2011) found out that 61% of women indicated that the positive experiences and involvements in their families help to increase their productivity levels in their businesses. Results from the same study disclosed that 40% of women entrepreneurs reported that the positive experiences they encountered in their families helped to improve their time management skills in their businesses. In a study by Xia (2015), 52% of women entrepreneurs indicated that their family roles helped them to effectively handle different tasks in their businesses. Another study by Kacmar, Crawford, Carlson, Ferguson, and Whitten (2014), revealed that 63% of female entrepreneurs showed that work and family resources play an important role in positive work family interaction. Likewise, in a study by Lakshmypriya and RamaKrishna (2016), 53% of women entrepreneurs interviewed stated that the experience of work family enrichment resulted in job satisfaction and commitment to their businesses. In a study conducted by Ugwu, Orjiakor, Enwereuzor, Onyedibe, and Ugwu (2016), women entrepreneurs mentioned that being in business resulted in financial gains from their businesses motivating them to continue being in business. Padovez-Cualheta, Borges, Camargo, and Tavares (2019) also found that women entrepreneurs experienced job satisfaction from running their businesses. A study by Krause and Fetsch (2019) found that being in business negatively affected the emotional well-being of women entrepreneurs, as they developed feelings of isolation.

This section will focus on the family domain antecedents and the work domain antecedents.

3.5.2.1 Family Domain Antecedents

Family related antecedents of work family enrichment to be discussed include core self-evaluations and home resources.

3.5.2.1.1 Core self-evaluations (CSE)

Core self-evaluations (CSE) can be explained as the essential evaluations that people make about their capabilities, competence, and wellness, which influence their perceptions, beliefs, actions, attitudes, and decisions (Bhargava & Baral, 2009; Judge, Locke & Durham, 1997). Core self-evaluations affect an individual's perception of engagement in numerous roles as either depleting or enriching (Bhargava & Baral, 2009). An assessment of literature indicates that core self-evaluations are a stable higher-order personality trait that consists of four personality dimensions: self-esteem, generalised self-efficacy, neuroticism, and locus of control (Omar, Salessi, Vaamonde & Urteaga, 2018). Judge, Bono, Erez, and Locke (2016) indicated that people with high CSE are known for facing new challenges and are also able to solve difficult tasks which enables them to gain new skills, experience positive moods and greater rewards in one domain (e.g., the workplace) and can be used in another domain (e.g., the family) thus increasing enrichment levels. Sahin, Pal, and Hughes (2020) found that CSE was positively related to work-to-family/family-to-work enrichment. Self-esteem is defined as the value that people attach to themselves as people. Generalised self-efficacy can be explained as the assessment of how well an individual can handle challenges in life. Neuroticism refers to the tendency to perceive life with a negative attitude and to focus on the negative features of the self. Locus of control denotes the perception that people have towards the control they have on the events that happen and affect their lives. Bhargava and Baral (2009) clarify that people with high core self-evaluations are more likely to identify new opportunities and try new problem solving strategies at work and experience success. Also, employees with high levels of core self-evaluations search for challenges, acquire new skills, face setbacks more effectively, take better advantage of opportunities, show positive moods and perspectives, and achieve a healthier balance between work and family (Moazami-Goodarzi, Nurmi, Mauno & Rantanen, 2015; Judge, Bono, Erez & Locke, 2005). Therefore, new perspectives and skills, confidence, positive moods, and rewards acquired in the work role may eventually be useful to the family domain (Bhargava & Baral, 2009). Consistent with previous

findings, researchers (Bhargava & Baral, 2009; Aryee, Ekkirala & Tan, 2005; Wayne, Musisca & Fleeson, 2004) established that core self-evaluations predict family-to-work enrichment.

Moreover, studies focusing on the interaction between core self-evaluations and work family enrichment are limited (Omar, Salessi, Vaamonde & Urteaga, 2018). In most cases, studies focus on the relationship between work family enrichment and some of the dimensions of core self-evaluations and not the concept as a whole (Omar, Salessi, Vaamonde & Urteaga, 2018). For instance, Michel and Clark (2013) found that neuroticism (one of the dimensions of core self-evaluations) and work family enrichment were significantly related. Boyar and Mosley (2007) only showed that high levels of core self-evaluations increase people's coping skills which eventually leads to work family enrichment. A cross-sectional study by Baral and Bhargava (2011) showed that high core self-evaluations were related to high work family enrichment. Karatepe and Demir (2014) reported that Turkish employees with positive core self-evaluations can successfully integrate their work and family roles. As a result, high levels of core self-evaluations can assist people to integrate their work and family activities which can, in turn, result in the improved performance of their businesses and families. Therefore, this study will further examine the experiences of core self-evaluations of women entrepreneurs in Lesotho and the implications they have on the success of their businesses.

3.5.2.1.2 Home resources

Home resources refer to the resources that help to reduce home demands and stimulate growth, and well-being in the home domain (Hakanen, Peeters & Perhoniemi, 2011). Similar to work resources, home resources include home autonomy, home support, and home-related developmental possibilities. Family-to-work enrichment was found to be a positive predictor of home resources (Hakanen, Peeters & Perhoniemi, 2011). This shows that when a person feels that family life enriches and improves the quality of the work role, there is more satisfaction in the family and more positive perceptions of support from family and friends (Hakanen, Peeters & Perhoniemi, 2011). Several studies (Baral & Bhargava, 2011; Karatepe & Bekteshi, 2008; Aryee, Ekkirala & Tan, 2005; Grzywacz & Marks, 2000) found that support from the family in the form of household chores and childcare is positively related to family-to-work enrichment. This means that support from home can enable people to dedicate more time and energy at work and to

participate in work activities without worrying (Baral & Bhargava, 2011). This can in turn result in an increase in business productivity as well as improve the success of the business. Hence, this study will examine the experiences of home resources amongst women entrepreneurs in Lesotho and the implications for their success.

3.5.2.2. Work Domain Antecedents

The work domain antecedents to be discussed in this section include creativity, patience, and emotional intelligence.

3.5.2.2.1 Creativity

Creativity can be defined as the entrepreneurs' capability to come up with fresh ideas in their business (Hameed, Djubair & Othman, 2017). Amabile (1988) and Young (1985) defined creativity as realising the individual abilities as well as integrating the logical side with the intuitive side. Ford and Harris (1992) view creativity as a deliberate and adjustable process that occurs in individuals. Fillis and Rentscher (2006) indicated that creativity emerges from the interface between an individual and the condition enabled by a suitable environment or climate. Creativity enables the entrepreneur to grab opportunities that come their way that can lead to the competitive advantage of their businesses (Shalley, Zhou & Oldham, 2004). It can also act as the basis of business growth, profitability, the invention as well as bringing a positive change to society (Bilton, 2007). Entrepreneurs think and view the world differently as they think outside of the box. They are never happy with the current situation and always think of fresh ways of doing things and how to improve them (Patel, 2017). Business creativity can lead to improved product quality and customer satisfaction (Fillis & Rentschler, 2010). Hence, creativity makes businesses stand out from their competitors as it helps to keep customers satisfied. Researchers (Kappel, 2017; Momotok, 2017) mentioned that when customers are satisfied, the business enjoys the following benefits: an increase in the customer base of the business, positive feedback, increase in revenue, brand awareness, and free advertising through word of mouth and other strategies. Prior studies (Limani, 2020; Knilans, 2017) found that good customer experience results in increased customer loyalty which ultimately leads to the success of the business. While creativity has been identified as one of the work-related antecedents of work family enrichment, this study

will examine the experiences of creativity amongst women entrepreneurs in Lesotho and its implications for their success.

3.5.2.2.2 Patience

Patience can be defined as being able to wait for a longer time in order to get big rewards at a later stage (Stephens & Stevens, 2008). Patience can also be seen as a tendency for a person to calmly wait even when they are frustrated or suffering (Schnitker, 2012). It is seen in regular activities such as waiting in traffic and in more important and long-term situations like parenting or handling a serious illness (Schnitker, 2012). Being entrepreneurially patient means that a person can distinguish between investing time and energy and wasting time and energy (Blasingame, 2014). Myers (2017) indicated that business success requires hard work and patience. Blasingame (2014) added that successful entrepreneurs are patient about achieving the ultimate goal of reaping the result of their hard work (Blasingame, 2014). Patience results in the success of business dealings, employee relations, and achieving the desired goals (Campbell, 2015). As a result, this study will examine the experiences of patience amongst women entrepreneurs in Lesotho and its implications for their success.

3.5.2.2.3 Emotional intelligence

Emotional intelligence is defined as being able to monitor and handle personal and other people's emotions, as well as controlling one's thinking and actions (McLaughlin, 2012). Prior studies (O'Boyle, Humphrey, Pollack, Hawver & Story, 2011; Van Rooy & Viswesvaran, 2004; Rozell, Pettijohn & Parker, 2002) show support for the relationship between emotional intelligence and workplace performance. The same studies found that job performance is positively related to high levels of emotional intelligence. Caruso and Salovey (2004) found a positive relationship between workers' emotional intelligence and their creativity and performance. Therefore, emotional intelligence contributes to workplace success because it influences people's abilities to succeed when managing environmental demands and pressures (McLaughlin, 2012). In the entrepreneurship literature, Zampetakis, Kafetsios, Bouranta, Dewett, and Moustakis (2009) asserted that people with high emotional intelligence have a greater disposition to proactivity which eventually enables entrepreneurial behaviour. Rhee and White (2007) affirmed that successful entrepreneurs are often people with high levels of emotional intelligence. Archana and

Kumari (2018) stated that emotional intelligence capabilities are important factors that influence the perceptions of becoming effective entrepreneurs. High levels of emotional intelligence enable people to build strong relationships, successfully lead and reach greater career success (McLaughlin, 2012).

Moreover, entrepreneurs with high emotional intelligence can form good working relationships with their business associates and customers because they can control their emotions when dealing with people of different personalities (Morgaine, 2020). For instance, when dealing with annoying customers or facing other business-related frustrations, emotionally intelligent entrepreneurs can control their emotions and avoid arguing with customers as that may worsen matters for them and their businesses. They instead choose to calmly handle tense situations and frustrating customers. As a result, being emotionally intelligent essentially strengthens entrepreneurs because they find it easy to do business with other people and do not run the risk of losing customers or isolating business contacts based on negative emotional outbursts (such as anger). Emotionally intelligent entrepreneurs find it easy to put their feelings aside and attend to what customers feel, need, and expect (Morgaine, 2020). Therefore, this study will examine the experiences of emotional intelligence amongst women entrepreneurs in Lesotho and the implications for their success.

3.5.3 Consequences of Work Family Enrichment

Studies (Amstad, Meier, Fasel, Elfering & Semmer, 2011; Allen, Herst, Bruck & Sutton, 2000) have been conducted on the outcomes of work family enrichment in both directions. These can be classified into work-related outcomes, non-work-related outcomes, and health or well-being outcomes (Crain & Hammer, 2013; McNall, Nicklin & Masuda, 2010). This study will focus more on the work specific outcomes.

3.5.3.1 Work-Specific Outcomes

A review of the literature suggests the following as the consequences of work-to-family enrichment: job satisfaction, turnover intention, job performance, personal satisfaction, and satisfaction with business development (Zhou & Bojica, 2017; Annor, 2016; McNall, Nicklin & Masuda, 2010; Bhargava & Baral, 2009). In this study, organisational commitment is the only work-related outcome to be discussed.

3.5.3.1.1 Organisational commitment

Organisational commitment has been defined as the attachment that people have towards a particular organisation (Singh & Onahring, 2019). Also, organisational commitment can be viewed as a person's connection to the business he or she owns (Bodjrenou, Xu & Bomboma, 2019). Organisational commitment has three components which include affective commitment, normative commitment, and continuous commitment (Tasnim & Singh, 2016). In the entrepreneurship context, affective commitment is characterised by the passion, personality, and values that entrepreneurs have. Normative commitment is described as the entrepreneurs' internalised customs, responsibility, and righteousness. Continuous commitment is influenced by the investments that entrepreneurs make in the project and the lack of alternatives. Singh and Onahring (2019) mentioned that organisational commitment is one of the key factors that contribute to the success of an organisation. Studies (Tasnim & Singh, 2016; De Clercq, Menzies, Diochon & Gasse, 2009; Fayolle, 2007; Schmidt & Calantone, 2002) have found that entrepreneurial commitment has a positive impact on the new venture formation, start-up performance as well as new product development. Organisational commitment in entrepreneurs helps to transform business ideas into operating businesses (Brodack & Sinell, 2017). Mishra and Bhatnagar (2019) indicated that work-to-family enrichment can lead to organisational commitment. Hamid and Ahmad (2015) found a positive relationship between work family enrichment and affective organisational commitments. Following the aforementioned points, it becomes important for this study to further investigate organisational commitment in women entrepreneurs and its implications on the success of their businesses in the context of Lesotho.

This section focused on the forms, antecedents as well as consequences of family-to-work enrichment and work-to-family enrichment. The types of work family enrichment discussed were affective enrichment and instrumental enrichment. The family-related antecedents of work family enrichment discussed included core self-evaluations and home resources. The work domain antecedents discussed in this section included creativity, patience, and emotional intelligence. The work-related outcome discussed is organisational commitment.

3.6 FAMILY SUPPORT

As explained in chapter one, family support refers to childcare or advice that family members provide to enable people to handle their daily tasks and operate as productive and responsible employees (Friesen, Brennan & Penn, 2008). Family support involves encouragement, advice, information, and help that can be used to improve a person's performance in the work domain thus reducing family-to-work conflict (Bhargava & Baral, 2009). Researchers (Neneh, 2017; Mari, Poggesi & De Vita, 2016; Cesaroni & Paoloni, 2016) indicated that family plays a key role in women's entrepreneurial engagements. It acts as both a source of resources and support and a source of responsibilities, limitations, and duties. Family support enhances the survival and growth of businesses owned by women (Teoh & Chong, 2008). The family also plays an important role in improving the performance of women entrepreneurs (Neneh, 2017; Mari, Poggesi & De Vita, 2016; Powell & Eddleston, 2013). Berrone, Gertel, Giuliadori, Bernard, and Meiners (2014) indicated that entrepreneurs who have high levels of family support become more successful. Similarly, people who receive family support are more likely to redirect their attention towards their work responsibilities and manage work pressures, which ultimately enhances the performance of their businesses (Karatepe & Bekteshi, 2008). Family support promotes the chances of business growth and survival through trust-building, information sharing, and joint problem-solving among family members, which also improves the performance of a business (Mari, Poggesi & De Vita, 2016; Welsh, Memili & Kaciak, 2016).

3.6.1 Types of family support

The family domain has been found to offer diverse forms of support to help the business domain (Welsh, Kaciak, Memili & Minialai, 2018; Neneh, 2018; Neneh, 2017; Mari, Poggesi & De Vita, 2016). Family helps in the development of businesses by providing financial, labour, emotional, psychological as well as physical resources (Welsh, Memili & Kaciak, 2016; Welsh, Kim, Memili & Kaciak, 2014; Collins, 2008). As indicated in a study by Abbas, Abrar, Saleem, and Iqbal (2016), 25.9% of women entrepreneurs affirmed that family support helped them in growing their business ventures. Statistics from a study by Imbaya (2012) revealed that 85% of women entrepreneurs affirmed that family support helped to improve the performance of their businesses. A study by Auch (2016) also demonstrated that 71% of women entrepreneurs admitted that having family members who are entrepreneurs helped in the smooth running of their businesses. In the

same study, 43% of women entrepreneurs stated that their family members helped in founding their businesses. Mari, Poggesi, and De Vita (2016) further pointed out that 76.2% of women entrepreneurs consider family support to be important in the performance of their businesses. Krause and Fetsch (2019) found that women entrepreneurs who have less support from their spouses experience an increase in the workload and a decrease in the productivity levels of their businesses.

Notwithstanding the general positive effect of family support on the performance of the business, the extreme involvement of family in a woman entrepreneur's matters can have negative outcomes (Welsh, Kaciak, Memili & Minialai, 2018; Welsh, Memili, & Kaciak, 2016). This can be caused by the legitimacy, over interference, and family members' authority in the business despite the fact that such family members provide support (Neneh, 2017). For instance, emotional support from family can raise false expectations where family members may think that they have a legitimate right to interfere with the business, thus reducing the business performance, especially in the less developed countries where family financial support is important (Welsh, Kaciak, Memili & Minialai, 2018). Decisions are often made only with the consent of the male head of the family since women are not considered as powerful figures in the workplace (Sullivan & Meek, 2012). In addition, Jennings and McDougald (2007) indicated that unsupportive family members do not offer any kind of support that can contribute towards the improved success of the business. Instead, they would rather choose to give the business profession a low significance in the family (Neneh, 2017). However, this study will focus on the following types of family support: instrumental support, emotional support, and financial and non-financial support.

3.6.1.1 Instrumental support

Instrumental support refers to concrete or material assistance provided by family members in the form of business information, business advice, and help with one's work (Wallace, 2005). In addition, instrumental support signifies the business advice, services, and tangible resources that can help when making business decisions (Welsh, Memili & Kaciak, 2016; Mari, Poggesi & De Vita, 2016). Family instrumental support is the main resource that has an impact on an individual's life and job satisfaction. Women entrepreneurs can access instrumental support through tangible resources, valuable information, and services by accepting criticism, feedback, and advice which

can help to advance their ability to appraise, discover and make use of business opportunities as well as improve their strategic decision making process (Klyver, Honig & Steffens, 2017; Davidsson & Honig, 2003). Kim, Longest, and Aldrich (2013) affirm that instrumental support grants entrepreneurs the assistance and information to use to effectively explain, understand and respond to the tasks and challenges faced during the business start-up phase. This is mainly important for most women as they lack formal training and access to support services before they start their businesses (Henning & Akoob, 2017). Klyver, Honig and Steffens (2017) added that instrumental support is important in the early and late stages of entrepreneurs' business emergence. Studies (Mari, Poggese & De Vita, 2016; Jennings & Brush, 2013; Powell & Eddleston, 2013) found that instrumental support and firm performance were positively related. Neneh (2017) found that instrumental support is positively related to firm performance. Hence, it becomes important for this study to investigate the experiences of the different types of instrumental support amongst women entrepreneurs in Lesotho and the implications for their success.

3.6.1.2 Emotional support

Emotional support refers to providing people with the feelings of support and being cared for (Wallace, 2005). Furthermore, researchers (Welsh, Memili & Kaciak, 2016; Mari, Poggese & De Vita, 2016) contributed by indicating that emotional support denotes the support given by family members in the form of inspiration that encourages the entrepreneurs to follow their entrepreneurial goals and to remain persistent and positive during tough business times. Examples of emotional support include concern for the welfare of each other, emphatic understanding and listening, affirmation of affection and advice (Hamid & Amin, 2014). Emotional support may include providing sympathy, affection and emphatic understanding and listening, advice to manage work family conflict, and concern for the welfare of one another (Mari, Poggese & De Vita, 2016; Welsh, Memili & Kaciak, 2016; Wallace, 2005). The understanding and inspiration showed by family members may improve the positive experience of entrepreneurs in managing the work family interface which can, in turn, result in work family balance (Shelton, 2006). Furthermore, emotional support may also create a sense of trust, closeness, and intimacy which eventually promotes a positive self-image for entrepreneurs (Hobfoll, Freedy, Lane & Geller, 1990). Emotional support from family members decreases negative experiences and has a positive impact on the life and job satisfaction of an individual (Hamid & Amin, 2014). Mari, Poggese, and De

Vita (2016) found no relationship between firm performance and emotional support. Neneh (2017) found that emotional, instrumental, and financial support were positively related to firm performance. Emotional support has been found to play a vital role in the businesses of women entrepreneurs, however, what needs to be further investigated is the possible implications of the presence/absence of emotional support on the success of their businesses in the context of Lesotho. Also, what has to be further examined is how women entrepreneurs in Lesotho experience emotional support and the implications it has on the success of their businesses.

3.6.1.3 Financial and non-financial support

Financial support refers to money needed for buying fixed assets and funding preliminary business operations and expenses of the entrepreneur in the earlier phases of the business (Welsh, Memili & Kaciak, 2016; Mari, Poggesi & De Vita, 2016). Financial support is important for the start-up and growth of a business. Because women commonly face financial constraints when starting their businesses compared to their male counterparts, women mostly make use of their savings and financial resources from their family members as start-up capital for their businesses (Su, Atmadja & Sharma, 2015; Powell & Eddleston, 2013). Family financial support may be valuable and indispensable for women entrepreneurs to be able to start and grow their businesses in such difficult conditions (Cetindamar, Gupta, Karadeniz & Egrican, 2012). Most women who receive financial support from their families do not stress about getting funding for their businesses and can therefore adequately dedicate their time and psychological involvement between the business and family business domains and hence reach higher levels of work life balance (Neneh, 2019). Mari, Poggesi and De Vita (2016) found a negative relationship between financial support and firm performance. On the other hand, family members can also offer the non-financial support that can help women entrepreneurs in the founding and operating of their businesses (Neneh, 2017; Mari, Poggesi & De Vita, 2016; Su, Atmadja & Sharma, 2015). Non-financial support can be understood in terms of the unpaid work that women receive from their families either in the business or domestic context (Chan, 2009). Non-financial support can enable women entrepreneurs, to maintain a work life balance because the energy and time devoted to the business or home responsibilities are equally shared and thus enables the women entrepreneurs to dedicate more time to their family or business duties (Neneh, 2019). As a result, it becomes important for

this study to investigate the experiences of financial and non-financial support amongst women entrepreneurs in Lesotho and the implications for their success.

In this section, the types of family support discussed included instrumental support, emotional support, and financial and non-financial support. The next section will focus on work life balance and its strategies.

3.7 WORK LIFE BALANCE (WLB)

Work life balance has been explained in different ways. According to Sanfilippo (2020), work family balance refers to an equilibrium state where an individual successfully manages their family and work responsibilities. Work life balance involves forming and upholding healthy and supportive work environments, to allow employees and their employers to balance their work and family duties hence strengthening the loyalty and productivity between the employee and employer (Dhas, 2015). Work life balance has also been denoted as engaging in the work and family roles with less conflict between the two roles (Sirgy & Lee, 2018). In addition, Benito-Osorio, Muñoz-Aguado, and Villar (2014) defined work life balance as the proper management and balance of work and family demands to avoid damaging the quality of work and to increase life satisfaction. Haar, Russo, Suñe, and Ollier-Malaterre (2014) proposed that work life balance should be linked to the proposition of Kossek, Valcour, and Lirio (2014), which shows work life balance as a general concept that is distinctive for each person depending on his or her life values, priorities and goals. This means that what can be seen as important in one person's life may not be found important in another person's life (Jayasingam, Lee & Zain, 2021). Essentially, a balance should be seen as a person's general satisfaction resulting from how they perform in numerous roles (Direnzo, Greenhaus & Weer, 2015). In this study, work life balance is viewed as being able to handle both family and business activities with less or no conflict in both the family and business roles.

Furthermore, achieving work life balance has also been related to higher family, job, and life satisfaction (Carlson & Kacmar, 2000). Moreover, individuals need to utilise flexible schedules between work and family responsibilities to maintain a healthy work life balance (Frame & Hartog, 2003). However, Kirkwood and Tootell (2008) stated that women entrepreneurs struggle to

achieve work life balance in practice and that entrepreneurship may not help to achieve work life balance. This results from the unbalanced distribution of childcare and other domestic duties (Kirkwood & Tootell, 2008). Achieving work life balance in the work domain leads to increased firm productivity and job satisfaction prevents burnout in the workplace and increases organisational commitment and role performance (Cegarra-Leiva, Sánchez-Vidal & Cegarra-Navarro, 2012; Magnini, 2009). Similarly, Guthrie and Murthy (2012) found that work life balance improves employee productivity which in turn positively affects the performance of a company. In family domains, work life balance increases family satisfaction and well-being (Koubova & Buchko, 2013). With regards to women entrepreneurs, they often undertake numerous roles in their businesses and families, which causes conflict as they have to simultaneously maintain a dual presence at work and home (Sullivan & Meek, 2012). This is because women act as the main caregivers in their families as well as entrepreneurs who contribute towards the survival and success of their businesses along with the well-being of their employees. Hence, it becomes important for them to maintain a balance between their family and business roles. Work life balance has been found to have three components namely: the time balance, the involvement balance, and the satisfaction balance (Greenhaus, Collins & Shaw, 2003). Time balance explains the time an individual devotes to their family and work roles. Involvement balance can be defined as a corresponding psychological involvement level that an individual commits to their family and work roles. Satisfaction balance refers to the equal satisfaction level that a person gets from their family and work roles. The value that women entrepreneurs attach to each of these roles will determine the work life balance level that they will maintain. Given that women have close relations with their families and also manage their family duties, different work life balance strategies are needed by women to balance their work and family domains.

3.7.1 Work Life Balance Strategies

In most business areas, a wider range of work life balance strategies are implemented (Benito-Osorio, Muñoz-Aguado & Villar, 2014). Chittenden and Ritchie (2011) indicated that work life balance strategies can be achieved through job flexibility, prioritising to reduce stress levels, taking care of the emotional, physical, and spiritual needs, and learning to ask for and receive help. In this study, the work life balance strategies are divided into segmentation and integration strategies. Integration and segmentation are terms used to explain the methods through which we compare

and contrast home and work roles (Allen, Cho & Meier, 2014). Segmentation is the extent to which aspects of each role (such as thoughts, concerns, and physical markers) are physically, cognitively, or behaviourally kept separate from one another (Kreiner, 2006). On the other hand, integration signifies the blending and merging of various aspects of work and home (Kreiner, 2006). Family and work roles can be arranged on a scale that ranges from high segmentation which is characterised by inflexible and impermeable role boundaries (e.g. having a nine-to-five job in the office, not allowing private calls during work time) to high integration which is characterised by flexible and permeable role boundaries (e.g. when carrying out and/or thinking about work tasks at home) (Allen, Cho & Meier, 2014). At full integration, there is no difference between what is work and what is home and the individual thinks and acts the same with all social partners (e.g., spouse, supervisors, friends) (Nippert-Eng, 1996). For instance, integrators find it easy to discuss work issues with their partners and share family stories with colleagues, whereas segmentors hate talking about work with partners and do not disclose any personal issues to colleagues (Allen, Cho & Meier, 2014). There are advantages and disadvantages related to both concepts: with integration, there can be an increase in role blurring, but it is also believed to easily facilitate the transition between work and family roles (Ashforth, Kreiner & Fugate, 2000). Segmentation assists the creation and maintenance of role boundaries and reduces role blurring (Allen, Cho & Meier, 2014). However, segmentation also creates challenges between role interruptions and transitions between roles (Allen, Cho & Meier, 2014).

3.7.1.1 Integration strategies

The integration strategies identified in this study are communication and work flexibility.

3.7.1.1.1 Communication

Communication involves reducing strain through talking to other people in a certain situation (Peregrino-Dartey, 2018). According to Shyam (2015), clear communication helps to avoid confusion among people. Therefore, people have to mind what they say as well as how they say it. Prior studies (Clark, Michel, Early & Baltes, 2014; Helmle, Botero & Seibold, 2014) found that effective communication between copreneurs enhances business performance and reduces work family conflict. Effective communication was also identified as the key factor that enables family businesses to handle conflicts (Leib & Zehrer, 2018). Also, when women entrepreneurs

communicate their needs to their business partners and employees, everyone knows exactly what they are expected to do and the work is completed on time. This also reduces the work stress of women entrepreneurs because they have more time to spend with their families based on their cleared schedules. Rehman and Roomi (2012) also found that mompreneurs communicate with their family members in achieving work life balance. This is because communicating with family can strengthen the existing relationship in the family. Once they communicate their needs to family members, it helps in terms of the schedules and specific duties they need assistance with, they will have more time to dedicate to their work, which reduces work conflict with family. In addition, communication can be considered as a behavioural tactic because the information obtained in one role (work) may be used in another role (family). Being able to communicate about work matters at home or family matters at work shows the permeable work role boundary (Allen, Cho & Meier., 2014). As a result, what needs to be further investigated are the experiences of women entrepreneurs in Lesotho with regards to the different types of communication strategies they use and the possible implications of communication on the success of their businesses.

3.7.1.1.2 Work flexibility

Work flexibility refers to the freedom that people have of choosing the time, place, and manner they prefer to work which aligns with their personal goals (Pahwa, 2019). Lambert, Marler, and Guetal (2008) defined flexible work arrangements as the freedom that employees and employers have to decide on the place and time that they work outside of the normal workday. Therefore, the resources (such as flexibility) that employees and employers gain in their work role may directly improve their parenting roles or indirectly lead to positive affect (such as high energy, enthusiasm, alertness) which may benefit the interactions of employees and employers with their families. Studies (Kinman & Jones, 2008; Kossek, Lautsch & Eaton, 2006) showed that work flexibility reduces the work-to-family conflict of employees. This is because an increase in work flexibility leads to an increased control over work situations which eventually reduces work-to-family conflict (Poggesi, Mari & De Vita, 2017). Researchers (Beutell & Schmeer, 2014; Byron, 2005) found that work-to-family conflict and family-to-work conflict were negatively related to flexibility. McNall, Nicklin, and Masuda (2010) pointed out that there is a negative relationship between flexibility and work-to-family/family-to-work conflict. This is because flexibility enables entrepreneurs to schedule their work tasks in line with their family responsibilities, thus reducing

work-to-family/family-to-work conflict (McNall, Nicklin & Masuda, 2010). Also, Annink and Dulk (2012) further showed that flexibility is more important for women entrepreneurs because it enables them to become breadwinners in their families and to also take care of their businesses. Work flexibility demonstrates flexible boundaries because the work or family schedule can be changed to accommodate activities in another domain. As a result, what needs to be further investigated are the experiences of different types of work flexibility schedules that women entrepreneurs in Lesotho use and the possible implications of work flexibility schedules on the success of their businesses.

3.7.1.2 Segmentation strategies

The segmentation strategies identified in this study include delegating and teamwork, time management, household help, and daycare and child transport.

3.7.1.2.1 Delegating and teamwork

Delegating is a key aspect of managing people (Hutchinson, 2018; Terblanche, Albertyn & Van Coller-Peter, 2018). Delegation can be defined as authorising another person or group of people to represent others (Bell & Bodie, 2012). Kumar and Arain (2018) proposed that employers should delegate work tasks to their employees as a way of reducing their work activities. Baltes and Clark (2015) also found that delegating helped to maintain the productivity levels of people and also reduced conflict between their work and family responsibilities. The findings of Somech and Drach-Zahavy (2017) revealed that delegation at work and home was negatively related to the work-to-family conflict. Peregrino-Dartey (2018) also found that copreneurs used delegation for handling the division of time between tasks, for handling personal work-to-family conflict, and for handling personal and couple-level family-to-work conflict.

On the other hand, a team refers to a group of people who jointly work to reach similar goals and to offer quality services (Sanyal & Hisam, 2018). In business, teamwork refers to the process where members of a partnership business or a joint venture or a private limited company coordinate and cooperate with one another (Amin, 2011). Teamwork increases the self-confidence, emotional security, and planning abilities of team members (Sanyal & Hisam, 2018). Sanyal and Hisam (2018) added that teamwork helps to create a healthy work environment with

effective agendas, creative activities, positive strategies, and values. Researchers (Middleton, 2019; Mukherjee, 2018) also stated that teamwork is essential to the growth and success of the business. Similarly, teamwork offers different perspectives and ideas which lead to better results (Calin, 2018). Amin (2011) also specified that working in a team helps to finish work on time and produce quality products. Moreover, people who delegate and work in teams support the use of behavioural boundaries as it involves getting help from other people to balance their work and family roles. Also, delegating and teamwork demonstrates permeable borders because it enables people to plan for their family activities while still in their businesses or vice versa. Therefore, what needs to be unearthed are the experiences of different delegation strategies that women entrepreneurs in Lesotho use and the implications of the delegation strategies on the success of their businesses.

3.7.1.2.2 Time management

Brindha, Saleem, Mahmood, and Kamran (2018) defined time management as the method of determining needs, setting goals to achieve the desired needs, prioritising and planning tasks needed to achieve these goals. In addition, time management consists of skills that make it easy to wisely use and regulate time. Time management can also be viewed as considering every minute, removing needless tasks, and highlighting the main nature of work (Goudarzi, Sheikhi & Kheir, 2012). Forsyth and Gelderen (2005) also defined time management as the procedures and results of approaches used by people to manage themselves concerning time, instead of managing the time itself. Macan's (1994) procedure model, recognised three main factors which lead to effective time management: setting goals and priorities; mechanics (including making lists and task time estimation), and preference for organisations. These three factors result in an individual's perceived control of time. The key section of this model is that it is a perceived control of time (as against some objective time usage type of measure) that results in positive outcomes. Time management is key in any kind of business especially for women who own businesses as it plays a significant role in the lives of women and enables them to coordinate different roles which involve being business owners, wives, and mothers (Smith, 2017). Furthermore, time management indicates the use of the temporal tactic to manage the work life interface as it enables individuals to separate their work and family tasks so that they do not affect each other. Also, people who use time management as their work life balance strategy have flexible borders as they manage their

business and family in a way that both roles get sufficient time. As a result, what needs to be examined are the experiences of different time management strategies that women entrepreneurs in Lesotho use and the implications of the time management strategies on the success of their businesses.

3.7.1.2.3 Domestic helper

A domestic worker is defined as a person who works in the employer's household and performs a range of household duties for a family or an individual (Nazir, 2011). These duties include childcare and care for elderly dependents, housekeeping, cooking, doing laundry and ironing, food shopping, and other house errands. Some domestic workers stay in the household where they work while others stay in their own accommodation (Nazir, 2011). Household work has always been regarded as the work that demeans a person's dignity (Rani & Saluja, 2017). It has always been the responsibility of the woman, wife, mother, daughter, or sister to handle the household activities and not expect to be paid (Rani & Saluja, 2017). In recent years, the growing demand for domestic helpers is influenced by the increasing number of women in the labour force, changes in the organisation of work and the intensification of work, lack of policies reconciling work and family life, the decline of state provision of care services, the feminisation of international migration and the aging of societies (International Labour Organisation (ILO), 2010). Rehman and Roomi (2012) explained that the involvement of family members and hiring domestic helpers is a successful work life balance strategy. Hiring domestic workers can be associated with the behavioural tactics of managing boundaries between family and work roles. People usually depend on the skills and availability of other people to reduce the imbalance between their work and family roles. When domestic workers are hired, they help to take care of household work which then makes it easy for homeowners to have more time to focus on their businesses. Also, the availability of domestic workers shows flexible borders because people can focus more on their businesses. Therefore, this study needs to examine the experiences of different types of household management strategies that women entrepreneurs in Lesotho use and the implications of the household management strategies on the success of their businesses.

3.7.1.2.4 Daycare and child transport

A daycare is a place that provides child care where parents pay to take their children while they go

to work (Cambridge Dictionary, 2019; Bayless, 2019). Some daycare centers agree to short, hour-by-hour care, but the majority of them offer half or full daycare that consists of meals, naps, activities, and perhaps day trips (Bayless, 2019). In addition, daycares can also offer children a good chance of learning for their social development with other children. Daycares can be for non-profit or may charge monthly fees that differ based on the place and type of care offered (Bayless, 2019; Salustri, 2015). As a result, taking children to daycares and using school buses to take children to school are social role anticipations that can help women entrepreneurs to maintain a balance between their business and family life (Ahl, 2006). Using daycares and child transport shows the behavioural tactics that people use as they depend on the availability of other people to reduce the conflict between their work and family roles. Taking children to daycares and also using school buses to transport children to and from school enables people to have more time for their businesses. Also, taking children to daycares and transporting children using school buses demonstrates flexible borders because people can focus more on their businesses. Hence, what is needed is to examine the experiences of different types of daycare and child transport strategies that women entrepreneurs in Lesotho use and the implications of the daycare and child transport strategies on the success of their businesses.

This section focused on the integration and segmentation strategies. The integration strategies included communication and work flexibility while the segmentation strategies included delegating and teamwork, time management, household help as well as daycare and child transport.

3.8 CHAPTER SUMMRY

This chapter focused on the definition of work family issues followed by the theories of work family issues. These theories included the role theory, boundary theory, border theory, spillover theory, conservation of resources theory, family embeddedness theory as well as social network theory. The chapter further looked at the types of work family conflict which women entrepreneurs experienced which included time based, strain based and behaviour based conflict. Time based conflict happens due to the hours that women spend at work and the limited amount of time they can spend at home or vice versa. Strain based conflict occurs due to conflict that is experienced between work and family roles. Behaviour based conflict happens due to the role transitions that

women are expected to make between their work and family roles. The work and family-related antecedents of work-to-family/family-to-work conflict were also discussed. The family-related antecedents included family involvement, parental demand, time committed to family, personality, and family climate. The work-related antecedents of work-to-family/family-to-work conflict included time commitment to work, job involvement, and job demand. In addition, the consequences of work family conflict were also discussed and were classified into work and family-related consequences. The work-related consequences included job dissatisfaction, job burnout, and job stress. Family-related consequences included family climate, marital and family dissatisfaction.

Furthermore, this chapter presented the types of work-to-family/family-to-work enrichment which included affective enrichment and instrumental enrichment. The family-related antecedents of work family enrichment discussed included core self-evaluations and home resources. The work domain antecedents discussed in this section included creativity, patience, and emotional intelligence. The work-related outcome discussed was organisational commitment. Moreover, types of family support were discussed which included instrumental support, emotional support, and financial and non-financial support. Lastly, the chapter focused on the work life balance strategies which are the integration and segmentation strategies. The integration strategies included communication and work flexibility while the segmentation strategies included delegating and teamwork, time management, household help, and daycare, and child transport.

The research methodology used to collect and analyse the data in this study is discussed in the next chapter.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 INTRODUCTION

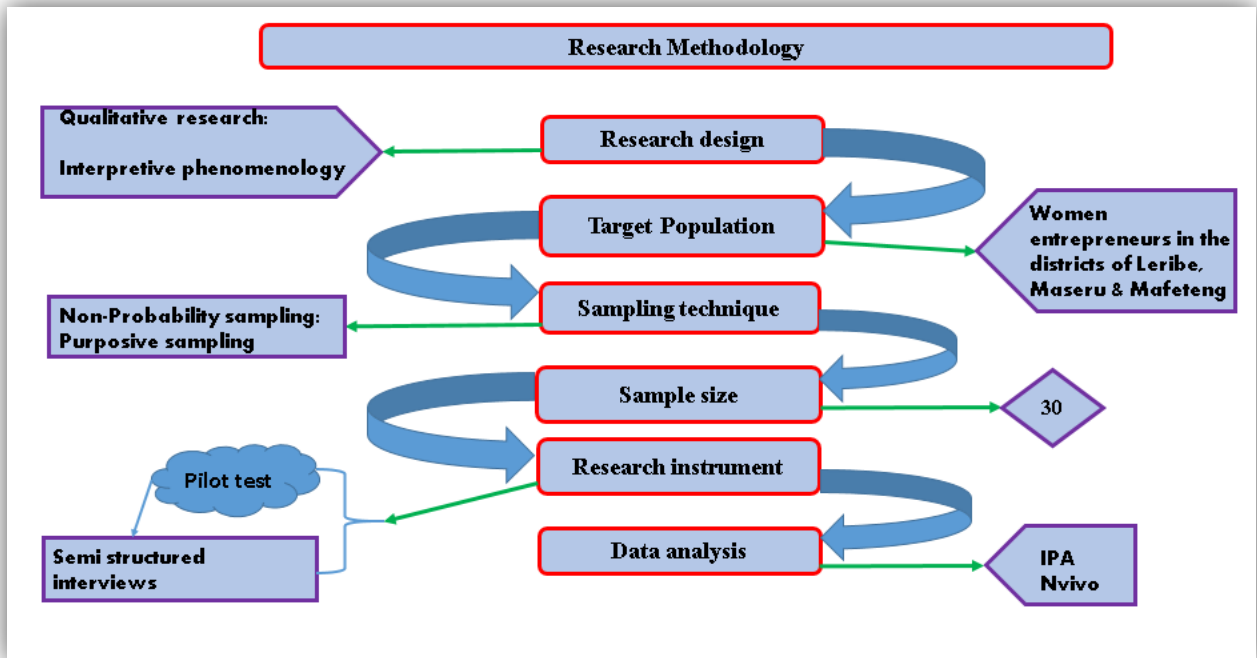
This chapter focuses on the research methodology that was used in this study. First of all, the research design is discussed followed by the target population. In the next step, the process of the sampling technique is explained followed by the sample size selection. Also, the data collection method used in this study is explained together with the data analysis. The limitation of the study, ethical considerations, as well as the reliability and validity of the study, are also discussed in the last sections of this chapter.

4.2 RESEARCH METHODOLOGY

4.2.1 Research methodology

Badu (2017) defined research methodology as the method used to collect research data in order to achieve the objectives of a study. Research methodology explains the research process and focuses on the research tools used (Rajasekar, Philominathan & Chinnathambi, 2013). This section explains the approach and methodology used in this research. Figure 4.1 below illustrates the research methodology of this study.

Figure 4.1: Research methodology for this study



Source: Adopted in this study

4.2.2 Research design

The research design can be described as the in which the researcher chooses to consistently incorporate different study elements so that the research problem is well addressed (Swaen, 2017). There are three types of research design that can be used to conduct research: quantitative, qualitative, and mixed research methods (Gray, 2014; Creswell, 2014).

4.2.2.1 Quantitative approach

Quantitative research is a systematic process used to gather and statistically analyse information that has been measured by an instrument. It examines the relationship among variables which are measured with instruments to analyse numbered data using statistical procedures (Sauro, 2013; Pathak, Jena & Kalra, 2013; Borbasi & Jackson, 2012). Govender (2013) indicated that quantitative research focuses on the systematic measurement, statistical analysis, and methods of experimenting things that can be counted. Govender (2013) further stated that quantitative research is a process that is systematic and objective that uses numerical data only from a selected subgroup of a population to generalise the findings to the population being studied.

4.2.2.2 Mixed methods approach

Mixed methods research is an approach that integrates both quantitative and qualitative approaches using different designs that may involve philosophical assumptions and theoretical frameworks (Creswell, 2014). It guides the direction of the data collection and analysis and the mixture of the qualitative and quantitative data in a single study or a series of studies. It is based on the fact that using a combination of the quantitative and qualitative approaches provides a better understanding of the research problems than using either of the approaches independently (Molina-Azorin, 2016; Cameron, 2015).

4.2.2.3 Qualitative approach

Qualitative research is an approach that individuals or groups use to examine and understand the social or human problem (Creswell, 2014). Researchers (Crossman, 2016; McNeil, 2015) also stated that qualitative research contains fieldwork where the researcher observes and records the behaviour and events in their natural setting. Crossman (2016) further explained that in qualitative research, the researcher physically goes to the people's setting or a site to observe the subject as it normally and naturally occurs or behaves. A qualitative approach focuses on non-numeric data (Pathak, Jena & Kalra, 2013). As indicated by Merriam (2009), qualitative researchers are fascinated by understanding how people narrate and interpret their personal experiences. Similarly, the current study adopted a qualitative approach to understanding how women entrepreneurs explain and interpret their lived experiences (Gray, 2014; Pathak, Jena & Kalra, 2013). According to Creswell (2007), five common qualitative approaches include narrative, a grounded theory, ethnography, case study, and phenomenology as demonstrated in Table 4.1 below.

Table 4.1: Qualitative Research Approaches

Approach	Types of Approach	Unit	Origin discipline (s)	Purpose
Narrative	Biography, autobiography, life history, oral history	Traditional, a single individual	Humanities and social sciences, including anthropology, literature, history, psychology and sociology	To explore the life of the individual
Phenomenology	Hermeneutical, Transcendental. Describing what all participants have in common as they experience a phenomenon	Several individuals	Psychology and philosophy	To understand the essence of the experience
Grounded Theory	Systematic, Constructivist. To generate or discover a theory	Several individuals' experiences	Sociology	To develop a theory grounded in data from the field
Ethnography	Confessional, life history, autoethnography, feminist ethnography, ethnographic novels, realist ethnography, critical ethnography	Entire cultural group	Anthropology and sociology	To describe and interpret a culture sharing group
Case Study	Single instrumental case study, collective case study, intrinsic case study	One issue, through one or more cases in a bounded system	Human and social sciences, and applied areas, i.e.: evaluation research	To develop an in-depth description of a case or cases

Source: Adapted from Creswell, J. W. (2007). *A qualitative inquiry and research design: Choosing among five approaches* (2nded). Thousand Oaks, CA: Sage

From the qualitative approaches listed above, the current study will use phenomenology.

4.2.2.3.1 Phenomenology

Phenomenology is defined by Schutz (1970), as the reality symbolised in an individual's experiences. The phenomenological analysis mainly focuses on understanding the type of lived experiences daily (Creswell, 2013). Phenomenological research examines the humanity of being in the world (Bergum, 1991). It also focuses on everyday life which results in practical information of thoughtful action (Bergum, 1991). Benner (1985) added that phenomenology goes beyond the issues of the taken-for-granted life and exposes the significance of the daily practice without changing or destroying anything. Phenomenology allows an understanding of an individual's world in the same way as it is experienced (Van Manen, 1990). Therefore, a person creates and experiences their world in the environment they live in. Smith (1998) further emphasised that phenomenology is a method of studying the existence in the world. As a result, the experiences of work family issues of women entrepreneurs are their experiences in their world. This study aimed to assess how women entrepreneurs in Lesotho uniquely experience work family issues and how it affects their success. In this sense, phenomenology can be understood as a qualitative research method that strives to understand the participant's experiences from the participant's perspective (Gray, 2014). Similarly, phenomenology consists of two types, the interpretive and descriptive phenomenological approaches (Smith, Flowers & Larkin, 2009).

4.2.2.3.1.1 Descriptive Phenomenology

Descriptive phenomenology explains a lived experience without giving meaning to it (Smith, Flowers & Larkin, 2009). Descriptive phenomenology focuses on getting information from the general perspective of social understanding and not the participant's perspective (Berglund, 2007). This approach expects the researcher's experiences to be kept out of the research (Tuohy, Cooney, Dowling, Murphy & Sixsmith, 2013; Finlay, 2009). A review of literature by Charlick, Pincombe, McKellar, and Fielder (2016) indicated that Husserl's influence in IPA involves the process of going back to and reflecting on the phenomenon itself instead of trying to fix the experience in predefined categories. The authors further indicated bracketing as another influence of Husserl in IPA which is done when leaving aside a previous case to look at a new case.

4.2.2.3.1.2 Interpretive Phenomenology

The interpretive phenomenology by Heidegger concentrates on an individual's lived experience and how individuals interpret that experience (Smith, Flowers & Larkin, 2009). A review of literature by Charlick, Pincombe, McKellar, and Fielder (2016) shows that interpretive phenomenology helps to understand more of people's lived experiences and how they interpret their personal experiences. In addition, interpretive phenomenology emphasises that there is no knowledge without the necessary interpretation. Heidegger (1962) proposed that knowledge of the lived world only occurs by interpreting the world of things, people, relationships, and language. This is because people cannot step out of the world they are already engaged in. This means that the researchers may notice the participants' experiences and eventually end up viewing the phenomenon from the participants' standpoint because researchers can never completely share the same experiences as participants (Smith, Flowers & Larkin, 2009). Therefore, engaging with the world always unfolds, proposing that the interpretation unfolds in the same way for both the researcher and the participant. A story develops and becomes interpreted by both the participant and the researcher.

This study used the interpretive phenomenological qualitative research design to assess and interpret the meaning of the lived experiences of women entrepreneurs in Lesotho from their standpoint. Women entrepreneurs in Lesotho described their experiences as “women” and their experience of living as “women entrepreneurs in Lesotho” (Sharkey, 2001). The researcher unearthed how work family issues (i.e. work-to-family conflict, family-to-work conflict, work-to-family enrichment, family-to-work enrichment) and family support interact to enhance the success of women entrepreneurs in Lesotho.

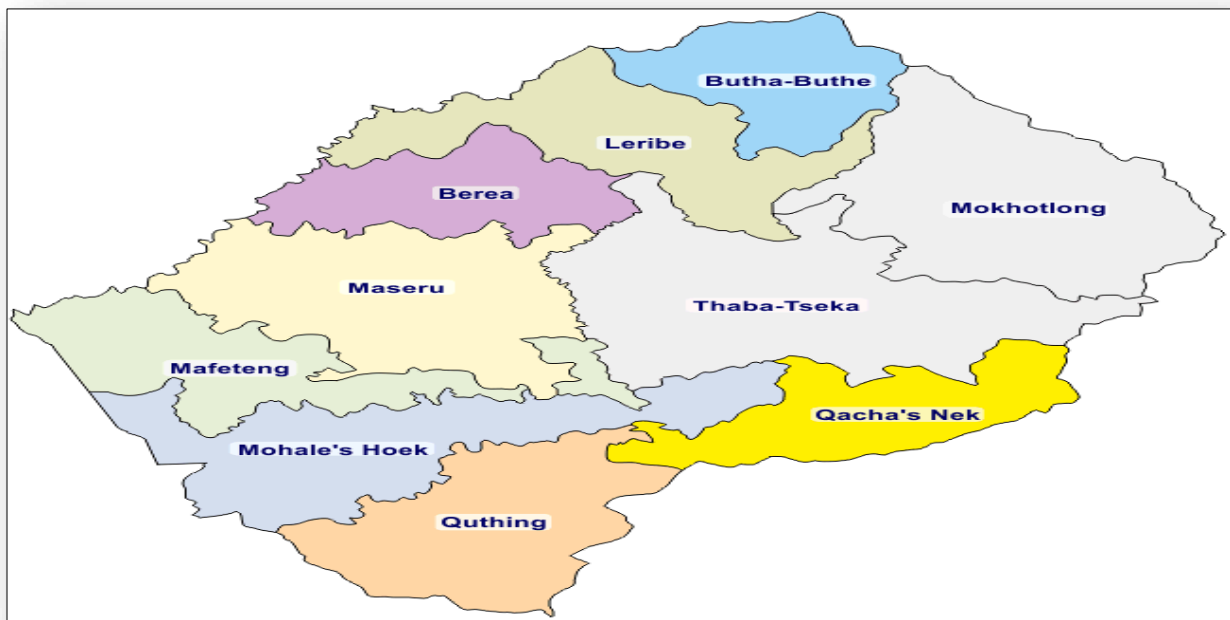
4.2.3 Population and sample

A population is defined as a group of people of interest for a specific study that a researcher wishes to study (Explorable, 2018). This study used women entrepreneurs in Lesotho as the population of the study. Lesotho is a country with 10 districts and each district has urban, semi-urban, and rural areas (BBC News, 2018). Out of the ten districts, only women entrepreneurs in three districts (Leribe, Maseru, and Mafeteng) were approached. This study only focused on these three districts because they represent the urban, semi-urban, and rural areas and are more economically active

than the other seven districts of Lesotho. Also, these three districts helped to determine how the experiences of women entrepreneurs differ across the urban, semi urban, and rural areas of Lesotho.

The geographical locations of the districts used in the study are shown in figure 4.2 below.

Figure 4.2: Administrative districts of Lesotho



Source: Molapo (2005)

4.2.4 Sampling technique

Cherry (2018a) described a sample as a subgroup of a population that is used to embody the whole group. Qureshi (2016) added that a sample represents a group of individuals which the researchers will use in the course of their study. Daniel (2012) defined sampling as the process of choosing the study participants. The sampling approach to be used by the researcher is predetermined by the objectives, research questions, and designs as well as available resources to complete the study (Emmel, 2013).

Moreover, there are two types of sampling design namely: probability and non-probability sampling techniques. A probability sampling technique is one in which each element of the population has equal probabilities of being selected. Non-probability sampling is a sampling technique in which each element in the population does not have equal probabilities of selection (Etikan, Musa & Alkassim, 2016). Tables 4.2 and 4.3 below depict the different types of probability and non-probability sampling techniques.

Table 4.2: Probability sampling methods

Probability sampling methods				
Type	Characteristics	Method	Benefits	Drawback
Simple random sampling	<ul style="list-style-type: none"> -Every element has an equal chance of being selected. -Exhaustive lists of elements are essential. -Elements are selected randomly. 	<ul style="list-style-type: none"> -Exhaustive list of elements is produced. -Each element is allotted a number. -Numbers are randomly selected through the lottery method or using a computer-generated random table. 	<ul style="list-style-type: none"> -Omits the chance of systematic errors and sampling biases -Representative sample is produced. 	<ul style="list-style-type: none"> -Difficult for a very large population. -Potentially uneconomical to achieve. -Can be disruptive to isolate members from a group. -Time-scale may be too long, data/sample could change.
Systematic, interval sampling	<ul style="list-style-type: none"> -Elements are selected at a regular interval (may be time, order, or space). -Exhaustive list may or may not be required. -Is used when a homogenous population is grouped within itself. 	<ul style="list-style-type: none"> -In the case where the lists are available, the lists are compiled to form a single list where each element is given a number to select an appropriate interval. - N^* is divided by n^{**}; number obtained by 	<ul style="list-style-type: none"> -Ensures the extension of the sample to the whole population -Makes it possible to get a probable sample where the list of elements cannot be produced. 	<ul style="list-style-type: none"> -If the existing grouping is biased in some way the sample may not be representative and may be difficult to apply for a very large population.

		<p>this division (say k) is the size of interval first an element is selected at random and then every k^{th} element from the first selection is included in the sample.</p>		
<p>Stratified random sampling</p>	<p>-Is used when a population is heterogeneous</p>	<p>-First, the population is divided into homogenous subgroups called strata. -Then elements are randomly selected from each stratum.</p>	<p>-Ensures a representative sample for a heterogeneous population</p>	<p>-It requires more resources in terms of time and efforts -If the variable used for making strata is not appropriate depending on the research, the whole working may be done in vain.</p>
<p>Cluster random sampling</p>	<p>-Is used when the target population is homogenous but is spread over a wide geographical region. -Instead of elements, clusters are randomly selected. -A cluster is defined as a group of elements residing together in one geographical region.</p>	<p>-First, the population is divided into clusters. -Each cluster is allotted a number. -Then the decided number of clusters is selected randomly.</p>	<p>-Makes the probability sampling possible for a large population.</p>	<p>-There is a possibility of systematic error if the selected clusters fail to capture the characteristic diversity of the target population. - The sample cannot be claimed to be representative of the population.</p>

<p>Multistage random sampling</p>	<p>-It can be defined as sampling within the sample. -Two or more probability sampling techniques are combined. -First, a sample is extracted randomly and then from the selected sample, another sample is extracted. - Thus to reach a final sample, there are at least two stages.</p>	<p>-First the target population is divided into clusters. -Clusters are randomly selected out of the selected clusters. -There may be a formation of clusters or strata (in case of heterogeneity of population). -Now a random selection of clusters is done/ or there occurs a selection of elements from each stratum. -The final units selected are investigated.</p>	<p>-A representative sample is produced for a population that is spread over a wide geographical region and is also heterogeneous.</p>	<p>-If the characteristic criterion used for the formation of strata at any stage is not appropriate, the sample cannot be representative of the population. -If also there occurs a systematic error in the selection of clusters, the results would not be generalised.</p>
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Table 4.3: Non-Probability sampling methods

Non-probability sampling methods				
Type	Characteristics	Method	Benefits	Disadvantage
Volunteer Sampling	Participants self-select for the researcher.	-The researcher makes an announcement about his/her research. -Interested people approach the researcher.	-It helps in gathering a big quantity of data in a very short time with small effort.	-The sample is not representative of the population as the people who come to the researcher are those who already have an interest in the topic.
Convenience sampling	-The elements of The population that is easy or convenient to approach is selected. -It is used when the target population is defined in terms of a very broad category. -For example, men, women, college students, businessmen, etc.	-Any member of the target population who is available at that moment is approached and is asked for participation in the research.	-It is easy, inexpensive and takes little effort.	-It is subjected to sampling biases and systematic errors.
Purposive sampling	-It is not a mutually exclusive category of the sampling technique rather all the techniques other than the aforementioned are purposive.	- The participants are selected with a purpose. -In other words, not just any available person can be included but only those who are available on the condition that they meet the criteria.	-Ensures balance of group sizes when multiple groups are to be selected.	-Samples are not easily defensible as being representative of populations due to the potential subjectivity of the researcher.

Quota sampling	-It is used when population is heterogeneous.	- Heterogeneous population is divided into homogenous sub groups. -A quota for each subgroup is set.	-It captures the characteristic diversity of the population. -Ensures the representation from minority groups.	-Sampling biases are possible to occur.
Snowball sampling	-It is used when the target population is not readily available and difficult to approach.	-First approached participant is asked to refer to the others. -The next one is asked to refer to another and so on.	-It makes it possible to approach a rarely available population.	-Systematic errors are likely to occur because of chain networking.
Matched Sampling	-Is used in experimental researches. -A pair of two matched elements is selected.	-One element is judged to be a part of the research. -Then, another element is explored that resembles the first one on a variety of variables important for the research is explored.	-It provides a controlled group for the experiment.	- The two elements must be matched on every possible influencing factor so that it may be claimed that the intervention and not something else has produced the change.

Source: Adapted from (Alvi, 2016:49; Omona, 2013)

In this study, the purposive sampling method was used to collect data. The purposive sampling method involves intentionally choosing participants based on the qualities that participants have (Etikan, Musa & Alkassim, 2016). The purposive sampling focuses on gaining a deeper understanding of a particular field of the study and the participants do not represent a larger group (Creswell, 2013). Therefore, to get access to women entrepreneurs, the researcher obtained a list from the Basotho Enterprises Development Corporation (BEDCO) that had the telephone and

email contacts of women-owned businesses. These women entrepreneurs were members of the most important women entrepreneurship associations in the three districts of Lesotho. The researcher used women entrepreneurs from different associations to reach a high number of women entrepreneurs and to also avoid the single source bias. After that, the purposive sampling method was used to select women entrepreneurs from different business sectors and sizes in the districts of Leribe, Maseru, and Mafeteng.

The sample size in qualitative research depends on the researcher's decision and the research requirements (Emmel, 2013). For instance, Dworkin (2012) indicated that a sample size of a good qualitative sample usually consists of between 5 and 50 interviews. A sample size of 20 to 30 participants for a phenomenological study was also proposed by (Creswell, 1998). A review by Gentles, Charles, Ploeg, and McKibbin (2015) recommended that more than 30 participants should be interviewed for a phenomenological study. Previous studies (Creswell, 2013; Leedy & Ormrod, 2005) proposed interviewing between 5 and 25 respondents in a phenomenological study to enable the researcher to get the lived experiences of participants. Similarly, a review of 25 phenomenology-based Ph.D. studies reviewed by Mason (2010) showed that the mean and median sample used was 20 while the minimum was 7 and the maximum was 89. Following prior studies (Gentles, Charles, Ploeg, and McKibbin, 2015; Creswell, 2013; Mason, 2010; Leedy & Ormrod, 2005) and the need to have a representative sample of women entrepreneurs in Lesotho, the present study used a sample of 30 women entrepreneurs which was considered enough to achieve saturation. This made the sample very comparable to other Ph.D. studies and thus sufficient for this study.

The criteria for selecting participants in the study were: women of all ages, married or otherwise, with or without children, of different business types and sizes, including both well-established and newly established businesses. Also, women entrepreneurs were expected to have a financial stake and an active role in their businesses. 14 women entrepreneurs in the district of Maseru were approached and 5 women entrepreneurs were approached in the district of Leribe because these districts are both in urban and semi-urban areas. On the other hand, only 11 women entrepreneurs were approached in the district of Mafeteng to get the different experiences of women entrepreneurs even from the rural areas. The researcher took the telephone contacts of women

entrepreneurs who agreed to take part in the study and scheduled the interview date and time with them. The interviews were scheduled through phone calls, emails, and in person.

4.2.5 Pilot test

A pilot study is a smaller segment of the main study that is used to check whether the components of the main study can all work together (Resnik, 2017; Lancaster, 2015). Lancaster (2015) further added that pilot studies can only be used to create an idea that there will be a trend towards meaning that provides support for bigger studies. Linyiru (2015) emphasised that a pilot test is necessary for the reliability and validity test instruments of the study. In this study, the researcher conducted a small pilot study on 15 respondents in each of the three districts (Leribe, Maseru, and Mafeteng) to determine the level of understanding of the questions asked to participants before the actual interviews were conducted. The interviews took place at the business sites of the respondents and were tape-recorded to make sure that the tape recorder was correctly used. As the researcher personally conducted interviews by herself, the pilot test was done to also boost the researcher's confidence level and ensure that the researcher was familiar with qualitative data collection and analysis.

4.2.6 Data collection

Data collection is a procedure that involves organising and gathering data required to answer the research problem (Kadam, Shaika & Parab, 2013). This study used both primary and secondary data.

4.2.6.1 Primary data

Primary data is data obtained straight from individuals, objects, or processes (Anastasia, 2017; Grimsley, 2016). The primary data in this study was collected through semi structured, face-to-face interviews (Jha, 2017; Paradis, O'Brien, Nimmon, Bandiera & Martimianakis, 2016).

4.2.6.1.1 Interviews

Interviews are defined as a discussion among two or more people from whom information is needed after having a conversation (Woods, 2015). In a similar vein, Kumar (2014) adds that the interview is the oral discussion between two people to collect relevant research information. The

current study used semi structured, face-to-face interviews to gather information because they are more of conversations than questions with prearranged answers (Jamshed, 2014). Semi structured interviews are interviews that enable participants to respond to open-ended questions (Amaechi, 2016). In a semi structured interview, the researcher and the participant engaged in a formal discussion. After selecting the research design and methods, the researcher designed an interview scheduled ahead of the actual interviews (Creswell, 2013). Moreover, the face-to-face interaction of the researcher and participants created the chance to sufficiently explain the study and lay the foundation for successful participant involvement (Simpson-Cosimano, 2010). Also, face-to-face interviews gave the researcher a chance to use prompts and probes to explain key concepts and extend the account to produce rich data.

Furthermore, the interview schedule contained open-ended questions related to the experiences of work family issues of women entrepreneurs in Lesotho (Silverman, 2013:199). Open-ended questions were used in interviews to enable respondents to answer questions in their own words and to get people's ideas about how things should be done (Silverman, 2013; Davis, 2012). During the interviews, the researcher used appropriate verbal and non-verbal feedback to indicate that she was paying attention during the interview (Creswell, 2013). Each interview was recorded on a digital recorder and kept in a Universal Serial Bus (USB) device. The interview recordings were transcribed soon after the interviews were conducted. This was done to ensure that the sentiments and emotions contained in the interviews were accurately encapsulated and reported. Interviews were audio-recorded to enable the researcher to listen to them and identify relevant themes at a later stage during data analysis. All interviews were conducted in Sesotho, which is the participants' home language, then translated to English. Each interview lasted for about 1 to 2 hours and also depended on how much each participant was willing to share. The interview questions were divided into nine sections that were grounded on the theory and literature in this research. Each section contained open-ended questions. Also, the researcher wrote a paper and went to a conference, then the feedback from the conference paper was used to effect the changes in the interview guide. The interview guide can be seen in appendix 1.

4.2.6.2 Secondary data

Academics (Anastatia, 2017; Grimsley, 2016) define secondary data as data that was gathered by someone else besides the study being conducted. Grimsley (2016) further indicated that secondary data is also used when it is found to have some relevance and utility for the research being conducted. Secondary data is mostly used because it is readily available (Desta, 2015). In this study, secondary data was obtained from articles, journals, textbooks, dissertations, internet sources, and other research documents.

4.2.6.3 Research setting

Oosthuizen (2016) defined the research setting as the place where the data is to be collected. In this study, interviews were conducted in the business premises of women entrepreneurs in the three districts (Leribe, Maseru, and Mafeteng). Since the businesses of women entrepreneurs were in urban, semi-urban, and rural locations, this was done to allow the participants to take part in the study in the comfort of their businesses.

4.2.7 Data analysis

Data analysis can be defined as a method of scrutinising, cleaning, changing, and amending data to reach definite inferences in research (Kalpesh, 2013). It is a significant phase of research as it enables the researchers to come up with explanations of different concepts, models, demonstrating theories, and reaching conclusions (Kalpesh, 2013). The data analysis was based on “what women entrepreneurs had experienced and how they experienced it” (Creswell, 2013:79). Since the study focuses on the interpretive phenomenological design, the data was analysed using the well-known interpretive phenomenological analysis (IPA) (Smith & Osborn, 2015; Pietkiewicz & Smith, 2012). This enabled the researcher to carefully pay attention to participants’ words. It also created an opportunity for descriptions of experiences from the perspective of participants to be naturally revealed (Quest, 2014).

4.2.7.1 Interpretive phenomenological analysis

Interpretative Phenomenological Analysis (IPA) is a qualitative approach to understanding participants’ lived experiences to describe what a topic is like for them within a specific context (Callary, Rathwell & Young, 2015:63; Palmer, Fadden, Larkin & de Visser, 2010). In addition,

IPA extends a simple explanation and makes participants' lived experiences understandable by developing an interpretative analysis of the description about the cultural, social, and theoretical contexts (Callary, Rathwell & Young, 2015). As a result, the researcher provides a descriptive version of the participants' experiences (Larkin, Watts & Clifton, 2008). Palmer, Fadden, Larkin, and de Visser (2010) further explained that IPA is mostly used in individual interviews and also concentrates on getting more clarity of people's experiences from their perspectives. In IPA, four key steps are followed to analyse the data. The first step is looking for themes in the first case, the second step is connecting the themes; the third is the clustering of themes, while the fourth step involves continuing the analysis with other cases. The fourth step happens in two ways. The first approach is to use the themes that emerged from the first case as the basis for the identification of themes in the subsequent cases, while the second approach is to keep the first case aside and work independently in the subsequent cases to identify other themes. Moreover, IPA is mostly used for individual interviews for several reasons. First of all, IPA allows participants to narrate their stories, thoughts, and feelings about their personal experiences of the certain issue being discussed (Smith, 2004). This clarifies the approach's graphical obligations, allowing for the development of a good relationship and for one person's understanding to be considerably examined in detail (Palmer, Fadden, Larkin & de Visser, 2010). Similarly, because IPA principally focuses on the observational claims and concerns of the participant instead of focusing on discursive action, interviews generally narrow the scope of the communicative action to a conversation between one researcher and one respondent (Palmer, Fadden, Larkin & de Visser, 2010). This does not suggest that the remaining social communication elements are insignificant, but it makes them more controllable and thus simply allows for an observational focus to remain vital (Palmer, Fadden, Larkin & de Visser, 2010).

In this study, after the interviews were completed the data analysis process happened in four major steps which included: exploring data sources (transcript), refining software-generated themes, reviewing software-generated themes, and manually coding the study's related themes. In exploring data sources (transcripts), the transcripts were read several times to ensure that the researcher captured participants' most significant information without misreading it (Silverman, 2013). To ensure accuracy during the interpretation of the interviews, the researcher paid attention to the interview audio while reading the transcriptions (Silverman, 2013). The non-verbal

language data collected in the memo was also included in the data transcripts to add more richness to the transcripts. After the transcription process was completed, the transcripts were then imported into NVivo 12 and Nvivo Plus for coding. When refining software-generated themes, the transcripts were imported into Nvivo 12 and Nvivo Plus, to conduct auto coding where the themes were identified by the software. Using the themes identified by the software, more meaning was given to the themes. During this process, notes were made of themes mostly relevant to the study. When reviewing software-generated themes, the researcher looked at the software-produced themes and came up with themes aligned with the conceptual framework of the study. As explained by Terre-Blanche, Durrheim, and Kelly (2006), themes naturally arise from the data however, they should also be linked to the research question. The themes were stored in nodes. After the themes were created, subthemes were also created for each main theme. Thereafter, the researcher manually coded the study-related themes. For each main theme, the subtheme was created by reading the software-produced themes and manually aligned them to the context of the current study. Therefore, themes emerged from the lived experiences of women entrepreneurs explaining their work family issues and linked with the literature and theory that explains their work family experiences.

4.3 ETHICAL CONSIDERATION

Cherry (2018b) indicated that ethics are important research components. As a result, researchers need to maintain certain elements to comply with the ethical considerations as stated by (Kumar, 2014). In this study the following ethical issues were considered:

4.3.1 Data storage

All electronic information was stored on a password-protected computer. Future use of the stored data was subject to further Research Ethics Review and approval, as it may be applicable. The hard copies were destroyed by burning them and electronic data to be deleted five years after the study was completed.

4.3.2 Confidentiality and Privacy

The researcher maintained a high level of confidentiality with the information provided by participants. Participants' names were not recorded anywhere so that no one would be able to

connect the participants' answers to the individual's names. Pseudonyms were used in analysing the participants' responses. The data was only accessible to the researcher, the study supervisor, and the ethics committee, who maintained confidentiality according to the guidelines of the research ethics. Besides fulfilling the doctorate requirements, the data collected was used for journal articles, conference presentations, and other publications, but their personal information was not disclosed. Participants were also not allowed to provide their names, names of businesses, or contact addresses on the consent forms that they signed.

4.3.3 Informed Consent

Informed consent was gained by getting permission from the participants as they were approached to take part in the study. The researcher ensured that participants understood the purpose of the study. Written consent forms were obtained and signed by potential participants to show their willingness to participate in the study.

4.3.4 Protecting the respondents from exploitation and harm

During the research process, the researcher created a comfortable environment for the participants. An honest relationship between the respondent and the researcher was established to gain trust between the two parties. The researcher protected the respondents from any kind of harm or exploitation. The participants' emotions were carefully handled when asked questions that could hurt the participants in any way. The researcher gave the respondents the freedom not to answer any questions whenever they felt some discomforts in the research process. Any undue stress for the participants was also prevented. The researcher also assured participants that the information they had provided to the researcher would not be used against them.

4.3.5 Voluntary participation and information disclosure

The voluntary participation principle states that respondents should not be forced into participating in the study. Participants have the right to decide whether to take part in the study without suffering any punishment (Yogi, 2015). So, only those who agreed to participate in the study were interviewed. Individuals who did not wish to take part in the study were not forced in any way. Respondents were also told that participation was voluntary and that they would freely withdraw from the research process at any point. Information disclosure means the researcher has fully

explained the nature of the study and the person's right to refuse participation. Voluntary participation is dependent on information disclosure (Yogi, 2015). The researcher explained the aim and purpose of the study, the type of interview, and other data collection procedures with the participants. Moreover, the researcher sought permission to obtain a list of participants' personal information from private sector organisations. Also, the researcher asked the private sector organisations to seek permission from participants to collect, use or disclose their personal information.

4.3.6 Right to withdraw

In the current study, participants were given the right to withdraw from the study and also informed that they had the right to withdraw their results from the study at any time. This was done to ensure that participants did not feel pressured into continuing with the study. Also, giving the participants the right to withdraw from the study prevented the participants from feeling ashamed of their results.

4.3.7 Respect for participants

The researcher ensured that research was conducted with respect for all groups of participants in the study irrespective of age, religion, culture, and political affiliation.

4.3.8 The anticipated inconvenience of taking part in the study

The nature of the study did not pose high risks to participants. However, the study resulted in time inconveniences and loss of work time for participants. To avoid this, the researcher ensured that interviews were conducted at the most convenient time and place for the participants. Participants were requested to indicate the times for the interviews that did not inconvenience their daily schedules. The researcher fitted the interviews into convenient time and space for the participants. Furthermore, there was a possible risk of possible unfulfilled expectations, especially those who thought that in sharing their experiences the study would address their problems. For those and other expectations that could only emerge at the point of an interview, the researcher made it clear from the beginning that the study had no instant solutions to some of the issues that could arise, but it would make recommendations upon analysing the findings, in which case relevant authorities could or could not adopt for implementation.

4.3.9 Payment or any incentive for participating in the study

Participants were told that taking part in the study was voluntary. Therefore, there were no specific rewards given to participants who took part in this study.

4.4 VALIDITY AND RELIABILITY

Ritchie, Lewis, Nicholls, and Ormston (2013) elucidated that reliability and validity describe the strength of data in research. Ritchie, Lewis, Nicholls, and Ormston (2013) clarified that reliability refers to the dependability, replicability, or consistency of the research data. On the other hand, validity guarantees the credibility and trustworthiness of data in research (Yin, 2014). In this study, Yardley's (2000) criteria were used to ensure the credibility of the research both in terms of technique and interpretation and that the results accurately represented the lived experiences of women entrepreneurs (Lannan, 2015). Therefore, Yardley's (2000) four principles for validity and reliability that were used in this study included: sensitivity to context, commitment, and rigour, transparency, and coherence as well as impact and importance.

4.4.1 Sensitivity to context

Sensitivity to context refers to the elements that include the research methodology, the method followed, and the epistemological position of the researcher, that inform the research (Barber, 2016). According to Yardley (2000), a good qualitative research has to portray sensitivity to context. This can happen in numerous ways such as assessing relevant literature, including knowledge of previous studies and analytic methods and the socio-cultural setting of the participants and researcher, and the ethical context. Barber (2016) added that the value and sophistication of the analysis presented needs careful attention to detail as it involves unearthing the facts that may lie within the observations and findings of the study. In this study, sensitivity to context was seen in the review of the literature on women entrepreneurship and work family issues. It was also seen in the links drawn between the research questions and the research methodology of the study. Sensitivity to context was also considered by paying attention to whether it would be easy for women entrepreneurs to open up about their work family experiences.

4.4.2 Commitment and rigour

Commitment refers to the level of engagement with the topic which includes the individual experience with the topic (O'Moore, 2014). Commitment to the research was demonstrated through the researcher's effort to familiarise herself with women entrepreneurship and work family issues throughout the study and sustain it through regular academic supervision. The researcher's supervisor challenged the researcher's thoughts and experiences about the study where necessary. The supervisor also examined and gave feedback on the final study report. O'Moore (2014) stated that commitment also has to be relevant to participants. In this study, the commitment was demonstrated through the care taken during the interview process and in the analysis phase where the researcher used the participants' own words as much as possible. The researcher also included more detail, context, and emotion to allow the reader to fully understand the experiences of work family issues and success in women entrepreneurs (Creswell, 2007). On the other hand, rigour refers to the careful collection and analysis of the sample data used in the study (O'Moore, 2014). Rigour was established through in-depth interviews which were conducted to comply with interpretive phenomenology, which emphasises the participants' world. The in-depth analyses and presentations of the data were undertaken to fully explain the experiences of women entrepreneurs as proposed by (Smith, Flowers & Larkin, 2009). Commitment and rigour along with the relevance of the sample size, are considered to lead to 'completeness' of the data collection and analysis processes (Barber, 2016).

4.4.3 Transparency and coherence

Transparency relates to how clearly written are the stages of the research process (O'Moore, 2014). Transparency was established by thoroughly explaining the research methods and analysis of the study. Also, the supervisor and the qualitative research expert provided feedback to the researcher after examining the general methodology, transcripts, and data themes to achieve more transparency of the results obtained in this study. Furthermore, transparency was also achieved by clearly stating the limitations of the study. On the other hand, coherence can be described as the link between the research question and the research method (O'Moore, 2014). The researcher's transparency in describing the steps taken in the research process enabled the reader to determine the coherence of this study.

4.4.4 Impact and importance

Researchers (Smith, Flowers & Larkin, 2009; Yardley, 2000) affirmed that the real test of validity does not depend on the reliability of the study, but on whether it has clearly articulated its methods and whether it accurately presents useful, engaging as well as important information and knowledge. The impact and importance of this study were achieved by explaining how work family issues interact to enhance the success of women entrepreneurs.

4.5 CHAPTER SUMMARY

This chapter examined the research methodology to be used in collecting and analysing the data needed to answer the research objectives. The methodology was discussed using the following steps: research design, target population, sampling technique, sample size, research instrument, and data analysis. The types of research design, namely qualitative, quantitative and mixed, research designs were discussed. The sampling method used to identify respondents was the purposive sampling method. Data was collected through the use of semi structured face-to-face interviews which consisted of open-ended questions. The data obtained from the respondents were analysed through the Nvivo software. Lastly, the chapter discussed the ethical considerations as well as the reliability and validity of the study.

The following chapter provides an analysis of the data and the research findings.

CHAPTER FIVE

FINDINGS AND INTERPRETATIONS

5.1 INTRODUCTION

This chapter presents the results/findings of this study as generated from the data collection process in line with the problem statement and research objectives. In this study, data was collected through interviews. During the data analysis, the themes identified were aligned with the components of the conceptual framework of this study.

5.2 DEMOGRAPHIC PROFILE OF PARTICIPANTS

This section discusses the demographics of women entrepreneurs that took part in this study. The demographics include the participant's age, level of education, the size and age of the business, marital status, number and age of children as well as the type of business. Table 5.1 below provides the summary of the demographics of the participants selected for the study. This information enabled the researcher to demonstrate the context of the work family experiences of women entrepreneurs that took part in this study.

Table 5.1: Demographic profile of women entrepreneurs

Participant	Age	Education	Firm size & age	Marital status	Number & age of children	Type of business
Participant 1- Maseru	26 years old	Form E	No employees (business started at the age of 8/9 years)	Not married	Does not have children	Street vending (Fruits)
Participant 2-Maseru	35 years old	Form D	3-4 years (no employees)	Married	2 children (8 & 5 years old)	Street vending (Sells clothes)
Participant 3-Maseru	40 years old	Diploma in Pharmacy Technician	10 years (2 employees)	Married	2 children (15 & 9 years)	Pharmacy

Participant 4-Maseru	65 years old	Standard 4	More than 20 years (no employees)	Not married	1 child (45 years old)	Street vending (eggs & plastics)
Participant 5-Mafeteng	38 years old	Diploma in Business Studies	More than 10 years (no employees)	Married	1 child (10 years old)	Salon, crafts hats & sometimes tailors clothes
Participant 6-Mafeteng	64 years old	Standard 7	More than 30 years (no employees)	Married	1 child (22 years old)	Farming
Participant 7-Mafeteng	70 years old	Primary level	More than 40 years (no employees)	Married	2 children (40 & 50 years old)	Street vending (Baking cakes, selling popcorn, producing aloe vera juice & aloe vaseline, rosaries & knitted scarfs & shoes)
Participant 8-Mafeteng	26 years old	Form E	13 months (no employees)	Divorced	1 child (4 years old)	Beverages & cosmetics (Produces rosehip juice, prickly pear juice, and aloe vaselines)
Participant 9-Mafeteng	64 years old	Junior Certificate	More than 20 years (no employees)	Widowed	5 children (all grown up)	Farming
Participant 10-Leribe	40 years old	Form C	10 years (no employees)	Married	2 children (21 & 15 years old)	Tailoring
Participant 11-Leribe	50 years old	Form E & Certificate in Fashion Design	More than 20 years (no employees)	Married	2 children (19 & 14 years old)	Tailoring
Participant 12-Leribe	45 years old	Form C	10-15 years (no employees)	Divorced	3 children (15, 12 &)	Tailoring

					7 years old)	
Participant 13-Leribe	33 years old	Form E & various short courses	9 years (4 employees)	Married	2 children (9 & 8 years old)	Tailoring
Participant 14-Leribe	31 years old	Diploma in Fashion design	4 years (no employees)	Not married	2 children (4 & 2 years old)	Tailoring
Participant 15-Mafeteng	29 years old	Degree in Education	10 months (2 employees)	Not married	Does not have children	Cosmetics (Manufactures perfumes)
Participant 16-Mafeteng	34 years old	Degree in Tourism Management	4 years (2 employees)	Married	Does not have children	Vegetables, pig & chicken farm
Participant 17-Mafeteng	41 years old	Form C	14 years (no employees)	Widowed	2 children (18 & 6 years old)	Tailoring
Participant 18-Mafeteng	37 years old	Form E	> 10 years (3 employees)	Married	3 children (8,4 & 2 years old)	Fast food
Participant 19-Mafeteng	46 years old	Standard 7	28-29 years (no employees)	Married	3 children (25, 20 & 8 years old)	Tailoring
Participant 20-Mafeteng	44 years old	Form C	18 years (no employees)	Divorced	1 child (13 years old)	Dressmaking
Participant 21-Maseru	34 years old	Form C	5 years (no employees)	Married	1 child (8 years old)	Salon
Participant 22-Maseru	43 years old	Certificate in business studies	8 years (4 employees)	Not married	2 children (10 & 6 years old)	Shop & bar
Participant 23-Maseru	35 years old	Diploma in Fashion design	3 years (no employees)	Divorced	2 children (11 & 3 years)	Boutique
Participant 24-Maseru	30 years old	Masters degree in Finance	3 months (no employees)	Not married	Does not have children	Sells perfumes,

						hand lotions & lip balms
Participant 25-Maseru	28 years old	Form E	4 years (1 employee)	Widowed	1 child (6 years)	Snack bar
Participant 26-Maseru	32 years old	Form E	2 years (no employees)	Married	2 children (7 & 4 years old)	Salon
Participant 27-Maseru	35 years old	Diploma in Fashion design	5 years (no employees)	Married	2 children (6 & 5 years)	Tailoring
Participant 28-Maseru	40 years old	Diploma in Adult education & business management	7 years (no employees)	Married	3 children (15, 10 & 5 years old)	Poultry
Participant 29-Maseru	39 years old	Diploma in Agriculture	6 years (4 employees)	Married	2 children (9 & 4 years)	Vegetables farm
Participant 30-Maseru	26 years old	Form E	2 years (no employees)	Not married	1 child (2 years old)	Beading

Results from table 5.1 above show that 30 women entrepreneurs participated in this study, 14 of them were from the district of Maseru, 11 were from Mafeteng and five were from Leribe. From the interviews conducted, four women were between the ages of 18 and 28 years old, 13 women were between 29 and 39 years old, nine women were between 40 and 50 years old and four women were between 62 and 72 years old. With regards to their marital status, 16 of them were married, four were divorced, three were widowed and seven were not married. Regarding their level of education, four of them had ended school at primary level, six of them had ended school at the secondary level, seven of them only completed their high school and did not further their studies while 13 of them had tertiary education. Concerning the number of children, four women did not have children, eight women had one child each, 13 women had two children, four women had three children and one woman had five children. Regarding the age of children, four women had toddlers (1-3 years), eight women had preschool children (4-5 years), 16 women had grade-schoolers (6-12 years), eight women had teen children (13-18 years), three women had children

who were young adults (19-21 years) and five women had children who were adults (22 years and above). Concerning the business age, 12 women had been in business for not more than five years; six women had been in business for about six to ten years; four of them had been in business for about 11 to 15 years, two of them had been in business for about 16 to 20 years while six of them had been in business for 20 years and above.

The Micro, Small, and Medium Enterprises (MSMEs) policy for Lesotho indicates that micro businesses consist of fewer than three employees including the business owner. Small businesses consisted of three to nine employees including the business owner, and medium-size businesses consist of ten to forty-nine employees including the business owner (Ministry of Trade, Industry, Cooperatives and Marketing (MTICM), 2008). Therefore, women who participated in this study owned micro and small businesses. For micro businesses, 22 women had one employee and one woman had two employees in her business. With regards to small businesses, three women had three employees, one woman had four employees and three women had five employees. Women entrepreneurs in Lesotho were involved in the following types of businesses: nine women were in tailoring, five women were in farming (poultry, vegetables, piggery), three women were in the salon/hairdressing business, four women were in street vending (food, fruit, clothing, eggs, plastics, selling cakes, etc.), one woman was in the pharmacy sector, two women were in the cosmetics business, two women were in the snack bar/fast food business, one woman-owned a boutique, one woman was in handcrafting, one woman had a shop and bar and one woman was in the beverages industry.

Table 5.2: Frequency table by location

Location	Number of Participants
Maseru	14
Mafeteng	11
Leribe	5
Total	30

Table 5.3: Frequency table by business line

Line of Business	Number of Participants
Beading	1
Beverages & cosmetics	1
Boutique	1
Cosmetics	2
Farming	5
Fast food	1
Pharmacy	1
Salon	2
Salon,craft hats & tailoring	1
Shop & bar	1
Snack bar	1
Street Vending	4
Tailoring	9
Total	30

Tables 5.2 presents a summarised frequency table of the participants by location while table 5.3 presents a summarised frequency table of the participants by business line. The next section presents the analysis of the themes and subthemes that emerged in this study.

5.3 PRESENTATION OF THE THEMES

In the following subsections, seven key themes that emerged from the data analysis and the associated labels that emerged under each theme will be discussed. The themes include business motivation, work family conflict, challenges, work family enrichment, family support, work life balance strategies, and success. Each theme is presented and interpreted in line with the participants' narrative. Participants' narratives are presented as quotations to highlight their own words and the important information as narrated by them. The main themes and labels are summarised in table 5.4 below.

Table 5.4: Themes and subthemes from women entrepreneurs

Theme	Label
5. 3.1 BUSINESS MOTIVES	
5.3.1.1 Push factors	5.3.1.1.1 Hunger and poverty reduction 5.3.1.1.2 Unemployment
5.3.1.2 Pull factors	5.3.1.2.1 Copreneurship 5.3.1.2.2 Passion 5.3.1.2.3 Family background and role models 5.3.1.2.4 Low cost of entry
5.3.1.3 Mixed pull and push factors	5.3.1.3.1 Autonomy
5.3.2 WORK FAMILY CONFLICT	
5.3.2.1 Time based conflict	5.3.2.1.1 Working hours 5.3.2.1.2 Household work
5.3.2.2 Strain based conflict	5.3.2.2.1 Fatigue
5.3.2.3 Behaviour based conflict	5.3.3.3.1 Trust issues
5.3.2.4 Consequences of work family conflict	5.3.3.4.1 Loss of income 5.3.3.4.2 Decrease in productivity 5.3.3.4.3 Business exit intentions
5.3.3 WORK FAMILY ENRICHMENT	
5.3.3.1 Instrumental enrichment	5.3.3.1.1 Patience 5.3.3.1.2 Decision making abilities 5.3.3.1.3 Creativity 5.3.3.1.4 Humility
5.3.3.2 Affective enrichment	5.3.3.2.1 Happiness
5.3.3.3 Consequences of work family enrichment	5.3.3.3.1 Job and family satisfaction
5.3.4 CHALLENGES	
	5.3.4.1 Business expense 5.3.4.2 Employee theft 5.3.4.3 Competition 5.3.4.4 Credit sale strategies
5.3.5 FAMILY SUPPORT	
	5.3.5.1 Financial and non-financial support 5.3.5.2 Emotional support 5.3.5.3 Instrumental support
5.3.6 WORK LIFE BALANCE STRATEGIES	

5.3.6.1 Integration strategies	5.3.6.1.1 Communication 5.3.6.1.2 Work flexibility
5.3.6.2 Segmentation strategies	5.3.6.1 Household management
5.3.6.3 Mixed integration and segmentation	5.3.6.3.1 Delegating 5.3.6.3.2 Time management
5.3.7 SUCCESS	
5.3.7.1 Factors of success	5.3.7.1.1 Financial literacy 5.3.7.1.2 Hardworking
5.3.7.2 Perceptions of success	5.3.7.2.1 Growth 5.3.7.2.2 Satisfaction 5.3.7.2.3 Financial performance 5.3.7.2.4 Provision of family or community needs

5.3.1 BUSINESS MOTIVES

The women entrepreneurs interviewed in this study have reported different reasons for starting their businesses. These reasons are grouped into the push and pull factors and the combination of the pull and push factors. The summarised frequency of the factors the motivated women entrepreneurs to be in business is shown in table 5.5.

Table 5.5: Summarised frequency table of business motives

BUSINESS MOTIVES	Factor	Number of times subthemes were mentioned	Frequency	% of occurrences
Push factors	Hunger and poverty reduction	P29	1	5.6
	Unemployment	P12 & P16	2	11.1
Pull factors	Copreneurship	P6 & P9	2	11.1
	Passion	P3, P13 & P21	3	16.7
	Family background and role models	P1, P7, P8 & P15	4	22.2
	Low cost of entry	P16 & P28	2	11.1
Mixed pull and push factors	Autonomy	P4, P5, P8 & P22	4	22.2
Total			18	100

5.3.1.1. Push factors

Participants cited different push factors that motivated them to start their businesses. The push factors include hunger and poverty reduction and unemployment.

5.3.1.1.1 Hunger and poverty reduction

Reducing hunger and poverty was one of the reasons that encouraged women to start their businesses. They started their businesses out of necessity to reduce hunger and poverty. One of the participants explained:

.....I also wanted to take part in reducing poverty and hunger among Basotho people....
(Participant 29).

Participant 29 explains that she went into business to reduce social problems (i.e. hunger and poverty) surrounding her. From her story, it is clear that women go into businesses to reduce the social problems of the societies they live in (Ferdousi & Mahmud, 2019). Participant 29 went into business to alleviate hunger and poverty among her fellow Basotho nationals. Jamadar (2016) also found that social businesses help to solve social problems that include poverty, unemployment, education, malnutrition, reducing infant mortality, limited access to health services, gender inequality, and loss of environmental resources. Furthermore, Jamadar (2016) added that businesses help to improve the socio-economic conditions of poor people. This is also evident in the findings of Adenutsi (2009) which revealed that entrepreneurship helps to reduce poverty, generate income and promotes growth of the economic development.

5.3.1.1.2 Unemployment

Women interviewed in this study speak about being unemployed. They explain how unemployment pushed them into starting their businesses.

Participant 12 who was also unemployed before she started her business shares a comparable story. She had been unemployed and had started a business to take care of her family:

Hey, there were no jobs for us. So, starting a business was a way of making a living so that children can have food and be able to go to school.

Participant 16 articulates that she was unemployed and ended up starting her business because she needed to have money for her to survive. This is how she presented her story:

No, business is something that I came across in my way of life. I had also wished that after completing my degree, I would also be among the people who work in offices, but that didn't happen. I found myself staying at home unemployed, at the same time one had to have money to survive.

From the results, participants 12 and 16 were forced to start their businesses due to unemployment. On one hand, participant 12 explained that she had started her business because she was jobless. She further mentioned that she had started her business so that she can afford to provide food and education for her children. On the other hand, participant 16 mentioned that being in business was never her intention in life. Circumstances in her life forced her to be in business. She explained that she had wished to have a job after completing her degree but that dream did not come true. Instead, she started her business because she was jobless and also needed money to survive. Participants 12 and 16 both make it clear that they went into business because they were jobless and also had to make a living for themselves and their families. The results are similar to the findings of Maric, Jeraj, and Pavlin (2010) who explained that entrepreneurship can be used to solve the problem of unemployment. The views of participants can also be based on the fact that an increased rate of entrepreneurship also increases employment levels and economic growth (Baptista & Thurik, 2007). People who start businesses create jobs for themselves and other people (Maric, Jeraj & Pavlin, 2010). Xaba (2019) also found that unemployment and poverty were some of the highest push factors that forced women entrepreneurs in informal businesses to start businesses. On the other hand, the low survival and growth rates of the newly-established businesses reduces their contribution to unemployment (Wong, Ho & Autio, 2005). Baptista and Thurik (2007:78) added that a low rate of business start-ups can lead to low levels of economic growth and this correlates with the high levels of unemployment experienced in Lesotho. Therefore, a strong desire to improve the well-being of families through business can also translate into high levels of business commitment and improved performance in the business.

5.3.1.2 Pull factors

The pull factors identified in this study include copreneurship, passion, family background, and role models, and low entry cost into business.

5.3.1.2.1 Copreneurship

Copreneurship emerged as part of the pull factors identified by participants. Participant 9 explained:

I am a woman who realised that her husband had a passion for farming. So I decided to support him because I know that the life of a Mosotho man depends on farming. So during harvest time, I would make sure that I advertise and try to look for people who would buy our products and I would sell to them. He produced and during harvest time I would see to it that we sold to make money.

Participant 6 also shared her story and said:

I run a farming business with my husband. He plants cabbage in the fields while I work here in the garden. We have established a good working relationship in this farming business.

The narratives of participants 6 and 9 show the benefits of copreneurship and the factors necessary for a copreneurial business to succeed. For example, participant 9 explained that she and her husband identified each other's strengths and shared tasks in business. Her husband cultivated and harvested crops while she focused on selling and marketing the crops. Being able to identify each other's strengths and sharing roles in business contributed to the success of their business. These results are in line with the views of El Shoubaki, Block, and Lasch (2020), who indicated that the distribution of roles and power between copreneurial couples decreases disagreements and non-compliance and promotes clearly defined entrepreneurial structures. Millman and Martin (2007) also indicated that the equal division of roles in copreneurial businesses helps to bridge both family and work boundaries. Kuschel and Lepeley (2016) also explained that in copreneurial businesses, both partners know each other's strengths and skills very well which enables them to clearly define their roles. On the other hand, participant 6 also explained that she had established a good working relationship with her husband which helped to reduce conflict between their family and business roles while achieving business success. These views are supported by McDonald, Marshall, and

Delgado (2017) who also indicated that a good working relationship of copreneurs leads to the success of a copreneurial business. Muske and Fitzgerald (2006) also added that the intertwining of work and family in copreneurships promotes a strong marriage and a business relationship. Based on these views, it is clear that for a copreneurial business to succeed, there have to be clearly defined roles between the copreneurial couples based on their strengths and a good working relationship between the copreneurial couples.

While the success of a copreneurial business has been found to depend on a good working relationship between the copreneurial couples and sharing roles based on each other's strengths as established from the narratives of participants 9 and 6; nonetheless, copreneurship has also been identified to have some dark side. For example, in a patriarchal society, the man is assumed to be the breadwinner of the family and the wife the nurturer who is solely responsible for child care and household responsibilities which follows the cultural theory. Also, men are the leaders and heads of the family and are solely responsible for the decision making, while women are commonly confined to household tasks due to the prevailing patriarchal norms of the society (Ferdousi & Mahmud, 2019). As such, in these cultures, even when the couples decide to start a copreneurial business, some men often transfer the mentality of being a leader and decision-maker from the family into the business while his wife assumes the role of a supporting spouse and not an entrepreneur thus turning the copreneurial business into solo entrepreneurs (Marshack, 1994). Moreover, in instances where the woman has credentials that are the same as her husband or even far better, their business associates often turn to overlook them and instead depend on their husbands for final decision making. As a result, men are mostly perceived as visible owners of copreneurial businesses as they have the most contact with customers and other business people more than their wives (Smith, 2000), while the women are perceived as invisible in the business and only seen as household keepers (Millman & Martin, 2007) thus making it difficult for them to unleash their entrepreneurial abilities.

This study extends the culture theory by showing that in patriarchal countries such as Lesotho, some women do not only play the role of nurturers but are also actively leading and making decisions in their business based on their business strengths and skills as evident from the narratives of participant 9 and 6. As a result, the success of copreneurial businesses in Lesotho

will be based on the fact that leadership has to be based on competence and not on patriarchy. Men in Lesotho have to shift their mindset from being sole leaders and decision makers in both the family and business. They have to allow their wives to be in business as active and equal partners and not as supporting spouses as that will enable women to unleash their business abilities and contribute towards the success of businesses. The current study recognises the role of women in copreneurial businesses which overrules patriarchal practices in countries such as Lesotho. As a result, this study finds it important for women to be acknowledged by their husbands and other people as businesswomen because that will make them feel more noticeable. Additionally, the changing roles of women have to be acknowledged as women are no longer only responsible for household duties but now also take part in entrepreneurship to create jobs which leads to growth and development of the economy. Therefore, this study shows that for a copreneurial business to succeed, leadership and decision making in business have to be based on business abilities and not on the traditional gender role expectations. Based on the aforementioned discussions, this study provides the following propositions:

Proposition 1: For women in copreneurial businesses to succeed, there has to be a clear distribution of tasks based on the strengths of each partner.

Proposition 2: A good working relationship of copreneurial couples leads to the success of the business.

Proposition 3: For women in copreneurial businesses to succeed, there has to be a clear demarcation in the home and business. Leadership and decision making in business has to be based on the business abilities of couples and not the traditional gender role expectations.

5.3.1.2.2 Passion

Women from different types of businesses in this study reported passion as one of the factors that drove them into starting their businesses. Participant 13 from Leribe shared her views as follows: *I think from a very early age, I already liked fashion. Because in my high school years, I would go to people and tell them to cut certain patterns for me and they would do it for me. I wasn't able to cut patterns for myself but I always had ideas of what I wanted.*

Participant 21 from Maseru who owned the salon commented that:

A friend of mine from high school knew how to do people's hair and would teach me how to do it. Then I would also try to do people's hair at home until I realised that I had lots of people who came to me to do their hair. So I then decided to do it as my job daily until I opened my business. I realised that I was now good at what I was doing and could make a living out of it. I also just loved working with people's hair.

Participant 3 from Maseru who was in the pharmacy business shared her story in the following manner:

I started this business because of the love I have for pharmacy. I also wanted to be independent and to prove to my parents that life is not just about being employed. I wanted to show them that even when you have a business you can survive the same way or even more than the people who are employed. At the time when I started this business, there were very few pharmacies, so I wanted to also bring the pharmacy services closer to people instead of having to go to clinics or hospitals even for minor things that I can also provide.

From the stories of participants 3, 13, and 21, entrepreneurs in different businesses can be driven by different kinds of passion to start and operate their businesses. For instance, participant 13 started her business because of the passion she had for fashion, participant 21 established her business because she loved working with people's hair and participant 3 started her business because she was passionate about the pharmacy industry. This is also evident in previous studies (Baron, 2008; Vallerand, Blanchard, Mageau, Koestner, Ratelle, Leonard, Gagne & Marsolais, 2003) which also found that passion stimulates motivation, inventiveness, and entrepreneurial activities, improves mental activity, gives meaning to daily work and can be related to individual goals and emotions. Passion has also been found to stimulate the opportunity of recognition for entrepreneurs (Brännback, Carsrud, Elfving & Krueger, 2006). Liu, Chen, and Yao (2011) also established that passion facilitates the effects of autonomy on creativity. Individuals who are passionate about their work are usually more willing to dedicate all the time and resources to their work (Forest, Mageau, Crevier-Braud, Bergeron, Dubreuil & Lavigne, 2012). Studies (Tognazzo, Gianecchini & Gubitta, 2014; Chen, Yao & Kotha, 2009) in the management and organisational literature also found that the passion of entrepreneurs positively influences the investment

decisions of venture capitalists. Passionate entrepreneurs are regarded as successful by investors, clients, and employees (Obschonka, Moeller & Goethner, 2019). Therefore, passionate entrepreneurs are more likely to succeed in business (Mol, Cardon & Khapova, 2020; Obschonka, Moeller & Goethner, 2019). Concerning the role enhancement theory, passionate entrepreneurs find happiness in their work which can be transferred into their families and provide a sense of work-to-family enrichment. They also dedicate more energy to their work and share their knowledge about their work which can result in the success of their businesses.

5.3.1.2.3 Family background and role models

Family background and role models were also identified as factors that motivated women to start their businesses. Participants shared their stories on the family background as follows:

....The fact that I grew up in a business environment has contributed a lot because I have always shown a lot of interest in working in my parents' shop and that has molded me into what I am today (Participant 8).

I think I learned everything from my family because I grew up in a business environment. My parents were once in business. There was a time when I wanted to go back to school, but my father said to me "If you could listen to me my child, then you won't go to school". He said, "You were born a businesswoman". He told me a story about how I had started selling as early as 5 years old (Participant 15).

Stories from participants 8 and 15 illustrate the importance of family background in a business startup. For instance, participant 8 explained that growing up in a business environment enabled her to gain business exposure by managing her parents' business. She also mentioned that the business exposure she gained from managing her parents' business enabled her to acquire business information and to also discover and learn certain business skills she needed to be an entrepreneur. Similarly, participant 15 explained that she had grown up in a business environment where she had managed her parents' business. She explained that she had become an entrepreneur at an early age. These results show that participants with entrepreneurial backgrounds acquire entrepreneurial skills from their families. As a result, growing up in a business environment where parents own businesses provided entrepreneurs with the business exposure that helped them in the founding of

their businesses. Studies (Eesley & Wang, 2017; Laspita, Breugst, Hebllich & Patzelt, 2012; Fairlie & Robb, 2007) have found that children from families with entrepreneurial backgrounds are most likely to join the family business or establish their businesses. Sorensen (2007) also found that children born from entrepreneurial parents are twice more likely to also become entrepreneurs (Sieger, Fueglistaller, Zellweger & Braun, 2018). However, in a study conducted among students from universities in Turkey, Turkur and Selcuk (2009) found that family background does not affect entrepreneurial career choice.

This study builds on the family embeddedness theory which shows that family plays an important role in the founding and growing of people's businesses. Entrepreneurs get the resources necessary to start their businesses from family. The family also provides a platform for entrepreneurs to generate business ideas as entrepreneurs usually find happiness from establishing a business with their family members while at the same time, performing family responsibilities (Schulze, Lubatkin & Dino, 2003). Growing up in a business environment provides a learning platform from an early age for upcoming entrepreneurs and also activates entrepreneurial behaviour. This provides entrepreneurs with business exposure through which they develop entrepreneurial traits such as resilience, lack of fear of failure as well as entrepreneurial grit. These entrepreneurial traits help entrepreneurs to endure the hardships they may encounter when running their businesses. Studies (Stuetzer, Obschonka, Brixy, Sternberg & Cantner, 2014; Vaillant & Lafuente, 2007) also found that fear of failure stops people from starting businesses. As a result, besides just letting children manage the existing businesses, entrepreneurial parents have to give their children a platform to come up with their ideas of the businesses that they may want to run. This will give children the opportunity to learn about business from beginning to end, at an early age. Also, parents have to let their children make mistakes in their projects and provide their children with the necessary support to enable them to rise and move forward from their mistakes. This will help children to also overcome the fear of failure in business and have patience in business as they will have gained practical business experience by taking action.

On the other hand, participants also shared their stories on role models. They said:

I admired the women that do the good work of cooking and other projects and wished to be one of them. So I ended up doing what I'm doing today because watching them do their work inspired me a lot (Participant 7).

I started at a very early age of around 8/9 years old being mentored by my aunt (my mom's younger sister). She owned a business too. And I also realised that most women do not want to be independent and do not want to do things for themselves, they want to rely on other people, and I just decided that I am going to open my own business. Since I have grown up now, I thought that I might as well start opening my business and be independent and with time the business would grow (Participant 1).

From the results, participant 7 explained that she started her business because she looked up to women who were already in the cooking business and that inspired her to also start the cooking business. In another case, participant 1 mentioned that at an early age, she received business mentoring from her aunt who owned a business. She further explained that the business mentorship she received from her aunt provided her with the business skills that she used to start her business. Building on the stories of participants 1 and 7, it is clear that participants in this study had role models from family and non-family members and that role models indeed influence the decisions of entrepreneurs to start businesses. Participant 1's role model was her relative (her aunt) while participant 7 considered other businesswomen as her role models. BarNir, Watson, and Hutchins (2011) added that role models facilitate information concerning attainable opportunities by providing specific guidance and help or by creating environments that activate entrepreneurial outcomes. Nauta and Kokaly (2001) stated that role models guide and support entrepreneurs. As a result, role models may influence people's desire to become entrepreneurs through encouragement and legitimisation to convert entrepreneurial desires into reality (Koellinger, Minniti & Schade, 2007; Mueller, 2006).

While it is important to have role models when starting and growing a business, it is also important to look for new role models and expand business networks. The fact that current role models might be limited by the skills needed by the entrepreneur to carry the business to the next level indicates

that entrepreneurs have to continuously upskill and reskill. This helps them to constantly acquire business knowledge and experience which will help their businesses to continue growing (Ozgen & Baron, 2007). Moreover, results in this study extend the family embeddedness theory by adding more knowledge on the relationship between role models and entrepreneurship. Parents planning to have their children as successors in their businesses have to identify children who have a passion for business and give them projects to manage and also let them be business leaders. In these projects, parents must let their children fail and rise from their mistakes. This would help them to overcome the fear of failure and to be more persistent in business. Giving children the opportunity to be in business and letting them fail and rise again contributes to a reduction of the fear of suffering from entrepreneurial failure. Fear of failure enables entrepreneurs to work harder as achieving business success is usually the best approach to avoid failure (Martin & Marsh, 2003). Results suggest that, instead of being restricted, people who have a high fear of failure may choose to be motivated and be actively involved in entrepreneurial activities. For women entrepreneurs in this study, the business exposure and business mentorship they had gained from family and other women entrepreneurs enabled them to start and have successful businesses. Results in the current study demonstrate that before starting their businesses, the intention of people to start a business can be achieved by taking action to defeat the fear of failure by learning from their mistakes at an early age. Studies (Hayton & Cacciotti, 2018; Wyrwich, Sternberg & Stuetzer, 2018) have found that fear of failure is a barrier to business startups. Therefore, for a family background to contribute to the success of a business, parents have to give their children projects to manage to overcome the fear of failure in business and also develop relevant business skills. Hence, the following propositions are formulated for the context at hand:

Proposition 4: For a family background to contribute to the success of a business, parents have to give their children projects to manage to overcome the fear of failure in business and also develop relevant business skills.

Proposition 5: Looking for new role models and expanding business networks helps one to acquire business knowledge and experience which will enhance the success of the business.

5.3.1.2.4 Low entry cost into the business

A low cost of entry is another factor that motivated participants to be in business. They did not encounter the problem of not being able to fund their businesses. The remarks made by participants 16 and 28 illustrate this point:

I used to sell seedlings grown by other people, so from the seedlings I took, I would sell them and make a profit there. Seedlings do not need a lot of money and that is why I ventured into ploughing vegetables, it doesn't need capital like other businesses do (Participant 16-Mafeteng).

When I worked for the government, different associations offered numerous workshops on human rights, farmers, and farm food. I attended those workshops where I found myself most interested in farmers and that is how I ended up starting the poultry business. In 2012 after my job contract ended, I became a poultry entrepreneur because it is easy to start and operate (Participant 28-Maseru).

From the narratives, it is observed that the low degree of entry into business enabled women to start their businesses. The businesses that women started also enabled them to generate income for their families. As explained in the role enhancement theory, carrying out numerous social roles makes individuals gain more confidence and life satisfaction (Moen, Kelly & Huang, 2008). By generating income from their businesses, the confidence and life satisfaction levels of women will increase following the role enhancement theory. On the other hand, the liberal feminist theory focuses on situational factors such as unequal business opportunities and discriminatory practices that may prevent women from opening businesses that they desire. However, women entrepreneurs in this study did not get any kind of financial support from anyone. Instead, they chose to start the businesses that they could afford to fund. They did not open the businesses that required large sums of money which would require them to apply for loans from banks and other financial institutions which they would not even qualify for and thus prevent them from becoming entrepreneurs. Results of this study extend the gender theory by showing that women can avoid discrimination that they face in the process of acquiring startup loans. Based on the approach that women entrepreneurs in this study used to open their businesses, it should be easier for women to start businesses that they desire. Women have to avoid opening businesses that they cannot afford

so that they do not have to pay bribes to get loans for starting their businesses if they do not qualify to get loans (Fairlie & Robb, 2009). In that way, the discrimination that women face in accessing finance from banks and other financial institutions would be reduced, as it has been found to contribute towards the gender inequalities in areas such as lending and consumption (Fairlie & Robb, 2009).

5.3.1.3 Mixed pull and push factors

The mixed pull and push factor identified was autonomy.

5.3.1.3.1 Autonomy

Mixed factors can either force or encourage entrepreneurs to start businesses. Autonomy was identified as a combination of the pull and push factors in this study. Participants in this study highlighted autonomy as a reason for starting their businesses. Participant 8 said:

I never thought of myself being employed by someone else. I always felt that I wanted to do something which was my thing and not to be employed by someone else.

Participant 5 also said:

I was motivated by the fact that at my age, I had to be self-employed when I'm not at school so that I can be independent and have my own life.

Participant 22 also shared her story and said:

I wanted to be independent and not bother my family with providing for me and my children especially because the father of my children doesn't provide anything for my children. I guess he just decided that since we were never married he took the chance to run off.

Participant 4 commented that:

I realised that I had to be independent because I was not married to the man I was cohabiting with. So I knew that someday I would have to separate from that man and be on my own and have my own house and leave that house because the house we lived in was his.

Results show that women started their businesses to be independent, to empower themselves, and to also gain full control over their lives. For instance, participant 8 explained that she started her business because she did not want to work for someone else. Instead, she wanted to have a business that she could have full control over. Participant 5 explained that not being in school made her realise that she had to start a business so that she does not depend on anyone else and has control over her life. In addition, participant 22 mentioned that she went into business because she wanted to be independent and not rely on her family to provide for her and her children. She further explained that the fact that she was not married to her partner (i.e. the father of her children) who did not provide for their children, also made her realise that she had to start her business to make a living for herself and her children. Similarly, participant 4 indicated that she started her business because she wanted to be independent. At the same time, the fact that she was not married to her partner and knew that she did not own anything in that relationship made her want to start a business to make a living for herself without her partner, after separating from him. From the narratives, it is clear that participants 5 and 8 went into business to empower themselves and to have control of their lives and not depend on their families and spouses for a living. This is important for women who start businesses to achieve a work life balance, as it minimises the conflict between their work and family responsibilities. In addition, autonomy is a key aspect of entrepreneurs which enables them to manage and make their own important business decisions (Van Gelderen, 2010). Through independence, entrepreneurs have control over their work and can stay away from the limitations and rules they do not like (Alstete, 2008; Delmar, 2000). Therefore, results in this study show that autonomy enables people to make their own decisions and choices without other people as explained by participants 5 and 8 (Metaal, 1992). On the other hand, the stories of participants 4 and 22 show that they did not just go into business to be independent and have control over their lives. They were also not married to their partners and that made them realise that they had to take action and be in charge of their lives to make a living for themselves even after separating from their partners.

These results show that there is a need for independence and empowerment for women in male-dominated countries like Lesotho. The culture in Lesotho considers women as minors under the customary marriage law. Before marriage, a woman is under the care of her father until she gets married where her husband takes over the responsibility from her father. In addition, women gain

land and property rights through their husbands and when a woman divorces or separates from her spouse, a woman loses her rights to her husband's land and property leaving her empty-handed. In this study, participants 4 and 22 saw the need to start their businesses to be independent because they realised that they did not have any legal rights to their partner's wealth. They stood to lose everything at the point of separation from their partners as they were not married to their partners. For instance, if participant 22 was legally married in community of property to her partner, she would stand to gain something at the time of her divorce or separation from her husband. In the case of participant 4, if she was married to the father of her children, the law would expect him to support his children even after divorce or separation. That would reduce her burden of raising and maintaining the children alone as she and her partner would be expected to have shared responsibilities regarding the children. So the fact that participants 4 and 22 were not married to their partners forced them to seek independence through starting their businesses to make a living for themselves in case their relationships ended. In this view, results in this study portray autonomy as a mixed motivation factor (i.e. it is both a push and pull factor) into business. Based on these views, it can be assumed that had participants 4 and 22 been legally married to their partners in community of property, it would be expected that they would not go into business. This is the common practice at the time when their decisions to start their businesses were made. Participant 4 is 65 years old and participant 22 is 43 years old and these decisions were made when women were only known to be home nurturers. At the time, women did not actively participate in activities that improve their lives such as starting businesses, as they do in recent days.

The results of this study extend the culture theory in that women have been known to be home nurturers in their families and have also not had the freedom to make decisions that suit their needs in life. So going into business grants them the opportunity to make decisions and choices that best suit their needs. Also, the results enhance the culture theory because they present an exciting opportunity for women entrepreneurs who gained independence after starting their businesses to tell a different story on independence in women entrepreneurship, in a patriarchal society. The current results demonstrate the changing roles of women in recent times as opposed to the past times when women were known to be home nurturers and men were breadwinners in their families. Women are now largely participating in economic activities which empower them to have independence over their finances and time. This means that women can now venture into

businesses instead of being forced into only focusing on household duties. The independence they gain from starting their businesses enables them to sustain their families and then their business operations which then leads to the success of the business. Being independent also allows women to have control over their time and enables them to have flexibility between their work and family responsibilities. Therefore, this study presents the following proposition:

Proposition 6: There are different paths to autonomy and these paths can have different implications on success.

5.3.2 WORK FAMILY CONFLICT

In this study, participants shared their experiences on the types of conflict they experienced. They experienced three types of conflict: time based conflict, strain based conflict as well as behaviour based conflict. Table 5.6 presents the summarised frequency on the work family conflict experienced by women entrepreneurs.

Table 5.6: Frequency table on work family conflict experienced by women entrepreneurs

WORK FAMILY CONFLICT	Factor	Number of times subthemes were mentioned	Frequency	% of occurrences
Time based conflict	Working hours	P8, P10, P11, P13, P17 & P23	6	35.3
	Household work	P1 & P20	2	11.8
Strain based conflict	Fatigue	P14 & P25	2	11.8
	Trust issues	P2, P11 & P28	3	17.7
Consequences of work family conflict	Loss of income	P1 & P25	2	11.8
	Decrease in productivity	P29	1	5.9
	Business exit intentions	P19	1	5.9
Total			17	100

5.3.2.1 Time based conflict

The types of time based conflict experienced by participants in this study include working hours and household work.

5.3.2.1.1 Working hours

Participants in this study mentioned that their working hours contributed to the work-to-family time based conflict that they experienced. They shared their stories in the following manner:

..... So even if there are four employees in the business to who I can assign tasks, some tasks still need to be completed only by the owner of the business. So I sometimes take the machine home and work from home during the night and not sleep until I complete the work I plan to complete (Participant 13).

.....I do not have any employees in my business. So when I have deadlines to meet, I find myself not spending time with my family but having to take work home as a way to give myself more time to focus on the work and complete it. I do that because some tasks only need to be done by the business owner and not employees (whether permanent or temporary) (Participant 23).

.....In my case when I receive a call that places an order that needs to be delivered the following day, I find myself having to work till 3 am just to get the orders ready to be delivered. This causes conflict for me because I find myself having to do a lot of work within the limited time available. After all, I do not have any employees in my business (Participant 8).

I do not have any employees in my business so I don't give my family enough time because I find myself having to also work on weekends. I sometimes travel to South Africa to sell my seshoeshoe dresses and leave my family on their own, so I spend a little time with my family because I always have too much work to do in a limited time (Participant 17).

.....There are no employees in my business, I do everything for myself. So when I have a lot of work to do, I work until late or sometimes I don't even go home. I only go home in the morning just to take a bath and come back to work and complete the work I plan to complete (Participant 10).

..... *Just like right now I come to work at 8 am and sew a dress, even if I don't finish it I know tomorrow is another day. But on busy days, I don't sleep at home because I have to work hard to finish the clients' orders at the time agreed. After all, I do not have any employees in my business* (Participant 11).

The results above show the work stressors that women experienced in their businesses. For example, participant 13 explained that the workload in her business forced her to take work home and even find herself having to work long hours until late to complete her work. She explained that although she has employees to whom she can assign tasks, she tries to do the tasks that only need to be completed by her as the business owner and not assign them to the employees. Similarly, participant 23 explained that when she has a deadline, she usually finds herself having to take work home and work long hours until late to finish her work. Just like participant 13, participant 23 is unable to assign some of the tasks to her employees because they need to be completed by her as the owner of the business and not the employees. In addition, participant 8 mentioned that she sometimes gets urgent orders that need to be delivered the next day after the order was placed. She explained that in such instances, she works until late to get the orders ready to be delivered at the time they are expected to be delivered. She said that working long hours puts her under pressure because she finds herself doing a lot of work in a short space of time. Similarly, participant 17 explained that her workload in business makes her work even on weekends just to get the work done. She further explained that she sometimes leaves her family behind and travels to South Africa to sell her seshoeshoe dresses. Furthermore, participant 10 explained that her workload sometimes forces her to sleep away from home and only go home the next day just to take a bath and get back to work. In the same way, participant 11 mentioned that in normal times when her workload is normal she follows a normal schedule. However, in busy times when she has a lot of orders to prepare, she works long hours to complete the orders placed by customers and get them ready for collection.

In general, the results show the work stressors (long working hours and overtime) that women in this study experienced which led to conflict between their business and family roles. They spend more time in their businesses than with their families. They lack quality time with their families. Work was carried over to their homes and they even had little time for themselves as they slept

late and slept away from their homes thus causing work-to-family conflict. These findings are similar to the findings of Annink, Dulk, and Stein (2016) who found that being an entrepreneur can be associated with long working hours, intensive work, high job demands, job stress, and financial insecurity. Rembulan, Rahmawati, and Indudewi (2016) also indicated that long working hours lead to high levels of time based work family conflict.

In addition, even though participant 13 had four employees, she did all the work on her own and did not delegate tasks to her employees while participant 23 did all the work in the business because she did not have any employees. Racette (2019) explained that solopreneurs are solely responsible for all the decisions in the business and if they make good decisions, they enjoy the benefits that come with it. In the same way, if solopreneurs make bad decisions, they will be held accountable for the consequences caused by bad decisions they made in business (Racette, 2019). While simultaneously managing both business and family might not negatively affect the success of the business as evident from participant 1, the inability to detach from family-related responsibilities during working hours might negatively affect the wellbeing of the entrepreneurs. In the same way, participant 23 found herself doing all the business tasks by herself because she did not have employees to rely on and had to handle all the work pressures alone. This prolonged behaviour may result in physical and emotional exhaustion and work family conflict.

Moreover, participant 8 mentioned that her customers place orders late and that makes her not have enough sleep as she has to work hard to deliver orders in a short space of time. Not having enough sleep may also lead to exhaustion in the long run. In addition, experiencing insufficient sleep regularly has been found to result in serious health issues that include: burnout, emotional exhaustion, impaired mental functioning such as reduced memory and decision making, and increased levels of anxiety and depression (Skinner & Dorrian, 2015). Results of this study extend the conservation of resources theory which shows that current resources can be used to create new resources. Participants 13 and 23 worked long hours and performed all tasks by themselves and did not assign tasks to their employees. Participant 13 has to better utilise her current resources in her business. She has to learn to delegate tasks to her employees to improve the productivity levels of her employees and minimise conflict between her business and family tasks. That will also allow her to focus more on her family as indicated by (Mulsow, Caldera, Pursley, Reifman &

Huston, 2002). Having a close relationship with her employees may facilitate participant 13's work family interpersonal capitalisation (i.e. sharing business responsibilities with her employees) and promoting her sense of work family balance across family and business domains (Ilies, Keeney & Scott, 2011). Kumar and Arain (2018) also proposed that employers should delegate work tasks to their employees as a work life balance strategy. Baltes and Clark (2015) also found that delegating helped to maintain the productivity levels of people and also reduced conflict between their work and family responsibilities. On the other hand, participant 23 has to recruit people to assist in her business to reduce the workload in her business which may result in work family conflict. Participant 23 will also be able to meet deadlines she has in her business and get more time to spend with her family.

Results of this study also extend the role theory by showing that engaging in one role does not only create conflict but can also lead to the success of the business. On one hand, working overtime and working long hours created conflict for participants 8, 10, 11, 13, 17, and 23 because they spent less time with their families, there was conflict. However, working overtime and working long hours helped participants 8, 10, 11, 13, 17, and 23 to meet their business targets which enhanced the success of their businesses. Collewet and Sauermann (2017) showed that long working hours can result in high levels of productivity in the business thus leading to the success of the business. Moreover, participant 8 mentioned that her customers place orders late and that makes her not have enough sleep as she has to work hard to deliver orders in a short space of time. As a result, participant 8 has to negotiate with her customers on how to arrange to place their orders on time to avoid placing orders at the last minute that would place her under the pressure of working late. Therefore, the following propositions are presented:

Proposition 7: There are different types of work stressors that women entrepreneurs encounter in their businesses and they have different implications on the success of the business.

Proposition 8: Clear division of tasks among employees can reduce conflict and enhance success.

5.3.2.1.2 Household work

Household work was among the factors that participants mentioned that exposes them to family-to-work time-based conflict. Participant 20 shared her experiences in the following manner:

.....It just depends on what has to be done on different days. Sometimes I'm not able to work on the orders during the day if we have too many family activities to do and only work at night when everyone is sleeping.

In the same way, participant 1 also mentioned that her source of conflict comes from household work:

.....I sometimes have to handle some family tasks when I'm at work. What I do is very simple. I sacrifice my time here in my business and use it to attend to my family issues. For example, my home is not very far from where we are, it is just down the road (pointing in the direction of her home). So let's say, for example, a child (my sister's child) needs something, I can steal five minutes of my time here from the business and ask someone closer by that I know, to come and look after my business while I go to attend to the needs of the child and then come back afterward to carry on being at my business. At times, I don't attend to the child at all because you find that some of my customers who know and trust me do not want anyone to sell to them except me. Even though I may be away from my stall for a few minutes and come back, others just pass by without buying when they do not see me. This is because they do not trust another person. At times, they choose to wait for me until I come back. This is the case if that someone whom I left to look after my business tells them that I'll be back soon and also if they are not rushing anywhere. So if they have to rush somewhere it means I lose the money that they would have bought with.

The results above show household factors that interfered with the business activities of participants and the benefits that participants gained from their business. On one hand, participant 20 mentioned that she was sometimes unable to do her business activities during the day because of having a lot of family activities. This forced her to work late in the evenings when other family members are sleeping. On the other hand, the narrative of participant 1 shows the benefits of self-employment and the importance of establishing good relationships with customers. Being in business enabled her to be independent and have the flexibility of scheduling her work and family tasks. She was able to decide when to open and close her business and when to focus on her family activities. For instance, she was able to quickly rush to her home which is close to her business to handle childcare tasks during business hours. This finding is similar to a study conducted by Maziku, Majenga, and Mashenene (2014) in Tanzania, who found that women also had to leave

their businesses to attend to family activities. They paid little attention to serving their customers and other business activities. Maziku, Majenga, and Mashenene (2014) also mentioned that the family activities of women in Tanzania negatively affected the performance of their businesses. Although handling family issues during business hours is likely to cause conflict, participant 1 mitigated the risk by fostering a good relationship with her customers. The success of her business was not affected by handling family issues during business hours because she had loyal customers who waited for her to come back if they arrive in her absence while other customers helped to look after her business in her absence. This demonstrates the importance of having a good relationship with customers in business because it is essential for business success and can lead to positive word of mouth, increased sales, and customer loyalty. Researchers (Limani, 2020; Knilans, 2017) also indicated that a good customer experience results in growth by increasing loyalty which eventually leads to the success of the business. A good customer relationship can be achieved through repurchasing, treating customers with respect and showing appreciation, and exceeding customers' expectations (Kappel, 2017).

Furthermore, the fact that being in business enabled participant 1 to have the flexibility of scheduling her work and family tasks can be seen as a strategy to reduce and balance work and family responsibilities. Findings from the current study are similar to findings of prior studies (Grzywacz, Carlson & Shulkin, 2008; Frye & Breauagh, 2004; Clark, 2001) which also support the significance of flexibility as a work life balance strategy. Thomas and Ganster (1995) demonstrated that flexible schedules improved the perceptions of control over work and family matters which resulted in low levels of work family conflict. In addition, Richman, Johnson, and Noble (2011) indicated that flexibility translates into customer retention and loyalty which in turn leads to increased profit for business owners. In this context, it can be deduced that work flexibility promotes the success of the business.

While simultaneously managing both business and family might not negatively affect the success of the business as evident from participant 1; nonetheless, the inability to detach from family responsibilities during working hours might negatively affect the wellbeing of entrepreneurs. When entrepreneurs are not able to detach from the family and work roles (vice versa), it can lead to the depletion of resources (i.e. energy or time) following the conservation of resources theory

which in turn can lead to strain, physical exhaustion, and eventually burnout (Skurak, Malinen, Näswall & Kuntz, 2018; Derks, Duin, Tims & Bakker, 2015). This is because not being able to detach from work during non-working hours (vice versa), will make the entrepreneurs' recovery from the work/family stressors difficult, as they will feel emotionally drained, less energised, overwhelmed, and fatigued thus unable to protect their wellbeing (Wach, Stephan, Weinberger & Wegge, 2020). Also, the negative experiences from business can spill over from the business domain into the family domain and vice versa (Derks, Duin, Tims & Bakker, 2015). As a result, thinking about and handling family tasks during business hours can make it difficult for participant 1 to distance and detach herself from the family domain (Kollmann, Stöeckmann, Kensbock & Peschl, 2018). Thus, family tasks can severely inhibit participant 1's detachment at work. As a result, participant 1 needs to engage in absorbing recovery activities (e.g., meditation, socialising) to completely switch off from family matters during work hours. In that way, lost energy and time resources will be regained, work family conflict minimised thus business success can be enhanced. This view extends the conservation of resources theory by explicitly showing methods through which resources can be gained. Moreover, the results of the current study also extend the family embeddedness theory by showing that not all resources needed for startup and growth of the business come from family, but it is possible to tap into social networks to get resources needed for startup and growth of the business. In this study, the customers can be seen as the resources that participant 1 acquired for her business to succeed because they helped to look after business in her absence. As a result, the following propositions are presented:

Proposition 9: The success of women entrepreneurs will depend on the types of relationships they foster with their customers and other stakeholders.

Proposition 10: The success of women entrepreneurs will depend on the type and degree of job flexibility provided by the business.

Proposition 11: There are different types of family stressors that women entrepreneurs encounter in their businesses and the different stressors can have different effects on success.

Proposition 12: The success of women entrepreneurs will depend on the different types of recovery and detachment strategies they adopt.

Working hours and household work have been identified as the forms of time-based conflict that participants experienced. On one hand, working hours were found as a work-to-family time-based

conflict where it was proposed that there are different types of work stressors and they have different implications on the success of the business. Also, a clear division of tasks among employees can reduce conflict and enhance success. However, household work was found as a family-to-work time based conflict where it has been established that the success of women entrepreneurs will depend on the types of relationships they foster with their customers and other stakeholders. Secondly, it has also been proposed that the success of women entrepreneurs will depend on the type and degree of job flexibility provided by the business. Thirdly, it has also been established that there are different types of family stressors that women entrepreneurs encounter in their businesses and the different stressors can have different effects on success. Lastly, it has also been proposed that the success of women entrepreneurs will depend on the different types of recovery and detachment strategies they adopt.

5.3.2.2 Strain based conflict

5.3.2.2.1 Fatigue

Fatigue was identified as the form of work-to-family strain based conflict that participants in this study experienced. Participant 25 said:

I'm always on my feet the whole day and usually, when I knock off I'm tired. My mom and sister usually understand that I come back tired from work so they let me rest. So I don't worry much about my 6-year old child because I know that my sister and mom do their job very well and the child is used to spending more time with them than with me. Sometimes I'm able to feel better after resting and then spend time with them. So the role that my family plays at home helps me a lot, otherwise, I would have to hire a helper to take care of household tasks.

Participant 14 also said:

(Smiling)My mom takes care of my 2-year and 4-year old children when I go to work. There are some days when you will be so tired that you don't want to do anything. Especially young children like mine; if you tell them to let you rest, they will not understand what you mean. So I think it is best to always do your home activities in the morning because it is really difficult dealing with young children.

The results above show that entrepreneurship is a very demanding job with a lot of work. These results also show that excessive business demands can result in negative outcomes such as fatigue and that it becomes worse for women with young children as they struggle to recover from fatigue. For instance, participant 14 mentioned that she struggles to recover from fatigue because her children need her attention when she comes back from work. While family-to-work conflict/work-to-family conflict is said to negatively affect the success of women entrepreneurs, these negative effects can be minimised through family support which contributes towards the success of women-owned businesses (Teoh & Chong, 2008). In this study, participants 14 and 25 mentioned that their families helped in taking care of their children which enabled them to go to work. Studies (Neneh, 2017; Karatepe & Bektashi, 2008) found that women who own businesses and also have family support to focus on their family tasks and manage work pressures which eventually enhances their business success. As a result, women with young children need the support of their families to create a balance between their family and work lives. Researchers (Beigi, Mirkhalilzadeh, Ershadi & Shirmohammadi, 2012; Hargis, Kotrba, Zhdanova & Baltes, 2011) found that women with children have more family demands than individuals without children because younger children need more attention than older children. Also, childcare responsibilities make it challenging for these individuals to balance their work and family lives (Neneh, 2017; Mari, Poggesi, & De Vita, 2016). Viewing the family embeddedness perspective, participant 14 mentioned that although her family helped to take care of her child, she still struggled to recover from fatigue because her children need her attention when she comes back from work. This shows that the family resources she has were not sufficient to overcome the conflict she experienced which could potentially affect her business. However, the extent of their business success also depends on the context and type of work life balance strategies they use. In this study, women with young children have to find time to be with their children despite their busy work schedules. Participant 14 can dedicate some time to her children by setting aside some time (at least one hour) to spend with her children (like playing with her children, reading storybooks) so that they do not feel neglected. Participant 14 also needs to get a household helper to help her mom with her household duties and childcare to reduce her mom's household workload. These work life balance strategies will mainly help women with young children to easily divide their time between their reproductive labour in the business and also deal with the pressures from society to perform better in their family roles.

Following the conservation of resources theory, the story of participant 14 shows that engaging in both her parenting and business roles led to the depletion of resources (i.e. energy or time) which resulted in tiredness. She struggled to recover from the fatigue she experienced from her business which made it difficult for her to handle her children (Mikolajczaka, Briandaa, Avalosseb & Roskama, 2018). As a result, participant 14 needs to practice self-care habits such as taking naps after work to regain her strength so that she can give her children the attention they need. Getting enough sleep will uplift her mood, increase her creativity and productivity levels and this will lead to the success of the business (Patterson, 2018). Therefore, the following is proposed:

Proposition 13: Besides family support, women with young children need other types of support to foster the success of the business.

5.3.2.3 Behaviour based conflict

5.3.2.3.1 Trust issues

Trust issues are one kind of work-to-family behaviour based conflict that participants in this study mostly experienced.

It is not easy for business issues not to affect the family. They do affect family but it all depends on us as different men and women. You tell yourself that what happened at work stays at work and what happened at home also remains there. It is not easy but it depends on how our minds function (Participant 11).

Chinese people tell you that you either take it or leave it, they don't joke and you find that when we go to such businesses we buy everything cash and don't even complain about the prices. So Basotho people don't support one another that is why it is normal not to even pay laybys. So women must just be careful of the people they deal with and try to accept things they encounter in business so that they don't take the bitterness out on their children and spouses when they arrive home. This affects women-owned businesses negatively because if people buy on credit or laybys and do not pay, it means at the end of the day you will not have enough money made in the business. Even having to trace some of these people is sometimes impossible or difficult. So you find that you end up becoming bitter to everyone even innocent people and that will drive customers away from you (Participant 2).

I have learned that some people are not trustworthy because when they take the chickens they promise to pay me after a certain amount of time. But when that time comes, you'll find that I'm the one who has to chase after them. So that has taught me not to just trust people based on what they are saying. So in my family, I'm also able to watch the trustworthiness of my husband and children just from the way they talk (Participant 28).

The narratives above show that there is spillover in terms of behaviour from one role to another and vice versa. In this case, the spillover is from business to business and from business to family. This is well articulated by participant 11 who showed that it is not easy to separate behaviour between family and business. Participant 2 showed that there is a negative spillover from business to business because customers don't pay on time and that forces her to change her attitude towards the customers that do not pay. She stated that she does not treat them well and she ends up carrying the same attitude to other innocent customers. This affects the success of the business because without trust she cannot foster any customer relationships. Even innocent customers will not be allowed to have lay-byes, buy on credit or get discounts in the business. Also, when dealing with suppliers or business associates, lack of trust may lead to poor decision making because it will not be easy to sign any business contracts with suppliers or form any business relationships with other business associates because of the past experiences she had with other people. While there is a negative spillover to the business, it can also be transferred to the family. Participant 28 showed that the lack of trust she developed in the business was transferred to her family because she could no longer trust her husband and her children on anything and this could lead to conflict in the family. Once the conflict accumulates, it could reduce the emotional attachment she has with her husband which could further lead to marital conflict and divorce (Sommerfeldt, 2019). Also, lack of trust may lead to abandonment and violence towards children. These behavioural patterns resulting from trust issues can negatively affect the life and family satisfaction of the entrepreneur. This is particularly important because life and family satisfaction are some of the success factors that women entrepreneurs strive to achieve. This view is supported by the spillover theory which shows that there is a positive and negative spillover from one role to another and vice versa. While, studies (Sirgy, Lee, Park, Joshanloo & Kim, 2019; Ng, Kuar & Cheng, 2016) have shown the positive spillover between work and family domains, however, this study has found a negative spillover from business to business and from business to family. Hence, for women entrepreneurs

to be successful in business, it becomes important to put strategies in place to mitigate the negative spillover from family to business and business to family. Moreover, while lack of trust has been found to affect business, it may also affect the family. Participant 28 showed that the lack of trust she developed in business has made her also not trust her family and this can lead to conflict in the family which could also affect the well-being of the family. Moreover, while the family embeddedness theory perspective shows how family provides a vital resource (financial and non-financial) which entrepreneurs can tap into to foster the success of their businesses; nonetheless the findings of this study show how the lack of trust can force entrepreneurs not to utilise these family resources available to them. When women do not utilise resources available to them, they will continue to face conflict which will, in turn, affect the success of the business. In this study, participant 28 could not ask her family to help in her business because she did not trust them. Instead, she would try to micromanage everything on her own and that can lead to tiredness which could further develop into exhaustion and burnout. By micromanaging her business, her family resources will also be underutilised and that can affect the success of the business. To avoid the negative spillover from the family and work or work to family, participant 28 has to learn to separate business issues from family issues. She has to learn to handle business issues in business as they are, without involving negative attitudes developed from her family. In the same way, she has to handle family issues without carrying the negative attitudes from her business. The same approach can be applied when dealing with family matters. Therefore, the following propositions are presented:

Proposition 14: Lack of trust has different types of spillovers and they can have different implications on the success of the business.

Proposition 15: Underutilisation of resources from work and family domains will have implications for the success of the business.

Fatigue was identified as a form of strain based conflict and it was proposed that besides family support, women with young children need other types of support to foster the success of the business. From the behaviour based perspective, trust issues were identified as a form of behaviour based conflict and it was proposed that different types of spillovers can have different implications on the success of the business. Also, it was proposed that underutilisation of resources from work and family domains may have implications for the success of the business.

5.3.2.4 CONSEQUENCES OF WORK FAMILY CONFLICT

The consequences of work family conflict identified in this study include loss of income, decrease in productivity, and business exit intentions.

5.3.2.4.1 Loss of income

The thing is when I go home to attend to the child, I have to ask someone who will look after my business. So you find that some of these people steal from me. They steal money or stock and that affects the business because when I come back and find that the money made does not correspond with the stock on hand, it becomes a problem when I now have to go and buy the stock because there will not be enough money to do so (Participant 1).

I struggle to balance my work and family roles because I have to close the business to fetch the child from school. Children are normally fetched from school at more or less similar times that people go for lunch. I lose income because my business is closed during lunchtimes and I only open it when I come back from fetching the child. I close my business because I do not have anyone to look after my business when I've gone to fetch my child (Participant 25).

Results above show that juggling both work and family tasks is a key challenge that women entrepreneurs face and is even more challenging for women entrepreneurs with children as it negatively affects the success of their businesses (Boz, Martínez-Corts, & Munduate, 2016; Mari, Poggesi, & De Vita, 2016). This is clearly explained by participant 25 who showed that her business was affected by the fact that she had to close her business during lunch hours to pick her child from school and that led to the loss of income in her business. This finding is similar to a study conducted by Maziku, Majenga, and Mashenene (2014) in Tanzania, who found that women had to close their businesses to attend family activities which negatively affected the success of their businesses. On the other hand, participant 1 explained that her business was affected by the fact that when she went to attend to her family matters, she asked her customers to look after her business. Her customers in return stole stock and money from her business and that resulted in a loss of income which negatively affected her business. The loss of stock and money in a business affects the business's ability to sell items that customers are willing to buy (Lister, 2020). Research findings (Medeiros, 2015; Kennedy, 2015) have also established that employee theft

has largely contributed to the breakdown of many businesses. Employee theft in small businesses has been found to happen in several ways such as giving unauthorised discounts, theft of cash, theft of merchandise (Kulawiak, 2016; West, 2015; Hollinger, 2016). As a result, when customers are unable to buy what they want from one business, they will end up switching to another business and that will affect the success of the business.

Results of the current study extend the family embeddedness theory by showing that not all resources needed for startup and growth of the business come from family, but it is possible to tap into social networks to get resources needed for startup and growth of the business and that the significance of resources acquired from social networks depends on the degree of trust developed in these social networks. Although some of participant 1's customers helped to look after her business in her absence, the fact that they stole money and stock from her business, negatively affected the success of her business as it resulted in the loss of income and stock in her business. Although trust is fundamental in any business relationship, it becomes important for women entrepreneurs to evaluate the degree of trust they have with other business stakeholders as the magnitude of trust in business is critical for the success of business relationships. As a result, participant 1 has to stop allowing all customers coming into her business to look after her business. Rather, she has to be very careful of the people she entrusts her business with. She has to allow only the customers and family members she trusts, to look after her business. It should be the customers or family members whom she's sure will not steal money or stock from her business.

5.3.2.4.2 Decrease in productivity

A decrease in productivity was also identified as one of the outcomes of the conflict between the work and family roles of participants in this study. Participant 29 cited that:

.....The businesses will suffer because if I go to the farm tired, the rate of production will be affected. After all, because I will not be able to work in my business or even meet my deadlines with customers. This is more so the case because the nature of our business involves a lot of physical activities daily. We move around all day and are always on our feet.

The results above show that managing a business involves a lot of work. According to the results, a heavy workload in a business can lead to tiredness which further translates into reduced performance in business and a decrease in business productivity. Participant 29 explained that running a farming business involves a lot of physically demanding activities which cause tiredness and later results in poor performance in business and a decrease in business productivity. Tiredness can lead to burnout if one doesn't recover well. The low productivity in a business makes it difficult to meet deadlines with customers and that can have a major influence on customer satisfaction. In participant 29's case, the low productivity can be caused by the tiredness she experiences. Failing to meet her customer deadlines may cause customers to switch from her business to other businesses. As a result, when the business no longer has customers, sales will be reduced and the success of the business will be affected.

Furthermore, with regards to the conservation of resources theory which shows that current resources can be used to create new resources, the findings of this study show how the physically demanding activities of a farming business depleted the energy resources of participant 29 and resulted in tiredness. The tiredness from the heavy workload in her business reduced her performance in her business which further led to a decrease in the productivity of her business. This view suggests that for women entrepreneurs to keep up with the physical demands of their businesses, certain strategies have to be practiced to maintain their physical well-being and that of the business. Therefore, participant 29 has to take breaks during the day and rest in between her business tasks to restore the energy to continue completing her daily business tasks. Also, she has to employ more people in the business and get family members to assist. Resting between her tasks and having enough sleep will help her to gain enough strength to perform better in business. Improved performance in business will lead to improved productivity levels which will translate into the success of the business (Patterson, 2018).

5.3.2.4.3 Business exit intentions

It certainly affects them because handling family and business is a huge responsibility and can have some strain on anyone who has that kind of responsibility. Business and family can be affected negatively in such a way that the business can close down or family can be torn apart (Participant 19).

Narratives above show that juggling work and family roles can lead to conflict in women as one role ends up affecting another. In this case, participant 19 mentioned that both family and business roles need continuous attention and that if the interface between both roles is not well managed, each role may be negatively affected. From the family perspective, participant 19 explained that although it is sometimes not easy to persistently focus on both business and family roles when the woman entrepreneur fails to fulfill her family duties, it might create conflict between her children, husband, and other family members. The conflict created between her and her family may cause the woman entrepreneur to feel guilty and unhappy with her family. If the conflict continues, it can cause her family to eventually fall apart and will be left with no one to rely on. As a result, once the woman entrepreneur lacks support from her family, she might also find it difficult to continue managing her business and may feel unhappy with it. Once the woman entrepreneur starts to feel unhappy, the business might begin to struggle. Also, if the woman entrepreneur persistently feels unhappy with her business, she may ultimately decide to shut it down.

These results extend the family embeddedness theory by showing that family resources needed for the startup and growth of the business can only be acquired if the entrepreneur and family are on good talking terms. In the case of this study, participant 19 explained that managing both a business and family together can lead to conflict between her and family which may end up in the splitting up of the family. As a result, if participant 19 splits up with her family, she might find it difficult to continue running a business without a family. She will not have any support from her family and that means that it will be difficult to access any kind of resources from her family when they are not on good talking terms after splitting up with them. In addition, the results of the current study also support the role theory by showing that the interaction of family and the business domain causes conflict. As participant 19 explained, when managing both family and work domains, there can be conflict created in both domains as the family may fall apart and business may be shut down.

In conclusion, the consequences of work family conflict identified in this study include loss of income, decrease in productivity, and business exit intentions. With regards to loss of income, it was proposed that different types of business relationships can have implications for the success of the business. Looking at a decrease in productivity, it was proposed that different work-related

stressors that women entrepreneurs face can have different effects on the success of the business. Also, it was proposed that low productivity in a business can have implications for the success of the business. Concerning business exit intentions, it has been proposed that the type of work and family stressors experienced by women entrepreneurs have implications for the success of the business.

5.3.3 WORK FAMILY ENRICHMENT

In this study, participants shared their experiences on the types of enrichment they experienced. They experienced two types of enrichment: instrumental enrichment and affective enrichment. Table 5.7 presents the summarised frequency on the work family enrichment experienced by women entrepreneurs.

Table 5.7: Frequency on the work family enrichment experienced by women entrepreneurs

WORK FAMILY ENRICHMENT	Factor	Number of times subthemes were mentioned	Frequency	% of occurrences
Instrumental enrichment	Patience	P3	1	12.5
	Decision making abilities	P23	1	12.5
	Creativity	P20	1	12.5
	Humility	P8	1	12.5
Affective enrichment	Happiness	P1 & P4	2	25
Consequences of work family enrichment	Job and family satisfaction	P9 & P27	2	25
Total			8	100

5.3.3.1 Instrumental enrichment

5.3.3.1.1 Patience

Patience was identified as a form of instrumental enrichment that participants experienced in this study. Participant 3 said:

This business has taught me to be patient with people. For example, I realised that I needed to be patient with my employees before they get things right in my business. Also, I noticed that some of them feel comfortable working with me in my business when they realise that I'm patient with

them and they work with me for a long time. So I find myself not having to worry about hiring people all the time. Also when you are a married woman like myself and you find yourself married to someone with a different character from you, sometimes you may not understand it but because you have chosen to stay with that particular somebody, patience is all you need for you to understand this person very well or how they handle some things. Because things will not always go your way, you sometimes have to compromise. So since your children, house helper, and husband are different people from you, so you also have to consider how each of them is unique and different from you and deal with them accordingly.

The results above show that there are different levels of patience that one can tolerate in business and family. The levels of patience differ with time, based on the expected future outcome. On one hand, if the outcome is positive, one can be patient with the unpleasant situations surrounding their businesses or families. On the other hand, if the outcome is negative then it may not be necessary to tolerate any unpleasant circumstances. In this case, participant 3 explained that she had to be patient with her employees until they got things right in her business because she expected a positive outcome from the whole situation that existed. It was important to be patient with her employees because being in business was not just about building the customer base for the business. But, it was also about trying to turn the business into an exciting place for employees to work in. Her employees also stayed longer in her business and she did not have to hire new employees all the time. In that way, her business was saved from incurring employee recruitment costs which possibly enhanced the success of the business (Mosley, 2020). Campbell (2015) added that patience helps to successfully make business deals, improve employee relations as well as achieve the desired business goals. From the family perspective, participant 3 mentioned that she chose to be patient with her husband, children, and house helper because they all have different personalities from hers. Therefore, she felt the need to sometimes compromise to make things work in her family. Steinkraus (2015) also indicated that being patient with family members helps the family to quickly deal with issues instead of always complaining and expressing anger and prolonged bitterness towards each other. Given this, participant 3 was able to set the boundaries of patience and addressed issues in her business role so that they do not negatively spill over into her family role. This would help to avoid conflict between the two roles and vice versa. Results of the current study extend the spillover theory by showing that through patience, setting

boundaries between work and family roles helps to prevent family role issues from negatively spilling over into the business role and vice versa to avoid conflict. Therefore, the following is proposed:

Proposition 16: There are confounding factors surrounding patience that can have implications on the success of women entrepreneurs.

5.3.3.1.2 Decision making abilities

Decision making abilities have been identified as a form of instrumental enrichment that participants experienced in this study.

The business has boosted my decision making abilities. In life, there are lots of things that we people come across, so the fact that I'm the main decision-maker in my business also helps me to make better decisions for my life and family where needed. I can plan my work and family activities on time to avoid possible clashes between the two roles (Participant 23).

The results above show that people make decisions that affect both the work and family domains. In this case, participant 23 explained that with the decision making skills she learned from her business, she was able to apply the same skills to make better decisions in her family in terms of planning activities in advance so that her work and family domains do not interfere with each other. Being the main decision maker in her business enabled her to be able to make decisions that were in the best interests of the business. Brustein (2015) and Ashe-Edmunds (2019) mentioned that the success of entrepreneurs mainly depends on making efficient and effective business decisions as they help to address the problems that businesses face as well as help businesses to grow. Researchers (Dash, 2018; Procopio, 2018) also indicated that good decision making in business results in improved work productivity and satisfaction which eventually leads to the success of the business. While making good decisions can help to improve the success of the business, good decision making can also be applied in family life. Families that have good decision making skills can collectively plan family activities and effectively resolve family matters (Clark-Jones, 2018). Following these views, making good business decisions can result in the success of the business as they highly influence the future direction and performance of the business as well as things running smoothly on the home front (Shepherd & Patzelt, 2017).

However, participant 23 mentioned that she encountered different life situations therefore, the decisions she makes in family and business are based on her past experiences. Past experiences can either be in the form of problems encountered in the past or the good things she came across. If a past decision produced a positive result, she is more likely to make a similar choice when faced with the same type of situation. In the same way, when a past decision produced a negative result, she will make decisions that will make her avoid the negative results she experienced in the past. As a result, if a decision did not have a positive outcome, people should not choose a similar decision in the future. This further shows that decision making varies over time because decisions made in the past may have to change based on the changes currently taking place in situations that people face in life. These views are also supported by Yaqoob (2016) who showed that having numerous experiences in a certain area of life can have a positive impact on the decisions that people make. Prior experiences provide individuals with different perspectives on one issue to determine the correct decision to make (Yaqoob, 2016). Yechaim and Aharom, (2011) have also indicated that previous experience is useful because it helps to make difficult decisions based on uncertain or confusing information. Moreover, while the spillover theory shows that experiences (positive or negative) from one role are more likely to be experienced in another role. The findings of this study show that both the negative and positive past experiences of people in life shape their decision making abilities. Learning from previous experience changes the thinking abilities of people and enables them to quickly make decisions on what they currently face (Yechaim & Aharom, 2011). Therefore, the following is proposed:

Proposition 17: Past experiences determine the type of decisions that women entrepreneurs make and it will have implications for the success of their businesses.

5.3.3.1.3 Creativity

Creativity has been identified as another form of instrumental enrichment.

I have learned to be creative at all times because as a woman, I have a lot of responsibilities in the house and my business. So being able to be creative helps me in a lot of things that need my attention in my business and family. For instance, when cooking for my family, I do not always cook the same food all the time for my family because they will end up not enjoying my food. So I always need to expose them to different kinds of food that will make them happy and always look forward to eating my food. My creativity with food has also helped in my business because

sometimes the patterns that customers request need a little bit of creativity to make them look better than expected. So if one is not creative, they might end up with unhappy customers in their business (Participant 20).

The results above show that people's creativity can improve both the work and family domains. In this case, the creativity from the family improved the business domain. Participant 20 showed that through creativity, she was able to keep her family satisfied by exposing them to different meals. She explained that she applied the creativity skills she learned from her family in her business to satisfy her customers. She explained that through her creativity in business, she was able to exceed her customer expectations by altering the patterns requested by customers to make them look better than customers expected. When customers are satisfied, they will come back to her business to buy more of her products. Being able to exceed her customer expectations can result in customer satisfaction. This illustrates the importance of good customer retention strategies in business which are essential for business success. In this way, current customers will be loyal to her and will also help her to get new customers. Once the business has gained more customers, there will be more sales generated which will enhance the success of the business. Researchers (Momotok, 2017; Kappel, 2017) also mentioned that when customers are satisfied, the business enjoys the following benefits: an increase in the customer base of the business, positive feedback, increase in revenue, brand awareness, and free advertising through word of mouth and other strategies. Prior studies (Limani, 2020; Knilans, 2017) also found that good customer experience results in increased customer loyalty which ultimately leads to the success of the business. Being able to exceed customer expectations can result in improved customer satisfaction.

Drawing on the spillover theory, the results of this study show that creativity leads to a positive spillover from family to work only when there are sufficient resources in both the family and business domains. This means that a negative spillover from family to the business will take place if participant 20 handles her business and family tasks alone while a positive spillover will only happen when she has employees to help in her business and family members to help with family activities. Therefore, the following is proposed:

Proposition 18: The impact of creativity on the success of the business will be dependent on the availability of resources (in both the home and the work domain).

5.3.3.1.4 Humility

The business has taught me to always be humble. I think there is a woman I once met who received a call from her customer. And I heard her speak very calmly with them and she said to me “you must also learn to speak humbly with your customers. Even if you have something that is stressing you out, when you receive a call from your customers, try by all means to talk to them nicely. That will make them always come back to you and want to buy from you”. So that is what she taught me. So even in my family I also become humble towards my parents, siblings, and our domestic workers (Participant 8).

Results above show that humility in one role can spill over to another role. In this case, the spillover is from business to family. Participant 8 explained that managing her business taught her to be humble towards her customers as well as her family members and house helpers. Being humble towards customers makes them want to come back to the business to buy from the business. Also, having customers that come back to the business to buy can result in customer loyalty and also lead to the success of the business (Low, 2016). In a family domain, humility helps to improve family relationships as family members peacefully resolve conflicts among themselves and to move on with life (Steinkraus, 2015). The fact that humility spills over to the business and family further enhances life satisfaction. These views are similar to the findings of Abdullah (2019) who mentioned that humility is significant in maintaining and mending relationships in families. Moreover, participant 8 mentioned that she learned to be humble regardless of the stress she was experiencing. Being able to remain humble towards her customers regardless of her emotional condition also shows the importance of emotional intelligence in business. Entrepreneurs with high emotional intelligence can form good working relationships with their business associates and customers because they can control their emotions when dealing with people of different personalities (Morgaine, 2020). For instance, when dealing with annoying customers or facing other business-related frustrations, emotionally intelligent entrepreneurs can control their emotions and avoid arguing with customers as that may worsen matters for them and their businesses. They instead choose to calmly handle tense situations and frustrating customers.

Similarly, participant 8 mentioned that she learned to humble herself towards her customers even if something is stressing her out as that will make her customers want to come back to her business to buy from it. As a result, being emotionally intelligent essentially strengthens entrepreneurs because they find it easy to do business with other people and do not run the risk of losing customers or isolating business contacts based on negative emotional outbursts (such as anger). Emotionally intelligent entrepreneurs find it easy to put their feelings aside and attend to what customers feel, need, and expect (Morgaine, 2020).

These views support the spillover theory, by showing that people can simultaneously experience both positive and negative spillovers, but how they handle both spillovers depends on how emotionally intelligent one is. This means that people can decide which spillover they want to be more salient in their lives than the other. Therefore, even during the stress experienced, participant 8 managed to control her emotions and remained humble towards her customers not transferring her stress to her customers. As a result, the following is proposed:

Proposition 19: Humility can spill over from either the family and work domain and has implications for the success of the business.

This section presented the types of instrumental work family enrichment which included patience, decision making abilities, creativity, and humbleness. For each type of instrumental enrichment, propositions were formulated. With patience, it was proposed that there are confounding factors surrounding patience that can have implications on the success of women entrepreneurs. Looking at decision making abilities, it was proposed that the nature and depth of decisions women entrepreneurs make will have implications on the success of the business. The proposition on creativity was: the impact of creativity on the success of the business will be dependent on the availability of resources (in both the home and the work domain). With regards to humbleness, it was proposed that humility can spill over from either the family and work domain and has implications on the success of a business.

5.3.3.2 Affective enrichment

5.3.3.2.1 Happiness

Happiness was identified as a form of affective enrichment experienced by participants in this study.

Just like every business person who goes to business to make money and wishes to see it grow, when that happens for me I always feel happy and when I arrive home I always share my happiness with my family and everyone in the house just becomes happy (Participant 1).

Everyone loves money but these days it is difficult to get it, so when it comes at a rate that I never expected, I feel happy about it. When I'm happy in business I sometimes give my customers discounts and that also makes them happy too. Even on days that I don't give discounts, you find that some customers keep on asking when I will give them discounts again. Other customers now want to buy at discount prices all the time, they complain that my standard prices are too high for them. Happiness helps me to become more active in the business. My family also becomes happy because they know that I'm able to attend to their individual needs. No one is sidelined, they all get what they need from granny (she smiles) (Participant 4).

Results above show that participating in family and business roles can lead to happiness in both roles. According to the narratives, participants 1 and 4 explained that when things go well in their businesses they become happy in their businesses and families. Participant 1 explained that when things go well in her business she becomes happy and she shares the happiness with her family. Participant 4 explained that when things go well in her business, she becomes happy and when she's happy she gives her customers discounts which also makes her customers happy. When customers are happy, they will come back to the business to buy more from the business just as participant 4's customers did. Giving discounts to customers can be seen as a form of customer retention strategy used to maintain customers in a business. As a result, being able to retain customers in a business can increase the sales of the business which also enhances the success of the business.

Although giving discounts to customers helps to establish a good relationship with customers, the downside to discounts is that they can potentially affect the business in the long run. For example, participant 4 explained that some of her customers asked her to give them discounts even on days when she was not intending to give any discounts. This shows that giving discounts can attract customers who are only driven by discounts instead of appreciating what the business offers (Lee, 2016). Also, happiness should not lead to bad business decisions. As a result, participant 4 has to strike a balance between when to give discounts in the business that will help to cover business expenses and not give discounts every day based on her emotions. In addition, participant 4 also mentioned that when she's happy she becomes more active in her business. The peace of mind she has also made her energetic and can improve her productivity levels in business which eventually leads to the success of her business. Participant 4 also explained that when things go well in her business she's able to provide her grandchildren's needs which also triggers happiness and life satisfaction among her family members. As a result, when the family is happy and satisfied, participant 4 will also feel active enough to perform her family tasks which will help to avoid conflict between work and family roles.

These views support the spillover theory. Participant 1 confirms a positive spillover because happiness from business has spilled over to the family. Participant 4 on the other side confirms a negative spillover by showing that business decisions should not be based on emotions. If the business gives discounts every day, there will be a negative spillover from the business to the family because the business will be affected as it will not be able to generate sufficient income which can be used to provide family needs. Not being able to provide for family needs may reduce life satisfaction. As a result, the following is proposed:

Proposition 20: Happiness experienced by women entrepreneurs in business promotes family and customer satisfaction.

Proposition 21: The impact of happiness on the success of women-owned businesses is dependent on the type of discount strategies used to retain and attract customers.

Happiness was the only type of affective work family enrichment that participants identified and it proposed that happiness experienced by women entrepreneurs in business promotes family and

customer satisfaction; the impact of happiness on the success of businesses owned by women is dependent on the type of discount strategies used to retain and attract customers.

5.3.3.3 Consequences of work family enrichment

5.3.3.3.1 Job and family satisfaction

Job and family satisfaction has been found as outcomes of work family enrichment.

Remember I said I once worked at a sheep shearing center. So only depending on the salary wasn't enough because by month end I would be in a lot of debts and I was never happy. So I decided to start my business and ever since I came into the business I feel satisfied. When I am satisfied with my business, then I am also satisfied with my family (Participant 9).

I am satisfied with the work I do here in my business and that makes me satisfied and an easy-going person to my family (Participant 27).

The narratives of participants 9 and 27 show that engaging in family and business roles triggers satisfaction in both roles. According to the narratives, participants 9 and 27 explained that being in business made them feel happier and satisfied in their businesses and families. For instance, participant 9 was unhappy with the little salary she earned in her job before starting her business as she could not afford to pay her debts. However, after starting her business she had peace of mind from her business which spilled over to her family domain, and that led to a general job, family, and life satisfaction. This finding is supported by prior studies (Shockley & Singla, 2011; Carlson, Grzywacz & Kacmar, 2010; McNall, Masuda & Nicklin, 2009) which found that taking part in multiple life roles leads to job satisfaction. Rhee and Zheng (2019) also found that work-to-family enrichment had a positive impact on both life and job satisfaction. Moreover, participant 27 explained that her satisfaction with the business promoted a peaceful atmosphere in her family because she became friendly towards her family. Being friendly towards her family members can improve relationships among family members and ultimately result in a friendly and peaceful family environment. Drawing on the spillover theory, the results of this study show that starting a business leads to a spillover of satisfaction from business to the family which improves the entrepreneurs' business and family roles.

Happiness was the only type of affective work family enrichment that participants identified and it proposed that happiness experienced by women entrepreneurs in business promotes family and customer satisfaction; the impact of happiness on the success of businesses owned by women is dependent on the type of discount strategies used to retain and attract customers. Also, job and family satisfaction was the only consequence of work family enrichment that participants identified. The proposition on job and family satisfaction reads as follows: Job and family satisfaction that women entrepreneurs experience has implications on the success of their businesses.

5.3.4 CHALLENGES

In this study, the challenges identified included: business expense, employee theft, and competitive strategy as well as credit sale strategies. Table 5.8 presents the summarised frequency on the challenges experienced by women entrepreneurs.

Table 5.8: Frequency on the challenges experienced by women entrepreneurs.

CHALLENGES	Factor	Number of times subthemes were mentioned	Frequency	% of occurrences
	Business expense	P11 & P23	2	25
	Employee theft	P3 & P22	2	25
	Competition	P25 & P23	2	25
	Credit sale strategies	P19 & P30	2	25
Total			8	100

5.3.4.1 Business expense

The challenge I face is a lack of money due to work that fluctuates. Sometimes you find that at month end the money made in the business does not even cover rent expenses. In such months I find myself even struggling to pay my children's school fees (Participant 11).

The challenge I face is that the rent I pay for this place is just too much that I feel like all the money made in this business only covers rent and does not cover any family needs and other business expenses. However, I'm still looking for another place at a better price (Participant 23).

Results above show that entrepreneurship is a daunting task and sometimes the effort put into the business does not meet the expected business income. For instance, participant 11 mentioned that her business does not get enough orders from customers and that affects the sales of the business because it is not able to make enough profit. As a result, it makes it difficult to cover rent expenses. She also finds it difficult to provide for her family needs (i.e. paying children's school fees). Participant 23 also added that her business does not make enough money. She can only pay rent for the business premises and that makes it difficult to cover other business expenses. She is also unable to provide for her family needs. These views show that the money made in business was not enough and also made it difficult to provide family needs which is congruent with the spillover theory. Therefore, participants 11 and 23 can opt to operate their businesses from home to reduce operating costs which include the cost of traveling to work, office rent, and other costs related to non-home-based business (Mathews, 2016). Being able to cut the operating costs will also enable participants 11 and 23 to be more competitive with their pricing and costs compared to their competitors who operate from a rented business space. Alternatively, both participants have to find another businessperson with whom they can share a shop to reduce the rent cost. That will enable their businesses to save more money to provide for family needs and cover the business expenses which will enhance the success of their businesses (Dholakiya, 2019). Therefore, the following is proposed:

Proposition 22: Fluctuations in business income have implications on the success of the business and family.

5.3.4.2 Employee theft

Employee theft was cited as one of the challenges that participants faced in their businesses. Participant 22 said:

I used to come across employees that steal from me. I also experienced a couple of robberies in my business. Money and stock were stolen from my business and that affected my business.

Participant 3 also narrated her story as follows:

I had a problem with employees stealing from me. They stole money and stock from my business. One of them even managed to open their own business using the cash and stock they stole from me. I found it hard to believe because I trusted the employee that stole from my business and I

ended up not trusting my current employees as well as the new employees thereafter. As a result, I just had to let the employee who stole from my business leave my business. The sad part is that the same employee who stole money and stock in my business opened a pharmacy and I heard that it also operates somewhere here in town.

The narratives above show that employee theft is one of the most prevalent workplace deviance that businesses experience and that employee theft has different types. In this case, participants 22 and 3 experienced cash and stock theft from their employees. Participant 3 further showed that one of her employees used the stock and cash stolen from her business to start a similar kind of business. It is also possible for participant 3's employee to have stolen her customers because the employee opened a business similar to participant 3's business. So, customers who preferred being served by the employee who stole from participant 3's business might follow the employee to the newly formed business. As a result, participant 3 might lose customers to her employee's newly opened business which can lead to reduced sales in her business and also affect the success of her business. Stealing from a business affects the profits and success of businesses as they struggle to absorb the losses incurred due to theft (Catalano, 2020). Also, when employee theft occurs, it causes serious emotional stress for most small business owners as they struggle to deal with the fact that their employees stole from them.

Given the spillover perspective, the lack of trust caused by employees who stole from participant 3's business can spill over from one employee to another employee in her business and further spillover from her employees to her customers and business associates. Also, participant 3 may end up not trusting her family members and other people she meets in her life which can, in turn, make it difficult for her to delegate tasks to other people. She may end up micro-managing her business as well as family activities. Micro-managing her business and family activities can result in tiredness which could further grow into exhaustion and burnout. As a result, to avoid the negative spillover from her employees to her business and family, participant 28 has to learn to separate the bad experiences she had with one employee from the next employee. She has to learn to avoid ill-treating one employee because of the past mistakes of another employee. Also, participants 22 and 3 have to put policies in place to regulate and reduce the effect of employee theft on businesses (Langner, 2010). This can be done by putting up signs that will warn

employees that stealing is not allowed and that they will be prosecuted and fired if caught doing so. Moreover, entrepreneurs have to install cameras in their businesses to alert and warn not to employees who steal. There should also be a written policy on employee theft which should be distributed to all employees and constant reminders should be made to employees about it. As a result, the following is proposed:

Proposition 23: Employee theft reduces trust which in turn has implications on the success of the business and family domain of women entrepreneurs.

5.3.4.3 Competitive Strategy

Competition is one of the challenges that participants in this study faced. Participants narrated their stories as follows:

Everyone is selling food these days, especially these people in the streets that sell their plate of pap, cabbage, and wors. I know Basotho people love cheap things, so I have decided to sell food at lower prices so that my customers can continue buying from me (Participant 25).

The challenge we face is that Basotho-owned businesses compete with foreign-owned businesses. Most Basotho seem to prefer buying from foreign-owned businesses more than Basotho-owned businesses. So to survive we make sure that we sell good quality products to retain our customers (Participant 23).

The results above show that most businesses face competition and businesses have put in place different strategies to survive the competition. One way is through selling good quality products. Product quality is one of the core factors of the customer's satisfaction and loyalty (Khadka & Maharjan, 2017:13). Selling good quality products leads to repeat purchasing from the business and also helps to retain current customers and attract new customers into the business. Selling good quality products also leads to customer loyalty and also enhances the success of the business. Participant 23 further explained that she sets prices lower than her competitors to survive the competition. Lowering prices in businesses helps to retain current customers and attract new customers into the business. When more customers buy from the business, more money will be generated in the business which will also help to generate enough money to provide for the family

needs thus resulting in improved life satisfaction. Based on the aforementioned discussion, it is evident that there is a positive and negative spillover from the business to the family which is in line with the spillover theory. Lowering prices in the business will help to generate income which can also make it easy to provide for the family needs and lead to improved life satisfaction. On the other hand, lower prices may also lower the sales of the business which can also affect its overall performance. This may spill over into the family because there will also not be enough money to provide for family needs. As a result, the following is proposed:

Proposition 24: There are different strategies that women entrepreneurs put in place to mitigate competition and this has significant implications on the success of the business.

5.3.4.4 Credit Sale Strategies

Settling business accounts was also identified by participants in this study. Participant 19 said:

This is a very challenging type of business because sometimes people do not want to pay the full amount for the items they have requested me to make for them. And this affects my business because that means I do not generate enough income for my business.

Participant 30 also shared:

Oh yes, dear, Basotho people don't want to pay so selling to them on credit will kill your business. I work with cash only. No credit to avoid the stress of people who don't want to pay.

Results above show that entrepreneurs are faced with the challenge of bad debts from credit sales/debtors. Some customers do not pay their debt in full while other customers do not pay their debts at all. When customers do not settle their debts, the cash flow of the business is affected thereby limiting the success of the business (Yusuf & Dansu, 2013). This finding is similar to a study conducted by Masoud and Mbega (2013), who found that most small and medium enterprises (SMEs) in Tanzania also sold on credit to their customers and struggled to trace their customers to pay their debts. When customers do not pay their credits, there will be a shortage of money generated to cover business expenses. The shortage of money generated in the business can also make it difficult to provide for the family needs which may also affect the life satisfaction of entrepreneurs. Poor management of credit in business causes a business to incur additional costs

which include the time and resources in collecting debts and also delays the conversion of its sales into cash, which can affect the stability and growth of the business (Richard & Mori, 2018). As a result, entrepreneurs need to know their customers so that they can decide on debt and credit recovery strategies to use in their businesses. Effectively managing debtors leads to increasing sales and subsequently increasing the recovery rate of debts and generating more profits (Madishetti & Kibona, 2013). Studies (Gamze, Ahmet & Emin, 2012; Al-Mwalla, 2012) also allude that managing debtors in a business helps to enhance business success. Similarly, just as participant 30 used the cash-only policy in her business to manage credit in her business, managing debt in business helps to contribute towards the formation of business strategies that monitor their debtors and control their losses while selling on credit. These results illustrate the negative spillover theory from customers to business, business to business, and from business to family in that when customers do not pay their debts, the business will be affected as it will not be able to generate sufficient income to cover business expenses. Also, when the business does not generate enough money to cover business expenses, it will be difficult to provide for family needs. Not being able to provide for family needs may reduce the life satisfaction of women entrepreneurs. As a result, the following is proposed:

Proposition 25: The type of credit policy and debt recovery strategies that women entrepreneurs use have implications for the success of the business.

In conclusion, this section looked at the challenges that women entrepreneurs encounter in their businesses. These challenges included: business expense, employee theft, competition as well as credit sale strategies. For each challenge, different propositions were formulated. Looking at the business expense, it was proposed that fluctuations in business income have implications on the success of the business and family. In terms of employee theft, the following proposition was presented: employee theft reduces trust which in turn has implications on the success of the business and family domain of women entrepreneurs. With regards to competition, the following was presented: there are different strategies that women entrepreneurs put in place to mitigate competition and this has significant implications on the success of the business. Looking at credit sale strategies, it was proposed that the type of credit policy and debt recovery strategies that women entrepreneurs use have implications on the success of the business.

5.3.5 FAMILY SUPPORT

In this study, the types of family support that women entrepreneurs experienced included: financial and non-financial support, emotional support and instrumental support. Table 5.9 presents the summarised frequency on types of family support that women entrepreneurs experienced.

Table 5.9: The types of family support that women entrepreneurs experienced

FAMILY SUPPORT	Factor	Number of times subthemes were mentioned	Frequency	% of occurrences
	Financial and non-financial support	P5 & P11	2	22.2
	Emotional support	P2 & P9	2	22.2
	Instrumental support	P3, P6, P13, P24 & P30	5	55.6
Total			9	100

5.3.5.1 Financial and non-financial support

Finance/startup capital is one way through which participants received financial and non-financial support from their families. Participants shared their stories as follows:

I own a salon, I make and sell sun hats and I'm also into tailoring. I move around to sell what I've tailored to people. I started this business before I was married and my parents gave me capital to start my business (Participant 5).

My sister bought me a machine and I looked for a place to work from and started sewing. And people would come and ask "Oh so you have tailoring here?" Or others would come to ask me if I could make a certain pattern and I was able to do it. Then with time, I ended up having a heavy workload and I had to find someone that I trained and hired so that they could help me.... (Participant 11).

The results above show the importance of family in providing financial and non-financial resources in the startup and growth phases of the business. In this instance, participant 5 received financial

support from her family while participant 11 received non-financial support from her family to start the business. From these results, it is clear that family plays a major role in the startup and growth phases of the business by providing resources (financial and non-financial) to the businesses of their family members (Leung, Mukerjee & Thurik, 2020). Financial resources from family members are important to entrepreneurs because they have low transaction costs, low interest, and payback requirements, and availability when other sources are unavailable (Sieger & Minola, 2015). Non-financial support in the form of childcare and household work enables women entrepreneurs to maintain a work life balance because it gives them more time to focus on their businesses (Neneh, 2019). Family provides a vital resource (financial and non-financial) which entrepreneurs can tap into, to enhance the success of their businesses as illustrated in the family embeddedness theory. Therefore, the following is proposed:

Proposition 26: There are different types of financial and non-financial support that women entrepreneurs use which have implications for the success of the business.

5.3.5.2 Emotional support

Participants also received emotional support through sharing their daily experiences with their families. They presented their narratives as follows:

I talk to my son because I work with him in this farming business. We manage to sit and discuss ways to solve the problems that we face. My son is always willing to listen to me whenever I need to talk to him and that makes me feel good because he's working very hard so I also feel motivated to at least know that one of my children understands the farming language that I talk and also does the farming job (Participant 9).

When I arrive home after having had a bad day, I immediately hug my son, I just feel better and happy. You know the bond between a child and parent, it always has a way of making both parties feel better even if one of them pretends to be ok. I even forget about the stress I had at work. My son has some magic on me (Participant 2).

The results above show the importance of emotional support that family members provide to women entrepreneurs. In the case of participant 2, the hug from her son increased feelings of being

cared for, loved, valued, and esteemed while participant 9 felt motivated after her son listened to her business problems. This finding is similar to the views of Labaki, Michael-Tsabari, and Zachary (2013) which showed that when family members show support towards one another (i.e. love, caring, listening), it results in positive effects such as increased motivation, loyalty, and trust among family members and also lead to life satisfaction and an increase in family cohesiveness. In the case of participant 2, hugging her son after work helped to reduce her stress levels while participant 9 felt motivated after her son listened to the problems she was facing in her business. These results show that support from family (children) can motivate women entrepreneurs to perform better in their businesses. However, Labaki, Michael-Tsabari, and Zachary (2013) also explained that the lack of emotional support in families can result in negative effects such as hatred, mistrust, and guilt which can extremely complicate family relationships.

Looking at the family embeddedness theory, research has always pointed out that the family provides entrepreneurs with resources for their businesses as well as resources that can be used at home. However, in this study, participant 2 mentioned that the hug she gets from her son helps her to detach from the work stressors. Being able to detach from work stressors can lead to the improved well-being of the entrepreneur. Also, participant 9 explained that the fact that her son listens to her makes her feel better and motivated to perform better in her business. As a result, the families of both participants helped to improve the overall well-being of participants. The improved overall wellbeing can in turn lead to improved performance of participants in their businesses thus enhancing the success of their businesses. As a result, the following is proposed:

Proposition 27: The presence/absence of emotional support has implications for the success of the business.

5.3.5.3 Instrumental support

My husband is my business partner it's just that he's not active in the running of the business. He's only active on admin issues, like when we have to renew a business license, etc. Also, I have 2 employees. At the moment they are both female but at times I still get male employees as well I don't just work with females. It differs from time to time. As you can see in the queue there (pointing to people queuing), people have come for Mpesa services; others have come to deposit while others have come to withdraw. So my employees handle such. At times when I need change

if say a customer pays with a R100 note and I don't have change, one of my employees goes out to get change so that we can give the customer their change. They also help with cleaning the pharmacy, packing the stock on shelves, and also selling to customers if I happen to have gone out or I'm busy helping another customer. So they help to also avoid having long queues. Even when I have to be somewhere and have to leave the business for some hours, I don't need to close the pharmacy because they are there to handle things when I'm out (Participant 3).

My husband and I run this business, so the only person that we partner with is the one that has partnered with my husband in helping each other with watering issues. They have joined the water pipes together in such a way that each pipe goes into another person's garden. And when there is a water shortage, they share the water available for watering (Participant 6).

My aunt shares her business knowledge with me. Whenever I need something from her, she's always willing to help me. She always tells me that she wants to leave the legacy of this business with me because I have shown interest in it so that when she dies or becomes old at least there must be someone to look after it and make it grow (Participant 30).

My friends and family show me support by buying my products and also refer other people to me (Participant 24).

I have 4 employees. So when a customer comes, whether I'm available or not, the employees handle the customer. They take the measurements, give her advice on the pattern, and also with payment issues (Participant 13).

The results above show that there are different types of instrumental support that entrepreneurs receive in their businesses. In this study, participants showed that they received instrumental support from their spouses, employees, families, friends, and business partners. The narratives of participants 3 and 6 show the benefits of being in a copreneurial business. From these results, it is clear that in a copreneurial business, there is a clear distribution of tasks between partners. For example, participant 3 explained that her husband handles the admin issues in the business such as renewing a business license while she runs the business daily. The time she will have to travel

to renew the business license and stand in long lines, was instead dedicated to the business. Because in Lesotho a lot of things are still done in person as opposed to online, one must always avoid the risk of wasting time. Therefore, the type of support her spouse offers is a unique type of support that the family can provide. Results further show that in copreneurships, it is not always the case that entrepreneurs focus on their networks to enhance the success of their businesses. Instead, entrepreneurs have to borrow resources from other people's networks to enhance the success of their businesses. In this case, participant 6 tapped into her husband's networks to enhance the success of her business. This is a different type of instrumental support that is sometimes not formally documented.

Furthermore, participants in this study also received instrumental support from their family and friends. Participant 30 explained that her aunt shared business knowledge with her and that helped her in managing her business. Knowledge sharing has been found to enhance the competitive advantage of the business which in turn enhances the success of the business (Xu, Quaddus & Gao, 2014). Participant 24 in this study also received support from her family and friends through advertising her products and her business. She explained that word of mouth was used to reach her customers. Family and friends referred people to her business and that attracted more customers to it. Therefore, this is another unique type of instrumental support that participants received from their families and friends. This is especially because most businesses always have to incur some advertising costs to attract customers into their businesses. When more customers buy from her business, the sales of the business will increase thus enhancing the success of her business.

Results further showed that participants received support from their employees. In this case, the narratives of participants 3 and 13 illustrate the importance of delegating work to employees because businesses continue to operate in the absence of business owners. For instance, participant 13 explained that her employees handled the customers in her absence and participant 3 mentioned that her employees helped with activities in the business such as getting change for customers, cleaning the business, packing the stock on shelves, and also selling to customers if she's gone out of her business. Just as participants 13 and 3 explained, their businesses continue to operate even in their absence because their employees take charge of all the business activities in their absence.

As a result, employees are important because they help to attain business goals and objectives. Therefore, entrepreneurs need to treat their employees with care because it is through employees that business continues to operate even in the absence of the entrepreneurs.

These results contribute to the family embeddedness theory which shows how family provides a vital resource that entrepreneurs can tap into to foster the success of their businesses. Results show that entrepreneurs cannot always focus on their networks to enhance the success of their businesses. Instead, there are times when entrepreneurs have to tap into other people's resources to enhance the success of their businesses. Participant 6 used her husband's networks to address the watering problem she had in her business. This study also found that instead of spending money on marketing, the family can also act as marketing tools for the business. In the case of participant 24, her family and friends bought products she sold and they also referred other people to her business which helped to attract more customers to buy. When more customers buy from her business, the sales will increase and there will be more money made to cover the overall business expenses as well as also provide the family needs. Moreover, results also recognise the role of women in copreneurial businesses which overrules the patriarchal practices that consider the man as the leader and head of the family who is solely responsible for decision making, while women are commonly confined to household tasks. Results show that the success of a copreneurial business depends on clearly defined roles between the copreneurial couples based on their strengths. Just as participant 3 explained, she shared tasks with her husband. She managed the daily operations of the business while the husband handled the business admin work which includes renewing their business license. Therefore, the following is proposed:

Proposition 28: There are different types of instrumental support that women entrepreneurs use which have implications on the success of the business.

5.3.6 WORK LIFE BALANCE STRATEGIES

In this study, the types of work life balance strategies that women entrepreneurs used included: integration strategies, segmentation strategies and mixed integration and segmentation strategies. Table 5.10 presents the summarised frequency of the types of work life balance strategies that women entrepreneurs used.

Table 5.10: Frequency of work life balance strategies of women entrepreneurs

WORK LIFE BALANCE STRATEGIES	Factor	Number of times subthemes were mentioned	Frequency	% of occurrences
Integration strategies	Communication	P12	1	9.1
	Work flexibility	P5	1	9.1
Segmentation strategies	Household management	P1, P3, P11, P21 & P24	5	45.5
Mixed integration and segmentation	Delegating	P21 & P22	2	18.2
	Time management	P13 & P15	2	18.2
Total			11	100

5.3.6.1 Integration strategies

The integration strategies identified in this study are communication and work flexibility.

5.3.6.1.1 Communication

Communication was one of the work life balance strategies used by participants in this study.

Participant 12 explained:

(Breathing deeply) usually, when I arrive here at work, I talk to my business partner. She listens to me. We communicate well and understand each other. We discuss work and family problems all the time and advice each other accordingly. We are also able to exchange ideas on how to grow the business. That makes it easy to focus on both work and family matters giving each of them equal time.

The results above illustrate the importance of communication between business partners. When women entrepreneurs communicate with their business partners, it becomes easy to establish good working relationships. A good working relationship between business partners enables them to advise each other on how to grow the business together and also to divide business responsibilities. When each partner in the business knows what they are expected to do, it makes it easy to complete the business tasks on time. Women entrepreneurs are also able to detach from their work stressors which may lead to the improved personal well-being of women entrepreneurs. This may further improve the performance of women in their businesses. In addition, the fact that participant 12 was able to talk about family matters with her business partner shows that she is an integrator and

that made it easy for her to facilitate the activities between her work and family roles (Ashforth, Kreiner & Fugate, 2000). This finding is similar to the views of Allen, Cho, and Meier (2014) who added that integrators freely discuss family issues with their business partners and coworkers. However, integrating both work and family roles can make it difficult to cope with activities in both roles.

Drawing on the border theory, the fact that participant 12 shares her family issues with her business partner shows that she used temporal and physical tactics to separate her work and family roles. She talked about her family issues in the physical space of her business. With the temporal tactic, she had to create time within her working time to talk about her family issues. Therefore, having a good communication relationship with a business partner is good because it makes it easy for women entrepreneurs to do everything in business. After all, they have all the support from the business partner whom they can talk about family issues. However, the downside of it is that one has to use part of the time at work to discuss family issues. As a result, women entrepreneurs have to strike the balance and manage their time in such a way that they can talk about family and business issues. They have to allocate certain times for business and family because if there are too many family activities, there can be less time for work issues. Given this, the following is proposed:

Proposition 29: There are different types of communication strategies that women entrepreneurs use which have implications on the success of the business.

5.3.6.1.2 Work flexibility

Work flexibility is one of the work life balance strategies used by participants in this study. Participant 5 commented:

So when the school bus came back to drop the children home, it was usually now in the late afternoons and I would know that I have to close my business and knock off from my business so that when the child comes back from school they find me home.

The narrative of participant 5 shows the benefits of self-employment. Being in business allowed her to be independent and have control over her time which enabled her to have the flexibility between her work and family responsibilities. She was able to decide when to open and close her

business to focus on her family activities. The fact that participant 5 was able to close her business early to take care of her child when the child comes back from school shows why most women quit the 9 to 5 jobs to strike an optimal balance between their work and family roles. As a result, the flexibility that participant 5 gained in her work role may directly improve her parenting role or indirectly lead to positive affect (such as high energy, enthusiasm, alertness) which can benefit her interaction with her family (her child). Prior studies (Grzywacz, Carlson & Shulkin, 2008; Frye & Breugh, 2004) mentioned that work flexibility can be seen as a work life balance strategy. Although participant 5 had the flexibility of closing the business whenever she wanted to, the downside of it is that if she has clients at the time when she is spending time with her child, clients may switch to another business when they find her not available in the business. When her customers switch to another business, she will lose customers and that will also affect the sales of her business as well as the success of her business. In this view, the following is proposed:

Proposition 30: There are different types of work flexible schedules that women entrepreneurs use which have implications on the success of the business.

5.3.6.2 Segmentation strategies

The segmentation strategies identified in this study include household management.

5.3.6.2.1 Household management

I have a live-in helper who does all that. She takes care of the children, cooks for them, and even does the laundry for them when I'm at work. And that helps me a lot because it reduces the work that I have to do when I arrive at home. So that helps me to be able to focus on my business without worrying about household duties (Participant 3).

We have a helper staying with us. She helps to get my brother's children ready for school, cleans the house, cooks, and sometimes does some shopping errands for us if we're busy because I sometimes do not even have time to do anything in the house. So her presence reduces the work for me and my mom. I also have more time for my business (Participant 24).

I took my children to daycare and fetch them when I knock off because these days nannies are not trustworthy. So to avoid encountering untrustworthy nannies, people must just take children to

the daycare centre so that they will be able to fully focus on work during the day (Participant 11).

Well, I know that most people don't get along with their mothers in law so I wouldn't suggest that to them. Otherwise, they must either take their children to a daycare centre where they will fetch them when they knock off or hire nannies even though nannies can sometimes be problems themselves (Participant 21).

No, what happens is that there is a school bus that takes the child to school and fetches her from school (Participant 1).

Results above show that there are different types of household management strategies that women entrepreneurs receive in their businesses. In this study, participants showed that they received household support from domestic workers, daycares, and child transport. The narratives of participants 3 and 24 show that they relied on domestic workers who took care of the household work and enabled them to have more time for their businesses. Most of the domestic workers were live-in workers. They performed tasks such as feeding children, ensuring that children are neatly dressed when they go to school, fetching children from school and loving and caring for the children, cooking, doing minor shopping errands, and cleaning the house. The availability of domestic workers showed flexible borders for participants because they were able to focus more on their businesses. The findings of this study are similar to the findings of Muasya (2015) who also found that women who had reliable domestic workers in their families were able to reduce their time pressures and work strain because most of the household work was satisfactorily completed.

Taking children to daycare centres and using school buses was another way participants received household support. Participants 1, 11, and 21 mentioned that taking their children to the daycare helped them to manage their household work. According to these results, taking children to daycares and transporting children using school buses demonstrated the flexible borders for participants because they were able to focus more on their businesses. They explained that taking their children to daycares gave them a chance to focus on their businesses during the day. Also, using school buses made life easy for participants 1, 11, and 21 as it reduced the burden and saved

time for taking children to school and from school. Participants 1, 11, and 21 relied on the availability of other people (domestic workers) and other outside sources (daycares, school buses) to reduce the imbalance between their work and family roles which enabled them to have more time for their businesses. These views illustrate the social network theory which shows that resources can be acquired from social networks to assist women entrepreneurs in their family and work domain. Domestic workers can be viewed as part of the social resources that an individual can receive from other people in their social network (Lee & Hong, 2005). Therefore, hiring domestic helpers helped to reduce the household work of participants and enabled them to focus more on growing their businesses. Also, taking children to daycare centres and transporting children using school buses demonstrated the flexible borders for participants because they were able to focus more on their businesses. Therefore, the following proposition is made:

Proposition 31: There are different types of household management strategies that women entrepreneurs use which have implications on the success of the business and family domains.

5.3.6.3 Mixed integration and segmentation strategies

While other people practice either integration or segmentation strategies to balance their work and family roles, other people make use of a combination of both the integration and the segmentation strategies. The mixed integration and segmentation strategies identified in this study include: delegating and time management.

5.3.6.3.1 Delegating

Evidence from the current study shows that respondents relied on delegating to manage their work and family responsibilities. Respondents shared their stories in the following manner:

Like I said my employees help me in the shop and the bar. Two of them are in the shop and the other two in the bar. They know the times when they have to start work, take lunch breaks, and how to do so. They do not all go to lunch at the same time. One from the shop and bar go to lunch first and the others will go when they come back. I don't decide for them who will go first. They do it themselves. It makes it easy for us to get the work done on time in business and I'm able to also think of other important activities in my business. I'm also able to think about my family responsibilities on what has and has not been done at home. In my family, I have taught my children to do some basic things like bathing and dressing themselves. They can also feed

themselves, so it also reduces the burden of having to do all that for them. When I arrive home I do other things like cooking for them so that in my absence, they can just eat the food I have prepared (Participant 22).

In my family, I try to always divide family responsibilities with my husband and mother in law and that helps me to have more time for my business (Participant 21).

The results above show the importance of delegating tasks in business and family. Participant 22 mentioned that she survives by delegating business activities to her employees and that helps to get tasks in the business completed on time which allows her to be able to think about her family responsibilities (Ward, 2019). Participant 22 also mentioned that she reduces her workload in her family by teaching her children to be independent by letting them do basic things for themselves like feeding, bathing, and dressing themselves. Participant 22 is both a segmentor and an integrator. She was able to delegate activities in both her family and business because she was able to delegate tasks in her business and when all her business tasks were completed she used her spare time to plan for her family. She is a segmentor because she was able to plan her family activities in the physical space of her business and only did a few tasks when she arrived home where she was able to delegate most activities to her family members so that she has time to focus on her business. Drawing on the border theory, participant 22 used the physical space of her business to plan her family activities. The fact that she used her free time at work to plan her family activities also illustrates the temporal tactic of balancing her work and family roles. She had to use her free time in the business to plan her family activities. As a result, the fact that she can delegate work to her employees in her business and her family shows that the physical space is not an issue for her because she can plan for her family in the physical space of her business. The downside of integrating her business and family tasks is that she is not able to detach from work and family activities and this can lead to burnout. From these views, it is clear that the success of the business depends on the business owner's ability to delegate and stop micro-managing activities in their families and businesses (Lundin, 2019). As a result, the following is proposed:

Proposition 32: There are different delegation strategies that women entrepreneurs use which have implications on the success of the business.

5.3.6.3.2 Time management

Participants in this study mentioned the importance of effective time management in balancing the family and work domains. Participants shared their stories in the following way:

I think it's all about learning to balance the two in a way that if one does family tasks then they shouldn't affect work or shouldn't leave the work duties incomplete. It's all about managing their time properly. And I achieve that by making a list of both family and business activities for each day and make sure that I follow my list (Participant 13).

It's all about time management. In my case, I make sure that I set my goals and priorities for both business and family. Then if I have more priorities in business, I wake up very early and work on business activities so that when everyone wakes up, I should have covered a lot of work that I wanted to do. Also in the evenings, I wait for them to sleep so that I can start working without any disturbance (Participant 15).

The results above show the importance of time management and different time management strategies used by participants to balance the work and family domains. For instance, the fact that participant 13 ensures that her family activities do not affect her business activities shows that she segmented her family and business activities. The fact that she made a list of both family and business activities and made sure that she followed it shows that she integrated her business and family. In the same way, participant 2 explained that she separates her workdays from resting days and that she uses Sundays to spend time with her family. In another instance, participant 13 showed that she uses a to-do list of her business and family activities and follows it. Also, participant 15 mentioned that she sets goals and priorities in her family and business roles and she completes activities depending on their urgency. Participant 15 also mentioned that she wakes up very early and starts working and does the same in the evenings, she waits for her family members to go to sleep so that she can do her work. The fact that participant 15 performed her work in the same physical boundaries that she performed her home activities shows that she is an integrator and also has permeable boundaries. She was able to manage her time around her business and family roles. Performing the family and home activities in the same physical space enables multitasking in both the family and business roles. However, the downside of it is that it can lead

to conflict as she may end up struggling to cope with both the family and business activities. Generally, the women entrepreneurs (participant 15) in this study did not only practice time management to achieve work life balance but also integrated work and family activities. As a result, proper time management enabled participants to carry out daily activities more effectively which then resulted in the success of their businesses while integrating activities that enabled them to multitask. In this view, the following is proposed:

Proposition 33: There are different time management strategies that women entrepreneurs use which have implications on the success of their family and business domains.

5.3.7 SUCCESS

This section focuses on the factors of success identified by women entrepreneurs and their perception of success. Table 5.11 presents the summarised frequency of factors of success identified by women entrepreneurs and their perception of success.

Table 5.11: Frequency of factors of success identified by women entrepreneurs and their perception of success

SUCCESS	Factor	Number of times subthemes were mentioned	Frequency	% of occurrences
Factors of success	Financial literacy	P10, P11 & P19	3	18.8
	Hardworking	P16 & P29	2	12.5
Perceptions of success	Growth	P5, P21 & P24	3	18.8
	Satisfaction	P3, P5, P15, P18 & P30	5	31.3
	Financial performance	P2 & 23	2	12.5
	Provision of family or community needs	P9	1	6.3
Total			16	100

5.3.7.1 Factors of success

The factors of success identified in this study include financial literacy and being hardworking.

5.3.7.1.1 Financial literacy

They also need to have discipline around money-related issues and not use the money in the business for their personal use. For instance, I had only heard that business people keep business records but I never knew it is a must and the importance of doing that (Participant 19).

I think they must be able to know the amount of money they spend and make in a month. They must keep a record of everything that is happening in their businesses, they must know the amount of money made in their business (Participant 10).

Oh, another thing is pricing. People must consider the expenses they incurred and labour as well as the place where they are at before pricing. They shouldn't go like "I've heard in Maseru dresses are sold for R700 or R750" and they also want to use the same price and yet they don't know the reasons why the prices are like that. So there is no need for different places to have similar prices (Participant 11).

The results above show the role of financial management practices in entrepreneurship and how it affects the success of the business. According to participants in this study, financial literacy can be achieved by separating personal finance from business finance, keeping business records, and pricing items the right way. Keeping business records enables entrepreneurs to determine whether their businesses are progressing or not and will also help the business in controlling its debtors and creditors (Madaan, 2020). Price affects the success of the business because if not correctly determined the product and the business profitability will be affected (Cant, Wiid & Sephapo, 2013). Pricing in the business has to be based on the costs incurred when producing the items in the business as well as the business location to enhance the success of the business. Lusardi and Mitchell (2014) reported that financial literacy affects the financial decision making of women who have big roles in financial decision making matters. As a result, women need to have a strong financial literacy irrespective of their careers or background (Farrell, Fry & Risse, 2016; Mahdavi & Horton, 2014). In a similar vein, a study by Njoroge (2013) also found that financial literacy and entrepreneurial success are positively related therefore, financial literacy leads to the success of the business.

5.3.7.1.2 Hardworking

One needs to work hard to make money that will help the family to grow. I'll talk about agriculture because I'm in that field. I'm able to save a lot because I also get food from my production (Participant 16).

I have learned that hard work pays. If we didn't put so much effort into our production, we wouldn't have managed to grow the business thus far and the growth of our business means the growth of our families (Participant 29).

The results above show that entrepreneurship is a daunting and stressful task that requires a lot of determination and hardwork to be successful in business. For instance, participant 16 explained that working hard in her business enabled her to generate money that helped to provide for her family needs. In another instance, participant 29 mentioned that through hard work the production in her business increased which also enabled her family to grow. From the narratives of both participants, hard work leads to an increase in the production of their businesses which led to the success of their businesses. Also, through hard work, they were able to provide for their family needs. Ahmad and Kadir (2013) indicated that hardworking entrepreneurs mostly end up with profitable and successful businesses because they can persevere and overcome the negative emotions of frustration and discouragement. Patel (2017) mentioned that most entrepreneurs work hard because they are mostly determined to achieve their visions and goals; they never surrender when they are faced with challenges. As a result, a hardworking attitude in business improves the success of the business.

5.3.7.2 Perceptions of success in women entrepreneurs

This section focuses on how participants in this study perceive success. They perceived success as growth, satisfaction, financial performance, and provision of family or community needs.

5.3.7.2.1 Growth

Growth is another factor identified by participants as success.

Well, I can say I've been able to do a lot of business. Like I said I started with doing people's hair, sometimes I'd go hawking, at times I do catering, and now I'm into sunhats. That is the change

that I have seen in my business journey. One business can help me to start another one and that is how I always get my income. So generally speaking, I am very satisfied with how my business is growing, and that helps me to be more focused on my family as well. And that for me is a success (Participant 5).

To me, success would be when more people buy from me because more people mean more money coming into the business (Participant 24).

I have watched my business grow from nothing to something. At first, I could not even afford to have hair products and equipment in my business because of lack of money and that prevented me from even doing different hairstyles in my salon. I also could not afford to hire someone to help me in my business. I used to do everything all by myself until I decided to sell lip glosses and makeup products, wallets, and handbags in my salon to generate more money so that my business could grow. At the moment, I'm able to hire people to help in my business and have also managed to buy more equipment. So whenever I think of my journey in this business I feel so happy and satisfied to see how far it has grown to what it is today. So that is how I describe my success (Participant 21).

The results above show that participants perceived success in terms of the growth of their businesses which was illustrated in different ways. For instance, participant 5 explained that she ventured into new avenues, new products, and service offerings to grow her business and to secure her monthly income even if one of her businesses does not perform well. In another instance, participant 24 showed that she measured growth through the increase in sales in her business. Participant 21 also mentioned that she perceived success in terms of employee and asset growth. As explained in the narratives of participants 5, 21, and 24, different growth perceptions boost the business profits which also makes it easy to provide family needs and result in life satisfaction of the entrepreneur. The positive feeling of satisfaction with the growth of businesses that participants experience may make participants feel motivated to perform better in their businesses thus lead to improved overall well-being. Given the role enhancement theory, undertaking multiple roles provides benefits that enrich people's lives instead of weakening them. In this case, opening different businesses and selling different items in the business enriched the businesses of

participants 5 and 21 by increasing business profits which resulted in the success of their businesses. Therefore, the following is proposed:

Proposition 34: There are different growth strategies that women entrepreneurs use which have implications for the success of the business.

5.3.7.2.2 Satisfaction

Success in this study was also explained through satisfaction.

My involvement in my business helps me feel personally satisfied and this helps me to be actively involved in my family (Participant 30).

If your business matches your inner aspirations, abilities, and inclinations, you enjoy being in that kind of business. It makes you personally satisfied and that makes you satisfied in your family too. When you return home satisfied, your children are also satisfied (Participant 18).

Well, I can say I've been able to do a lot of business. Like I said I started with doing people's hair, sometimes I'd go hawking, at times I do catering, and now I'm into sunhats. That is the change that I have seen in my business journey. One business can help me to start another one and that is how I always get my income. So generally speaking, I am very satisfied with how my business is growing, and that helps me to be more focused on my family as well. And that for me is a success (Participant 5).

To me, success is being able to see my business grow. Actually what can make me happy is when my clients are happy because it means they will want to buy more from me. Even when their clients are happy, they will also end up being distributors and they will form a chain like that, and business will grow. So all that for me will be a great success (Participant 15).

For me success is being able to have "me" time, being able to relax with my family, making money in business, and also having a stable family (Participant 3).

The results above show that although entrepreneurship is a daunting and stressful task, participants still feel satisfied in their businesses. Participants explained satisfaction in different ways. For

instance, participant 18 explained that managing a business that matches her inner aspirations makes her feel personally satisfied and also feel satisfied in her family. Participant 5 explained that she is satisfied with the growth of her business while participant 15 mentioned that seeing her customers happy also makes her feel satisfied. Participant 3 mentioned that when her family is satisfied she also becomes satisfied. From these results, it is clear that participants expressed their satisfaction in terms of family satisfaction, customer satisfaction, business satisfaction as well as personal satisfaction. Women entrepreneurs who are satisfied with their businesses can persevere even when they face challenges in business. They do not quit, they just carry on being in business. The satisfaction that women entrepreneurs get from doing what they like in their businesses is passed on to their families which may result in improved performance in the business. Therefore, when entrepreneurs start a business they must start a business that is in line with their aspirations because it will be easier for them to manage it because they will have relevant skills to manage and grow the business. The relevant skills that entrepreneurs have will help to also keep customers satisfied. Drawing on the spillover theory which shows that there is a positive and negative spillover from one role to another, results of this study show that the satisfaction experienced by women entrepreneurs when managing a business that matches their passions and aspirations will positively spillover from business to the family when there are sufficient resources in both the family and business domains. The following is proposed:

Proposition 35: There are different types of satisfaction that women entrepreneurs experience which have implications on the family and business domains.

5.3.7.2.3 Financial performance

In this section, the financial performance consisted of financial independence and income.

For me, success is being able to provide for myself even after separating from my husband. The fact that I can still have my own life is what is very important to me and that is a success because some women struggle a lot in life after going through what I went through (Participant 23).

Oh, for me success is being able to generate income for my family especially now that my husband is unemployed. Also, success for me is seeing my husband, mom, and children happy. That is success for me (Participant 2).

The results above show that participants in this study viewed success in terms of financial performance. For instance, participant 23 mentioned that she perceived success as being financially independent. Participant 2 mentioned that her success was being able to generate income for her family. From these results, it is clear that success can also be perceived in terms of financial independence and generating income. Thus, the following is proposed:

Proposition 36: There are different methods used to measure the financial performance of women entrepreneurs which have implications on the success of the business and family domains.

5.3.7.2.4 Provision of family or community needs

Success was also viewed as providing family needs and having a community impact.

My success is when I'm able to harvest and sell to make money and also to be able to give to the needy. Also, success is being able to feed my family, educate my children and my grandchildren. I take that as a success because I'm still able to pay for my grandchildren's school fees in the private schools that they attend. That makes me happy, so that is my success (Participant 9).

From the narrative above, participant 9 perceived success as being able to provide for family and community needs. From her story, it is clear that success is not only about improving the well-being of her family but she also regards success as having improved the welfare of the community around her. Jamadar (2016) found that businesses help to improve the well-being of poor people. Therefore, the following is proposition is presented:

Proposition 37: There are different parts of success.

5.4 CHAPTER SUMMARY

This chapter presented a description of the female participants and the results of this interpretive phenomenological study. Thirty women entrepreneurs shared their experiences individually, cooperatively, and honestly which yielded different themes and labels from the collected and analysed data. The themes included 1) business motivates, 2) work family conflict, 3) work family enrichment, 4) challenges, 5) family support, 6) work life balance strategies, and 7) success. The labels identified for each of these themes were summarised in table 5.2. The themes and labels identified provided value-added material that consisted of meaningful and accurate information. Questions that participants were asked throughout the study shaped the themes and labels that were

explained in this chapter. The labels resulted from the participants' significant statements. The participants' responses were typed verbatim to ensure the accuracy and validity of the statements they had made. From the results obtained in this study, women were pushed into entrepreneurship by different factors which included: hunger and poverty reduction, and unemployment. Women did not only find themselves pushed into entrepreneurship, some of them also identified factors that pulled them into business. The pull factors included: passion, copreneurships, family background and role models, and low cost of entry. Participants in this study also identified the mixed pull and push factor which was autonomy.

Furthermore, the types of work family conflict experienced by participants were also discussed which included time based, strain based and behaviour based conflict. According to the findings of this study, the types of time based conflict experienced by participants in this study included working hours and household work. In addition, fatigue was identified as the form of work-to-family strain based conflict that participants in this study experienced and trust issues are the work-to-family behaviour based conflict that participants in this study experienced. The consequences of work family conflict identified in this study included: loss of income, decrease in productivity, and business exit intentions. Moreover, the types of work family enrichment experienced by participants were also discussed which included instrumental and affective work family enrichment. The types of instrumental enrichment identified included: patience, decision making abilities, creativity, and humility. Happiness was identified as a form of affective enrichment. The consequences of work family enrichment identified included job and family satisfaction. In addition, the challenges that women encountered in their businesses were also discussed. The challenges included business expense, employee theft, and competitive strategy, and credit sale strategies.

Moreover, women's experiences with family support were also presented. The types of family support mentioned by participants in this study include financial and non-financial support, emotional support, and instrumental support. The work life balance strategies were also presented. They were classified into segmentation and integration strategies. The integration strategies included communication and work flexibility while the segmentation strategies included household management. The mixed integration and segmentation strategies included: delegating

and time management. Furthermore, this chapter also focused on the success factors identified by the women entrepreneurs in this study. These factors included: financial literacy and hard work. The perceptions of success among participants included growth, satisfaction, financial performance, and provision of family and community needs.

The next chapter will present the framework developed in this study.

CHAPTER SIX

DEVELOPMENT OF THE FRAMEWORK

6.1 INTRODUCTION

This chapter proposes a framework for understanding the success of women-owned businesses by incorporating the propositions from the previous chapter into a coherent structure. This structured framework demonstrates how women entrepreneurs' family and business domains are entwined and how the within domain and cross domain effects subsequently influence the success of their businesses. The proposed framework is validated through expert judgment from a content specialist that was not part of the development of the framework.

As evident from the propositions in the previous chapter, work family issues encompass the myriad ways family and work domains intersect. To understand the issues at the interface between the work and family domain, there is a need to know the source and type of issue, its effect within the domain of origin, and how it affects the other domain. All these provide the basis for understanding how each issue influences the success of businesses owned by women. This was the core foundation in the development of propositions in the previous chapter. It is also vital to acknowledge the multifaceted nature of entrepreneurial success as perceived by women entrepreneurs as different issues might have differential effects on the dimensions of success (e.g. growth, satisfaction, financial performance). Tabulated summarisation of the propositions is provided in Tables 6.1 and 6.2, while the multifaceted nature of success is provided in Figure 6.1. All these aspects serve as the proposed framework's foundational blocks and align with the literature discussions and data analyses in the previous chapters.

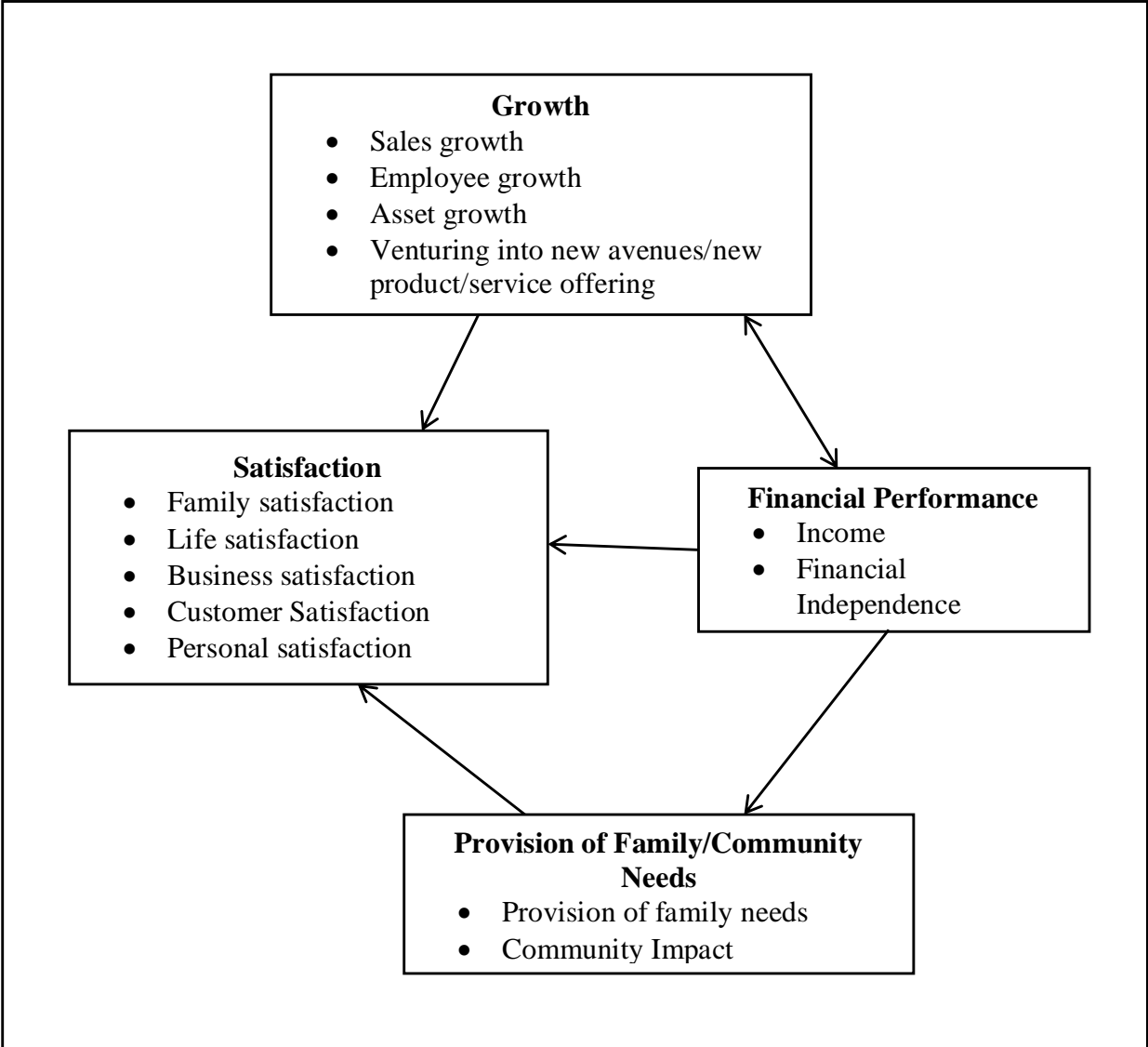
Table 6.1: Family Domain Factors

	Family Domain Factor	Abbreviation	Proposition
Positive (+)	Financial Family Support	FFS	Proposition 26
	Family Non-Financial Support	FNS	Proposition 26
	Family Emotional Support	FES	Proposition 27
	Family Instrumental Support	FIS	Proposition 28
	Household Management	HM	Proposition 31
	Family Time Management	FTM	Proposition 33
	Autonomy	A	Proposition 6
	Family Background	FBG	Proposition 4
	Family Role Models	FRM	Proposition 5
	Copreneurship	COP	Propositions 1, 2 & 3
	Delegation at Home	DH	Proposition 32
	Creativity	CR	Proposition 18
Negative (-)	Family Fatigue	FT	Proposition 13
	Household Work	HW	Propositions 9, 10, 11 & 12

Table 6.2: Work domain factors

	Work Domain Factor	Abbreviation	Proposition
Positive (+)	Communication	CO	Proposition 29
	Work Role Models	WRM	Proposition 5
	Patience	P	Proposition 16
	Happiness	HP	Propositions 20 & 21
	Humility	H	Propositions 19
	Delegation at work	DW	Proposition 32
	Decision Making	DM	Proposition 17
	Work Time Management	WTM	Proposition 33
Negative (-)	Work Fatigue	WF	Proposition 13
	Working Hours	WH	Propositions 7 & 8
	Lack of Trust	T	Proposition 14
	Employee theft	ET	Proposition 23
Mixed (+/-)	Credit Sale Strategy	SS	Proposition 25
	Competitive Strategy	CS	Proposition 24
	Business Expenses	BE	Proposition 22
	Work Flexibility	WKF	Proposition 30

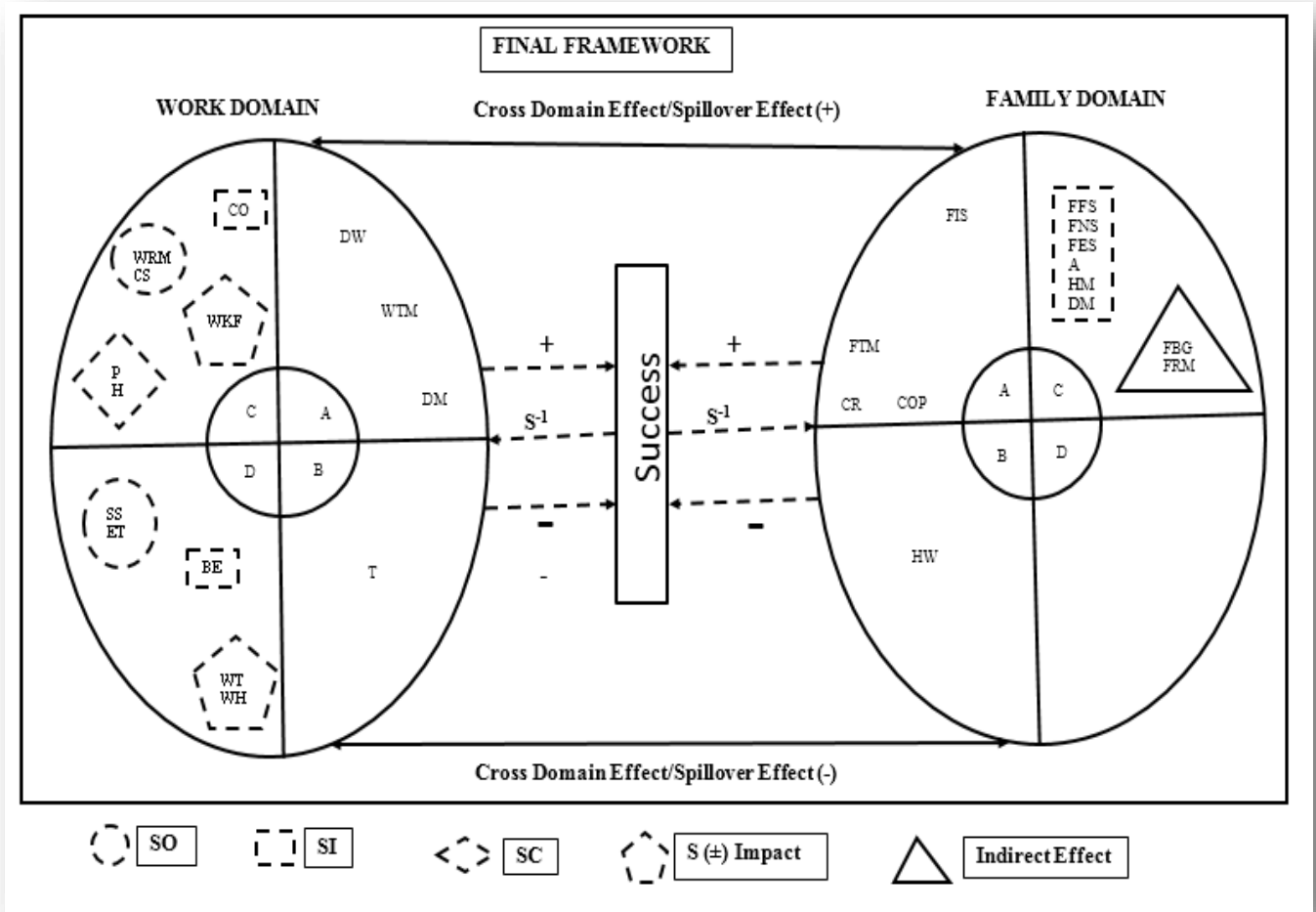
Figure 6.1: Multifaceted Nature of Success for Women Entrepreneurs



6.2 FRAMEWORK

Existing evidence shows that there is an interplay between the work and the family domains of women entrepreneurs (Boz, Martínez-Corts & Munduate, 2016; Cesaroni & Paoloni, 2016). The work domain affects the family domain and the family domain affects the work domain. Also, both the work and family domains have an impact on the success of women entrepreneurs (Welsh, Kaciak, Memili & Minialai, 2018; Noguera, Alvarrez & Urbano, 2013). It is against the backdrop of these fundamental relationships that the present study presents a framework (Figure 6.2) for understanding the success of women entrepreneurs based on their experiences in the complex web of their family and work domains.

Figure 6.2: Framework for understanding the success of women entrepreneurs



Source: Adopted in this study

While the overarching interplay between family and business affects the success of women entrepreneurs, various factors have differential effects on success. These include both the mechanism through which they affect success as well as the nature of their impact on success. Consequently, this study divides each domain (i.e. work or family) into four quadrants (two positive and two negatives). These quadrants are differentiated based on the mechanisms through which they influence the success of women entrepreneurs. Each of these quadrants is discussed below.

6.2.1. Quadrant A

This quadrant reflects factors that (1) have a positive direct/within domain effect on success; (2) have a positive cross domain effect and (3) have a positive spillover effect on the other domain. This implies that a factor in Quadrant A of the work/[family] domain will (1) have a positive direct effect on success as a result of its role in the work/[family] domain, (2) have a positive impact on the family/[work] domain (i.e. cross domain effect) and (3) positively spills over to the family/[work] domain. Quadrant A factors in the work domain include delegation at work (DW) (see Proposition 32), work time management (WTM) (see Proposition 33), and decision making (DM) (see Proposition 17) while those in the family domain include: family instrumental support (FIS) (see Proposition 28), family time management (FTM) (see Proposition 33), work role models (WRM) (see Proposition 5) and creativity (CR) (see Proposition 18).




6.2.2. Quadrant B



This quadrant reflects factors that (1) have a negative direct/within domain effect on success; (2) have a negative cross domain effect and (3) have a negative spillover effect on the other domain. This implies that a factor in Quadrant B of the work/[family] domain will (1) have a negative direct effect on success as a result of its role in the work/[family] domain, (2) negatively affects the family/[work] domain (i.e. cross domain effect) and (3) negatively spills over to the family/[work] domain. Quadrant B factors in the work domain include lack of trust (T) (see Proposition 14) while those in the family domain include household work (HW) (see Propositions 9, 10, 11, and 12).

6.2.3. Quadrant C

This quadrant reflects factors that have one of the following characteristics:(1) have a positive effect on success within the domain of origin and also spills over to the other domain, (2) have a positive effect on success only within the domain of origin, (3) have a mixed effect on the success and a positive impact on the other domain, (4) have a positive effect on success within the domain of origin and also have a positive impact on the other domain and (5) have a positive indirect effect on the success and an indirect impact on the other domain.

Table 6.3: Quadrant C symbols and explanations




Symbol	Explanation of the symbol
	<p>This symbol within quadrant C reflects factors that have a positive effect on success within the domain of origin and also spills over to the other domain. This implies that a work/[family] domain factor will have a positive effect on success based on its role within the work/[family] domain in addition to having a spillover effect to the family/[work] domain. For example, Patience (P) in business positively affects success based on the entrepreneur’s patience at work and also spills over to the family domain to influence the entrepreneur’s level of patience within the family context (See Proposition 16). Another factor shown in the framework is humility (H) (See Propositions 19).</p>
	<p>This symbol within quadrant C reflects factors that have a positive effect on success only within the domain of origin. This implies that a factor originating in either the work/family domain will have a direct effect on success within the same domain. For example, the competitive strategy (CS) adopted in the work domain has an effect on success based on the competitive decisions at work but this does not necessarily cross to or affect the family domain (see Proposition 24). Another factor in this domain is work role models (WRM) (see Proposition 5).</p>
	<p>This symbol within quadrant C reflects factors that have a mixed effect on success and a positive impact on the other domain. This implies that a factor originating in the work or family domain will have a positive or</p>

	<p>negative impact on success based on its role within the domain of origin and positive impact on the other domain. For example, work flexibility (WKF) in business will have a positive or negative effect on success based on the entrepreneur's nature of business flexibility and also have a positive impact on the family domain (see Proposition 30).</p>
	<p>This symbol within quadrant C reflects factors that have a positive effect on success within the domain of origin and also have a positive impact on the other domain. This implies that a factor originating in the work or family domain will have a positive effect on success based on its role within the work or family domain and also have a positive impact on the other domain. For example, communication (CO) in business will have a positive effect on success in the business domain and a positive impact on the family domain (see Proposition 29). Similarly, household management (HM) in the family domain will have a positive impact on the business domain (see Proposition 31). Another factor in the family domain includes family financial support (FFS) (see Proposition 26).</p>
	<p>This symbol within quadrant C reflects factors that have a positive indirect effect on success and an indirect impact on the other domain. This implies that a factor originating in the work or family domain will positively affect success or the other domain via mediating factors. For example, family background (FBG) and family role model (FRM) will positively affect success and the work domain through mediating factors (e.g. business knowledge/skills and fear of failure) (see Proposition 4 and 5).</p>

6.2.4. Quadrant D

This quadrant reflects factors that have one of the following characteristics: (1) negatively affect success only within the domain of origin, (2) have a mixed effect on success and a negative impact on the other domain, and (3) negatively affect success within the domain of origin and also negatively affect the other domain.

Table 6.4: Quadrant D symbols and explanations

Symbol	Explanation of the symbol
	<p>This symbol within quadrant D reflects factors that negatively affect success only within the domain of origin. This implies that a factor originating in either the work/family domain will have a negative direct effect on success within the same domain. For example, the employee theft (ET) experienced in the work domain negatively affects success at work but this does not necessarily cross to or affect the family domain (see Proposition 23).</p>
	<p>This symbol within quadrant D reflects factors that have a mixed effect on success and a negative impact on the other domain. This implies that a factor originating in the work or family domain will have a positive or negative impact on success based on its role within the work or family domain and a negative impact on the other domain. For example, work fatigue (WF) in business will have a positive or negative effect on success based on the entrepreneur’s level of fatigue in business and also negatively affects the family domain (see Proposition 13).</p>
	<p>This symbol within quadrant D reflects factors that negatively affect success within the domain of origin and also negatively affect the other domain. This implies that a factor originating in the work or family domain will negatively affect success based on its role within the work or family domain and also negatively affect the family domain. For example, business expenses (BE) will negatively affect success in the business domain and negatively affect the family domain (see Proposition 22).</p>

6.2.5. Reciprocal effect of success (S^{-1})

Besides recognising the multifaceted nature of success as a vital outcome for women entrepreneurs, this framework also emphasises the reciprocal nature of success on the work and family domains. This is based on the view that the type and level of success experienced by a female entrepreneur could have a significant positive or negative effect on the work or family domain or both (Welsh & Kaciak, 2018). The S^{-1} symbol depicts the positive/negative reciprocal

impact of the success of both the work and family domain where S is used to denote success. For example, business success might generate positive emotional states (e.g. happiness) that spill over to the family domain (See Propositions 20 and 21).

6.3 VALIDATION OF THE FRAMEWORK

The study made use of a content expert to validate the framework developed in this study. The process of validating the framework happened in the following way: the content expert gave some suggested changes on the propositions and factors to be used in the framework and how they should be used. For instance, the content expert suggested that there should not be any propositions on the consequences of work family conflict, work family enrichment, and success because the sections cover what women entrepreneurs perceive as success. In addition, the content expert suggested changes on some of the factors in the framework in the following way: humbleness was changed to humility; rent expense was changed to business expense; settling of business accounts changed to credit sale strategies; household support changed to household management and satisfaction with business development changed to growth strategies. Moreover, the content expert also suggested changes to some of the abbreviations of the factors used in the framework. For instance, the abbreviation on humility which was initially written as (HM) was changed to (H) to avoid confusing it with the abbreviation that refers to household management which is also (HM). The family background which was initially abbreviated to FBack was also changed to FBG. Also, the content expert suggested symbol notations that characterise the factors used to explain the meaning of factors in different quadrants in the framework which are presented in tables 6.3 and table 6.4.

6.4 CHAPTER SUMMARY

This chapter focused on the work domain factors, family domain factors, framework showing the multifaceted nature of success for women entrepreneurs adopted in this study as well as the final framework of success among women entrepreneurs. This chapter also focused on the validation of the framework developed.

The next chapter will discuss the conclusions and recommendations of the study.

CHAPTER 7

CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

The primary objective of this study was to assess the experiences of work family issues and how they affect the success of women entrepreneurs in Lesotho. As mentioned in chapter one, the secondary objectives of this study were to review the literature and theoretical concepts on women entrepreneurship, assess the existing literature and theories on work-to-family/family-to-work conflict, work-to-family/family-to-work enrichment, and family support as applied to women entrepreneurs, understand the type of work-to-family/family-to-work conflict that women entrepreneurs experience and how it affects the success of their businesses. It was also endeavoured to find out the type of work-to-family/family-to-work enrichment that women entrepreneurs experience and how it affects the success of their businesses. There was also an investigation on the type of family support women entrepreneurs make use of and how it affects the success of their businesses. There was an assessment of how family support helps to address the work-to-family/family-to-work conflict of women entrepreneurs while investigating the strategies that women entrepreneurs use to cope with work family issues. There is a proposed framework for success amongst women entrepreneurs in Lesotho and proposed practical recommendations to improve entrepreneurship among women in Lesotho to enable them to handle work family issues.

Chapter two focused on providing a comprehensive review of relevant literature on women entrepreneurship while chapter three elaborated on the work family issues experienced by women entrepreneurs. Moreover, chapter four presented the research methodology employed by this study. Furthermore, chapter five presented the empirical findings of the study which provided answers to both the primary and secondary objectives. In addition, chapter six presented the framework of success for women entrepreneurs which was developed in this study. In chapter seven, the overall conclusions presented in this chapter are drawn from the empirical findings, which also inform the recommendations that follow.

This chapter is divided into four parts, with Part A presenting summary conclusions on the theoretical chapters. Part B provides conclusions on the empirical findings established in chapter six, Part C discusses the achievement of the objectives of this study, and Part D provides recommendations to the critical issues raised and addressed in the course of this study.

7.2 PART A

7.2.1 Conclusion on the Theoretical Chapters

This study consisted of three theoretical chapters, which are chapters one, two, and three. The summary conclusions of the chapters are presented below.

7.2.1.1 Chapter one: Introduction and general background to the study

This chapter provided an introduction and background to the study. It unpacked the existing literature and theories on women entrepreneurship and work family issues. Also, the gaps in the existing literature were identified, followed by the research problem and research questions. After that, the context and need for the current research were explained. Furthermore, the primary and secondary objectives of the study were presented. The study's contributions to knowledge and literature on work family issues and the success of women entrepreneurs in Lesotho was also discussed. The chapter further discussed the methodology used to achieve the objectives of the study. Moreover, the ethical considerations, reliability, and viability used in this research were presented.

7.2.1.2 Chapter two: Women entrepreneurs and business success

This chapter commenced with the meaning and definitions of entrepreneurship and then focused on the origin of women entrepreneurs. In addition, the definition of women entrepreneurship was discussed as well as the current state of women entrepreneurs globally. The chapter further focused on women entrepreneurs in Lesotho followed by the theories on women entrepreneurs which included the culture theory. Moreover, this chapter discussed the factors that motivate women to start a business which were classified into the push and the pull factors. The push factors that were covered include unemployment and job dissatisfaction. The pull factors include the need for achievement, autonomy, lifestyle entrepreneurship, and role models. Moreover, the challenges women entrepreneurs face were also presented and were categorised into personal challenges,

business challenges, socio-cultural challenges, and regulatory challenges. Personal challenges were lack of education and training and motherhood and business challenges consisted of employee theft. Socio-cultural challenges included discrimination in business and society and the regulatory challenges consisted of political instability and legal constraints.

7.2.1.3 Chapter 3: Work family issues experienced by women entrepreneurs

This chapter focused on the definition of work family issues followed by the theories of work family issues. These theories included the role theory, boundary theory, border theory, spillover theory, conservation of resources theory, family embeddedness theory as well as social network theory. The chapter further looked at the types of work family conflict that women entrepreneurs experienced which included time based conflict, strain based conflict and behaviour based conflict. Time based conflict happens due to the hours that women spend at work and the limited amount of time they can spend at home or vice versa. Strain based conflict occurs due to conflict that is experienced between work and family roles. Behaviour based conflict happens due to the role transitions that women are expected to make between their work and family roles. The work and family-related antecedents of work-to-family/family-to-work conflict were also discussed. The family-related antecedents included family involvement, parental demand, time committed to family, personality, and family climate. The work-related antecedents of work-to-family/family-to-work conflict included time commitment to work, job involvement, and job demand. In addition, the consequences of work family conflict were also discussed and were classified into work and family-related consequences. Work-related consequences included job dissatisfaction, job burnout, and job stress. Family-related consequences included family climate and marital and family dissatisfaction. Furthermore, this chapter presented the types of work-to-family/family-to-work enrichment which included affective enrichment and instrumental enrichment. The family-related antecedents of work family enrichment discussed included core self-evaluations and home resources. The work domain antecedents discussed in this section included creativity, patience, and emotional intelligence. The work-related outcome discussed was organisational commitment. Moreover, the types of family support were discussed which included instrumental support, emotional support, and financial and non-financial support. Lastly, the chapter focused on the work life balance strategies which are the integration and segmentation strategies. The integration

strategies included communication and work flexibility while the segmentation strategies included delegating and teamwork, time management, household help, and daycare, and child transport.

7.2.1.4 Chapter four: Research methodology

This chapter examined the research methodology used in collecting and analysing the data needed to answer the research objectives. The methodology was discussed using the steps that include: research design, target population, sampling technique, sample size, research instrument, and data analysis. The types of research design, namely qualitative, quantitative and mixed research designs were discussed. The sampling method used to identify respondents was the purposive sampling method. Data was collected through the use of semi structured face-to-face interviews which consisted of open-ended questions. The data obtained from the respondents were analysed using the Nvivo software. Lastly, the chapter discussed the ethical considerations as well as the reliability and validity of the study.

7.3 PART B

7.3.1 Conclusion on the study findings

The conclusion on the study findings will be presented based on the demographic profile of women entrepreneurs and the key themes that emerged from the data analysis as well as the associated labels that emerged under each theme. The themes included: business motives, work family conflict, challenges, work family enrichment, family support, work life balance strategies, and success. Each theme was presented and interpreted in line with the participants' narratives.

7.3.1.1 The demographic profile of participants

7.3.1.1.1 Profile of women entrepreneurs

This section focused on the demographic profiles of women entrepreneurs from the three districts of Lesotho (Leribe, Maseru, and Mafeteng). 14 of them were from the district of Maseru, 11 were from the district of Mafeteng, and five were from the district of Leribe. From the interviews conducted, four women were between the ages of 18 and 28 years old, 13 women were between 29 and 39 years old, nine women were between 40 and 50 years old and four women were between 62 and 72 years old. With regards to their marital status, 16 of them were married, four were divorced, three were widowed and seven were not married. Regarding their level of education,

four of them ended school at primary level, six of them ended school at the secondary level, seven of them only completed their high school and 13 of them had tertiary education. Regarding the number of children, four women did not have children, eight women had one child, 13 women had two children, four women had three children and one woman had five children. Regarding the age of children, four women had toddlers (1-3 years), eight women had preschool children (4-5 years), 16 women had grade-schoolers (6-12 years), eight women had teen children (13-18 years), three women had children who were young adults (19-21 years) and five women had children who were adults (22 years and above). Concerning the business age, 12 women had been in business for not more than five years, six women had been in business for about six to ten years, four of them had been in business for about 11 to 15 years, two of them had been in business for about 16 to 20 years while six of them had been in business for 20 years and above.

In addition, women who participated in this study owned micro and small businesses. For micro businesses, 22 women had one employee and one woman had two employees in her business. With regards to small businesses, three women had three employees, one woman had four employees and three women had five employees. The classification of these businesses was made in line with the Micro, Small, and Medium Enterprises (MSMEs) policy for Lesotho. The policy indicates that micro businesses consist of fewer than three employees including the business owner, small businesses consist of three to nine employees including the business owner and medium-size businesses consist of ten to forty-nine employees including the business owner (Ministry of Trade, Industry, Cooperatives, and Marketing (MTICM), 2008). Moreover, women entrepreneurs in Lesotho were involved in the following types of businesses: nine women were in tailoring, five women were in farming (poultry, vegetables, piggery), three women were in the salon/hairdressing business, four women were in street vending (food, fruit, clothing, eggs, plastics, selling cakes, etc.), one woman was in the pharmacy sector, two women were in the cosmetics business, two women were in the snack bar/fast food business, one woman-owned a boutique, one woman was in handcrafting, one woman had a shop and bar and one woman was in the beverages industry.

7.3.1.2 Business motives

Results in this section showed that women had been pushed into entrepreneurship by different

factors which included hunger and poverty reduction and unemployment. Women did not only find themselves pushed into entrepreneurship, some of them also identified factors that pulled them into business. The pull factors included: passion, copreneurship, family background and role models, and low cost of entry. Participants in this study also identified the mixed pull and push factor which was autonomy.

7.3.1.3 Work family conflict

In this section, the types of work family conflict experienced by participants were also discussed which included: time based conflict, strain based conflict and behaviour based conflict. According to the findings of this study, the types of time based conflict experienced by participants in this study included: working hours and household work. In addition, fatigue was identified as the form of work-to-family strain based conflict that participants in this study experienced and trust issues are the work-to-family behaviour based conflict that participants in this study experienced. The consequences of work family conflict identified in this study included: loss of income, decrease in productivity, and business exit intentions.

7.3.1.4 Work family enrichment

The types of work family enrichment experienced by participants were also discussed in this section which included instrumental and affective work family enrichment. The types of instrumental enrichment identified included: patience, decision making abilities, creativity, and humility. Happiness was identified as a form of affective enrichment. The consequences of work family enrichment identified included organisational commitment.

7.3.1.5 Challenges

In this section, the challenges that women encountered in their businesses were also discussed. The challenges included business expense, employee theft, and competition, and credit sale strategies.

7.3.1.6 Family support

Women's experiences with family support were also presented in this section. The types of family support mentioned by participants in this study include financial and non-financial support,

emotional support, and instrumental support.

7.3.1.7 Work life balance strategies

The work life balance strategies were also presented in this section. They were classified into segmentation and integration strategies. The integration strategies included communication and work flexibility while the segmentation strategies included household management. The mixed integration and segmentation strategies included delegating and time management.

7.3.1.8 Success

This section focused on the success factors identified by the women entrepreneurs in this study. These factors included financial literacy and hardworking. The perceptions of success among participants included growth, satisfaction, financial performance, and provision of family and community needs.

7.4 PART C

7.4.1 Achievement of the objective of the study

The success of this study is determined by the extent to which the primary and secondary objectives were achieved as presented in chapter one, in section 1.3. The primary objective was to assess the experiences of work family issues and how they affect the success of women entrepreneurs in Lesotho. The secondary objectives were:

- To review the literature and theoretical concepts on women entrepreneurship.
- To assess the existing literature and theories on work-to-family/family-to-work conflict, work-to-family/family-to-work enrichment, and family support as applied to women entrepreneurs.
- To understand the type of work-to-family/family-to-work conflict that women entrepreneurs experience and how it affects the success of their businesses.
- To find out the type of work-to-family/family-to-work enrichment that women entrepreneurs experience and how it affects the success of their businesses.
- To investigate the type of family support women entrepreneurs, make use of and how it affects the success of their businesses.

- To assess how family support helps to address work-to-family/family-to-work conflicts of women entrepreneurs.
- To investigate the strategies that women entrepreneurs use to cope with work family issues.
- To propose a framework for success amongst women entrepreneurs in Lesotho.
- To propose practical recommendations to improve entrepreneurship among women in Lesotho to enable them to handle work family issues.

The first objective was to review the literature and theoretical concepts on women entrepreneurship and this was carried through in chapter two of the study and the research findings in chapter five (sections 5.3.1 and 5.3.4).

The second objective was to assess the existing literature and theories on work-to-family/family-to-work conflict, work-to-family/family-to-work enrichment, and family support as applied to women entrepreneurs. This objective was achieved in chapter three of the study.

The third objective was to understand the type of work-to-family/family-to-work conflict that women entrepreneurs experience and how it affects the success of their businesses. This objective was attained in chapter three of the study and the research findings in chapter five (section 5.3.2) of the study.

The fourth objective was to find out the type of work-to-family/family-to-work enrichment that women entrepreneurs experience and how it affects the success of their businesses. This objective was attained in chapter three of the study and the research findings in chapter five (section 5.3.3) of the study.

The fifth objective was to investigate the type of family support women entrepreneurs make use of and how it affects the success of their businesses and this objective was realised in chapter three of the study as well as in chapter five (section 5.3.5) of the study.

The sixth objective was to assess how family support helps to address work-to-family/family-to-work conflicts of women entrepreneurs and this objective was achieved in chapter five (section 5.3.5) of the study.

The seventh objective was to investigate the strategies that women entrepreneurs use to cope with work family issues and this objective was attained in chapter five (section 5.3.6) of this study.

The eighth objective was to propose a framework for success amongst women entrepreneurs in Lesotho and this objective was achieved in chapter one (section 1.1.2-Figure 1.1.) and chapter six (Figure 6.1) of this study.

The ninth objective aimed to provide practical recommendations on how to improve entrepreneurship among women in Lesotho to enable them to handle work family issues. This objective was accomplished in section 7.5 in chapter seven of the study.

Based on the achievement of all the secondary objectives, it can be concluded that the primary objective of this study was therefore accomplished.

7.5 PART D

In this section, recommendations will be made based on the theoretical and empirical findings of the study. This section will further focus on the managerial, methodical, and general implications as well as implications to policymakers.

7.5.1 EMPIRICAL CONTRIBUTIONS

This study argues that entrepreneurship for women takes place in different settings and contexts and that there is an interplay between the work and the family domains of women entrepreneurs. So far, only Welsh and Kaciak (2018) have attempted to combine both the positive (i.e. enrichment) and the negative (i.e. conflict) aspects of the family domain in an integrated format to study women entrepreneurs. Yet, the authors also emphasise the role of context in different countries and the fact that all possible associations linking the family domain with the outcomes of businesses owned by women have not been explored. As a result, this study developed a

framework that integrates the positive and negative aspects of the intercalation between family and work domains to develop good policies that will help to improve the success of women entrepreneurs.

7.5.2 THEORETICAL CONTRIBUTIONS

This study has several theoretical implications. First, this study extended the family embeddedness theory by showing the conditions under which the family resources can be underutilised or overutilised as well as providing boundary conditions for that to happen. The findings of this study show that lack of trust can force entrepreneurs to underutilise family resources available to them. When women underutilise resources by micromanaging their businesses, they may experience tiredness which could further develop into exhaustion and burnout which can, in turn, affect the success of the business. Therefore, women entrepreneurs have to learn to trust their family members so that it becomes easier to delegate activities in the business and family domains. That will help to reduce the workload in both roles and also help to enhance the success of their businesses. Furthermore, this study has provided more knowledge of the fact that while family resources are available to women entrepreneurs, it also differs with people. For instance, in this study, as much as women with young children (2 to 4 years old) had support from their families in helping them with childcare activities, their children still needed time to bond with them. As a result, besides having family support in childcare, women entrepreneurs also need to practice proper time management so that they divide their time between their family and work roles. Women entrepreneurs have to dedicate some time to their children by setting aside some time (at least one hour) to spend with their children (like playing with their children, reading storytelling books) so that they do not feel neglected. These work life balance strategies will mainly help women with young children to easily divide their time between their reproductive labour in the business and also deal with the pressures from society to perform better in their family roles. This study also showed that family does not just provide resources for the business to operate and grow, but families can act as marketing tools in business by using products and referring people to their businesses. Therefore, women entrepreneurs can use their families as marketing tools in their businesses to advertise their products and businesses to reduce the advertising costs that businesses incur. This would help the business to grow. In addition, this study illustrated that in a copreneurial business, copreneurial partners can share roles based on each partner's strengths to

enhance the success of the business. Therefore, men and women in copreneurial businesses have to learn each other's strengths in business so that they can share roles based on each partner's strengths in business as that would help to enhance the success of the business. Also, this study showed that besides getting resources from family, it is possible to tap into the networks of family members to enhance the success of their businesses. Therefore, women entrepreneurs are advised to learn not just to focus on their networks to get resources needed for their businesses to succeed, but to tap into the resources of their family members to get the resources needed for their businesses to succeed. This study further contributes to the family embeddedness theory by showing that role models cannot only be acquired from family but can also be acquired from social networks. This was clearly illustrated by participant 7 whose role models were her business associates. As a result, although it is imperative for women in business to have role models when business grows, it is also vital for women who own businesses to look for new role models and expand business networks. The fact that current role models might be limited by the skills needed by the entrepreneur to carry the business to the next level indicates that entrepreneurs have to continuously upskill and reskill. This will help women entrepreneurs to constantly acquire business knowledge and experience which will help their businesses to continue growing.

Furthermore, this study extended the social network theory by providing boundary conditions. This study showed that trust is important in any business relationship and helps to foster good business relationships which are significant for business success. In this study, fostering good relationships with customers helped to establish social networks with customers who helped to look after the businesses of women entrepreneurs in their absence. However, not all customers can be trusted to look after business as some of them stole from the businesses they looked after. As a result, women entrepreneurs have to evaluate the degree of trust they have with other business stakeholders as the magnitude of trust in business is important for good business relationships. Women entrepreneurs have to establish social networks with the people they trust as that will help to protect their businesses from instances where social contacts can steal from their business. Also, this study found that having a good communication relationship with a business partner is good because it makes it easy for women entrepreneurs to do everything in business. After all, they have all the support from their business partners with whom they can share their family issues. This was clearly illustrated in the narratives of participant 12 which showed that she talked about

her family issues in the physical space of her business. However, the downside of it is that one has to use part of the work time to discuss family issues. As a result, women entrepreneurs have to strike the balance and manage their time in such a way that they can talk about family and business issues. They have to allocate certain times for business and family because if there are too many family activities, there can be less time for work issues.

In addition, this study contributes and extends the culture theory by showing that there are different paths to starting a business. In patriarchal countries such as Lesotho where men have always been breadwinners and women have always been the home nurturers, women start businesses to be independent and while other women start businesses to secure their future. This study found that women who were not married to their partners and stayed with them and also women who had kids with their partners and had been abandoned by their partners started businesses to secure their future, not to be left with anything after separating from their partners. This shows that women who are not married to their partners and also women who have kids with their partners and were later abandoned are now largely venturing into the labour market. Here they contribute towards their self-employment to empower themselves and to also have independence and control over their finances and time. The independence that women entrepreneurs gain from starting their businesses enables them to sustain their families and their business operations which then leads to the success of their businesses and improved family life. This is particularly important for women who start a business to create a work life balance as they can minimise the conflict between their work and family responsibilities. As a result, women who are not married to their partners and stay with them and also women who have kids with their partners and are abandoned by their partners can start businesses to provide for themselves and their children when their partners abandon them instead of being forced into only focusing on the household duties and relying on their partners to provide for them and their children. In another instance, this study found that women in copreneurial businesses shared business roles with their partners based on their strengths. This shows that some men in copreneurial businesses allow their wives to actively participate in business and use their business abilities to enhance the success of their businesses. In one instance, one participant marketed the produce while her husband ploughed in the field. In another instance, another participant managed her business activities while her husband helped with administration issues such as renewing a business license. From these views, it is clear that

some women do not only play the role of nurturers but are also actively leading and making decisions in their business based on their business strengths and skills. Their husbands do not carry the mentality of being leaders and decision makers in both the family and business domains. As a result, the success of copreneurial businesses in Lesotho has to be based on competence and not on patriarchy. Men in Lesotho have to shift their mindset from being sole leaders and decision-makers in both the family and business. They have to allow their wives to be in business as active and equal partners and not as supporting spouses. That will enable women to unleash their business abilities and contribute to the success of their businesses. Also, the changing roles of women have to be acknowledged as women are no longer only responsible for household duties but now also take part in entrepreneurship to contribute to job creation and economic growth and development.

Looking at the spillover theory, this study contributed by showing how people mitigated the negative spillover from their work to family domains. For instance, participant 2 showed how her son helped to reduce the stress she had from work. Also, this study showed how people manage the family and business domains. In this case, humility was one of the factors used to manage the work and family domains. In another, the negative spillover in terms of behaviour was illustrated by participant 28 who showed that the lack of trust she developed in the business was transferred to her family because she could no longer trust her husband and her children on anything.

Moreover, this study also extends the border theory by showing how to create and maintain a balance between the work and family domains. For instance, participants had to sleep away from home and also take work home to complete their business activities. Also, they integrated their work and family activities through physical, temporal, and behavioural tactics. The physical tactic was clearly illustrated by participant 15 who performed both her work and family tasks in the same place. The temporal tactic was used by participant 12 who used work time to talk about her family issues. The downside of it is that if there are too many family issues talked about during business time, there will not be enough time for business activities. The behavioural tactic is illustrated by the fact that participants were not able to detach from their work and family domains which can result in exhaustion and burnout. Also, women entrepreneurs in this study continuously integrated work and family domains which enabled them to achieve their business and family targets. Also,

this study contributed to the conservation of resources theory by showing the conditions under which resources can be depleted. The fact that women entrepreneurs could not detach from their family and work roles (vice versa) could lead to the depletion of resources (i.e. energy or time). This can in turn lead to strain, physical exhaustion, and eventually burnout, leading to a negative effect on the wellbeing of the entrepreneurs. As a result, women entrepreneurs have to learn detaching strategies such as mindfulness.

Moreover, this study extended the role theory by showing the conditions under which long working hours can lead to both conflict (in the business and family) and success of the business. On one hand, working long hours helped participants in this study to achieve their business targets because they were able to take work home and sleep away from home to complete business tasks. On the other hand, working long hours resulted in conflict in the families of participants because when they took work home, they neglected their families and mainly focused on completing their business tasks. As a result, women entrepreneurs have to balance their work and family domains.

7.5.3 METHODOLOGICAL CONTRIBUTIONS

This study shows that quantitative research has limitations. It does not give a lot of insights from participants' perspectives like the qualitative study does. In quantitative research, participants are only asked the yes/no questions as well as likert scale questions and are not given the chance to provide more insights based on their experiences. On the other hand, the qualitative study discovers more insights from participants through phenomenology. This study aimed to assess how women entrepreneurs in Lesotho uniquely experience work family issues and how work family issues affect the success of women entrepreneurs in Lesotho. In this study, the interpretive phenomenological qualitative research design was used to assess and interpret the meaning of the lived experiences of women entrepreneurs in Lesotho from their standpoint. Women entrepreneurs in Lesotho shared their experiences as women and their experience of living as women entrepreneurs in Lesotho. This study unearthed how work family issues interact to enhance the success of women entrepreneurs in Lesotho. All the insights unearthed from the participants through phenomenology would not be uncovered in the quantitative study as the type of questions asked in the quantitative study do not make it possible to get more insights from participants.

7.5.4 IMPLICATIONS

This section will discuss the practical and the general implications.

7.5.4.1 PRACTICAL/MANAGERIAL IMPLICATIONS

The study brings forth the following practical implications:

- Firstly, women entrepreneurs have to learn to trust their family members so that it becomes easier to delegate activities in the business and family domains. That will help to reduce the workload in both roles and also help to enhance the success of their businesses.
- Besides having family support in childcare, women entrepreneurs also need to practice proper time management so that they divide their time between their family and work roles. Women entrepreneurs have to dedicate some time to their children by setting aside some time (at least one hour) to spend with their children (like playing with the children, reading storybooks) so that children do not feel neglected. These work life balance strategies will mainly help women with young children to easily divide their time between their reproductive labour in the business and also deal with the pressures from society to perform better in their family roles.
- Furthermore, women entrepreneurs can use their families as marketing tools in their businesses to advertise their products and businesses to reduce the advertising costs that businesses incur which will help the business to grow.
- Men and women in copreneurial businesses have to learn each other's strengths in business so that they can share roles based on each partner's strengths in business as that would help to enhance the success of the business.
- Moreover, women entrepreneurs are advised to learn not to just focus on their networks to get resources needed for their businesses to succeed, but also need to tap into the resources of their family members to get the resources needed for their businesses to succeed.
- Although it is imperative for women in business to have role models when business grows, it is also essential for them to look for new role models and to expand business networks. The fact that current role models might be limited by the skills needed by the entrepreneur to carry the business to the next level indicates that entrepreneurs have to continuously

upskill and reskill. This will help women entrepreneurs to constantly acquire business knowledge and experience which will help their businesses to continue growing.

7.5.4.2 GENERAL IMPLICATIONS

- First of all, participants in this study experienced employee theft. As a result, policies have to be put in place that would help regulate and reduce the effect of employee theft on businesses. This can be done by putting up signs that would warn employees that stealing is not allowed and that they will be prosecuted and fired if caught doing so. Secondly, entrepreneurs have to install cameras in their businesses to serve as an alert and warning measure for employees who steal. Thirdly, there should be a written policy on employee theft which should be distributed to all employees and constant reminders should be made to employees about it. Also, women entrepreneurs can implement job rotation in their businesses as a way to curb employee theft. With job rotations, employees are moved between diverse job responsibilities at regular intervals, so that they find it difficult to familiarise themselves with specific areas of the business and to cover their tracks. This, in turn, will reduce the likelihood of stealing from their employers.
- Business expenses were also found to negatively affect success and the family. Participants explained that their businesses did not make enough money as they could only afford to pay rent and that made it difficult to cover other business expenses and were also unable to provide for their family needs. As a result, women entrepreneurs can opt to operate their businesses from home to reduce operating costs which include the cost of traveling to work, office rent, and other costs related to non-home-based business. Being able to cut the operating costs will also enable women entrepreneurs to be more competitive with their pricing and costs compared to their competitors who operate from a rented business space. Alternatively, women entrepreneurs can also try to share the working space with other entrepreneurs to share the rent costs. That will enable them to save more money that can be used to provide for family needs and cover the business expenses which will enhance the success of their businesses.
- Organisations such as Basotho Enterprises Development Corporation (BEDCO), together with the Ministry of Trade and Industry and the Ministry of Cooperatives and Small Businesses can also provide additional support to women entrepreneurs by offering

enterprise-based education and professional development courses for women entrepreneurs to promote effective business practices.

- Moreover, women entrepreneurs also had trust issues that developed in their businesses and were transferred into their families. As a result, this study recommends that entrepreneurs in Lesotho learn to effectively separate the behaviour portrayed in business from the behaviour portrayed in their families. The issues that arise in one domain (business) must be left in business and not be carried over into another domain (family). In that way, women entrepreneurs will easily manage the challenges they face in both business and family environments.
- Spousal support is another relevant factor that women entrepreneurs in Lesotho can use to reduce work family conflict. That will keep women entrepreneurs in Lesotho less stressed and increase their productivity levels. Also, men's help with household duties will lighten the social and cultural expectations of women in taking care of the overall household responsibilities as well as better handle work family issues. Women entrepreneurs (especially those who are married) in Lesotho are also urged to team up with marriage and family counselors to get guidance in designing shared coping strategies with their spouses. That would help to increase the level of support provided by their husbands by focusing more on their wives' needs, improving their support provision skills, or increasing the motivation to help.
- Participants in this study struggled to recover from the fatigue they experienced from their businesses which made it difficult for them to handle their children. Therefore, this study recommends that women entrepreneurs in Lesotho practice self-care habits such as taking naps after work to regain their strength so that they can give their children the attention they need. Getting enough sleep will uplift their mood, increased creativity, and productivity levels which will lead to the success of their businesses.

7.5.4.3 IMPLICATIONS TO POLICYMAKERS

- The government of Lesotho should provide educational programs on national television and radio to teach women entrepreneurs how to cope with work family issues. These programs should involve the women entrepreneurs and their entire families to promote a

common understanding of the coping mechanisms that women have to use in their families and businesses.

- Role expectations in most areas of life such as in business have still not changed. However, women in Lesotho were not discouraged by the challenges they faced. Instead, they worked hard to establish and run their businesses. Thus, this study dispels the notion that small businesses owned by women are less important to the economic development and growth. Therefore, the government of Lesotho has to offer support to women entrepreneurs in Lesotho, such as financial assistance, training, mentoring from successful entrepreneurs, and opportunities for direct observation of successful businesses.
- This study recommends that policymakers in Lesotho should implement a work family management strategy (which includes investing in daycare centres or provide childcare subsidies for needy entrepreneurs) to help entrepreneurs to grow their businesses. Since there are not enough childcare centres to cater for the needs of women entrepreneurs, the government of Lesotho can establish homecare and childcare facilities to help women entrepreneurs in Lesotho and provide them with better work family balance.

7.6. FUTURE RESEARCH

- This study is the first study if not one of the few studies conducted on the experiences of work family issues and how they affect the success of women entrepreneurs in Lesotho. The data for this study was collected from only three districts in Lesotho. However, it would be interesting to extend the study to other districts in Lesotho.
- Quantitative research helps to generalise results for future research while qualitative research provides an understanding of the phenomenon, even though the sample size cannot be extended. Therefore, future research can combine both the quantitative and qualitative research methodologies because when more participants take part in the research, there will be richer results achieved.
- This study only focused on work family issues of women entrepreneurs therefore future studies can also include male entrepreneurs to make a comparison of work family issues between the two genders.

7.7 LIMITATIONS

Notwithstanding the strengths of this study, the following limitations are acknowledged:

- Firstly, this study is limited by its context, in that the results may apply only to three districts of Lesotho, particularly Mafeteng, Leribe, and Maseru. Nevertheless, it would be interesting to extend the study to other districts of Lesotho and other countries, especially because women entrepreneurs are all over Lesotho and the world at large.
- Secondly, since the sample was not randomly selected, the results were based on a purposive sampling method that may restrict the generalisability of the study findings.
- Thirdly, social desirability was encountered where some participants seemed skeptical to open up about their work family conflict and family support experiences. However, the researcher encouraged them to be as truthful as possible and also assured them that whatever was discussed would stay between them and the researcher. They were assured that their real names would not appear anywhere in the data analysis phase.

7.8 CHAPTER SUMMARY

This chapter concluded on the study and research findings, presenting them in four parts. Part A discussed conclusions on the theoretical chapters. Part B provided conclusions on the empirical findings established in chapter six. Part C discussed the achievement of the study's objectives, and Part D provided recommendations to the critical issues raised in the study. Based on the findings on work family issues in women entrepreneurs examined in this study, Lesotho is therefore confirmed as being a socially affiliated country with a predominantly strong family culture. This also means that every phenomenon, including entrepreneurship, is centred on family. In this given, this study has shed light on a new perspective on the interaction between work family domains by exploring the interface between the positive and the negative aspects of these domains in women entrepreneurs and how they affect the success of their businesses, an angle that was unexplored in literature especially in the context of a country like Lesotho. The findings from this study have revealed that women in Lesotho still succeeded in managing their businesses despite other conflicting roles (i.e. household duties) they had in their lives. These women entrepreneurs, did not only work hard to achieve satisfaction through marriage and childbearing, as customarily expected of them, but they also satisfied themselves through starting their businesses. These women emphasised that it was not easy to manage both their businesses and domestic tasks. But,

they eventually managed to improve their quality of life and their families. This is quite intriguing because the African society including Lesotho does not consider women as influential and business leaders because of societal expectations compared to men. Women are expected to be compliant and supportive to their husbands and other males in general instead of taking top positions. However, with the strong desire for success in business and family, together with hard work, women entrepreneurs in Lesotho have managed to showcase their abilities to perform in the same way as their male counterparts.

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APPENDICES

Appendix 1: INTERVIEW QUESTIONS

SECTION A: PERSONAL INFORMATION

1. Please tell me about yourself (Your name and the work you do). Use a false name instead of your real name.
2. How old are you?
3. Do you have any dependents? If yes, please indicate the number of dependents you have and their age.

SECTION B: BUSINESS INFORMATION

1. How long has this business been in existence? Please specify.
2. For how long were you employed before opening your business? Please specify.
3. What was the key motivation for you to become an entrepreneur?
4. Are you married or living with a partner? If so, is the partner also a co-owner of the business? Else, what is their profession?
5. Do you have a business partner, if so please tell us about their role in the business. Do they have a positive or negative impact on the business?
6. How did you acquire the business?
7. From where did you get the initial funding to start your business?
8. Do you have any employees? If yes, how many of your employees are family members and relatives? Please specify.
9. How do you run your business—structure, communication/coordination, HR, and other management practices?
10. How did you get the skills for running your business?
11. What challenges did you face when you started and what challenges do you face now?
12. What is your aspiration and vision for the business you built?

SECTION C: WORK FAMILY CONFLICT

- 1.1. **Time based conflict** occurs when there are time pressures between work and family roles.

1.1.1. Do the time demands of your business interfere with the time demands of your family or vice versa? If yes, please give an example.

1.1.2. Does the time you devote to your business make it difficult to participate in the household responsibilities or vice versa? If yes, please give an example.

1.2. **Strain based conflict** occurs due to the strain caused by simultaneously participating in several roles.

1.2.1. Do you feel physically drained when you get home from your business that it prevents you from contributing to your family or vice versa? If yes, please give an example.

1.2.2. Do you sometimes come home too stressed to enjoy family life due to the pressures of your business or vice versa? If yes, please give an example.

1.3. **Behaviour based conflict** happens when there is a mismatch of behaviours between work and family roles.

1.3.1. Does the problem-solving behaviour you use in your business interfere with the problem-solving behaviour you use at home or vice versa? If yes, please give an example.

1.3.2. Does the strict behaviour you portray in your business interfere with the strict behaviour you portray in your family or vice versa? If yes, please give an example.

2. What factors do you think cause work family conflict and what do you think are the consequences of work family conflict?

3. How do you manage to integrate your work and personal life? What strategies do you use to cope with work family conflict?

SECTION D: WORK FAMILY ENRICHMENT

1.1. **Affective work family enrichment** happens when individuals transfer positive emotions around work and family roles.

1.1.1. When you get home from your business, do you often feel energised, enabling you to participate in activities at home or vice versa? If yes, please give an example.

1.1.2. Does your business provide you with a sense of accomplishment and does that help you to be a better family member or vice versa? If yes, give an example.

1.2. **Instrumental work family enrichment** takes place when behaviours and skills developed in work or family enhance an individual's ability to handle work or family demands (behaviour & skills)

1.2.1. Do you use your time at home more effectively because of the way you run your business or vice versa? If yes, please give an example.

1.2.2. Do the skills you use in running your business help you to better handle matters at home or vice versa? If yes, please give an example.

SECTION E: FAMILY SUPPORT

1.1. **Emotional support** refers to providing individuals with feelings of being cared for and supported.

1.1.1. Is there someone in your family who tries to understand when you are frustrated by your business? If yes, please give an example.

1.1.2. Does your family listen to you when you need to talk? If yes, please give an example.

1.2. **Financial support** refers to money needed for buying fixed assets and funding preliminary business operations and expenses of the entrepreneur in the earlier phases of the business.

1.2.1. Do your family members often contribute to your business without expecting to be paid? If yes, please give an example.

1.2.2. What percentage did they contribute to the startup capital, are they silent business partners or do they run the business with you? Please explain.

1.3 **Instrumental support** signifies the business advice, services, and tangible resources that can have a positive or negative impact on the business.

1.3.1. Does your family give you useful information and feedback to help you make good business decisions? If yes, please give an example.

1.3.2. Does your family try to help you address work family conflicts that you experience? If yes, please give an example.

SECTION F: BORDER/BOUNDARY PERSPECTIVE

1. Are you able to create clear boundaries/borders between your business and family life? If yes, please give an example.
2. Are you able to schedule your day using a clear timetable in which certain hours are used for your business tasks and certain hours doing your family tasks? If yes, please give an example.

SECTION G: SUCCESS

1. What factors do you believe are important for successful women entrepreneurs?
2. How has your business changed ever since you started this business up to now? Explain in terms of business stability and growth, job creation and income, and the increase/decrease in profit margin)
3. What benefits do you and your family get from your business?

SECTION H: IMPACT OF CULTURE ON WOMEN ENTREPRENEURS

1. What is it like being a woman entrepreneur in a culture-dominated country like Lesotho? What perception does society have towards women who own businesses? Please explain.
2. Do you think the culture in Lesotho encourages women to engage in entrepreneurial activities? Why and why not? Please explain.

SECTION I: GENDER PERSPECTIVE-IMPACT OF GENDER ON WOMEN ENTREPRENEURS

1. Would you say the traditional gender roles of women affect the amount of time they spent in their businesses compared to men? If yes, please explain why you say so.
2. Are there any advantages for women as compared to men in pursuing an entrepreneurial career? If yes, please give an example.

In closing

Do you have any specific questions or comments before we end the interview?

Thank you very much for your time and cooperation.

Appendix 2: Information Letter to Participate in a Study (English)

RESEARCH STUDY INFORMATION LETTER FOR PARTICIPANTS

TITLE OF THE RESEARCH PROJECT

The experiences of work family issues amongst women entrepreneurs in Lesotho

NAME(S) AND CONTACT NUMBER(S) OF RESEARCHER AND PROMOTER

Researcher: Maletlatso Motsomotso

Supervisor: Professor Brownhilder Neneh

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AIMS/PURPOSE OF THE STUDY

The main purpose of this research is to examine the experiences of work family issues amongst women entrepreneurs in the three districts (Leribe, Maseru, and Mafeteng) of Lesotho. This study will explore how women entrepreneurs' work and family lives are either hindered or simplified by work family issues in Lesotho. There are limited studies that have combined the different aspects of work family issues in a single study to understand women's entrepreneurship. Therefore, little is still known about the complexities of how the family and work domains interact for women entrepreneurs in Lesotho. For that reason, this study aims to gain a better understanding of the experiences of work family issues of women entrepreneurs in Lesotho.

THE MAIN RESEARCHER

The main researcher of this study is Maletlatso Motsomotso, a Doctorate student in the Department of Business Management and faculty of Economic and Management Sciences at the University of the Free State. The researcher aims to examine the experiences of work family issues of women entrepreneurs in Lesotho from different backgrounds.

THE ETHICAL APPROVAL OF THE STUDY

This study is waiting for the ethical approval from the Research Ethics Committee at the University of the Free State.

REASON TO TAKE PART IN THE RESEARCH PROJECT

You are invited to participate in this study to share your experiences of work family issues as a woman entrepreneur. This study will focus on the three districts of Lesotho (Leribe, Maseru, and Mafeteng) because they are more economically active than the other seven districts of Lesotho. Also, these three districts will help to determine how the experiences of women entrepreneurs differ across the urban, semi-urban, and rural areas of Lesotho. The present study will use a sample of 30 women entrepreneurs. 14 women entrepreneurs in Maseru will be approached and 5 women entrepreneurs will be approached in Leribe because these districts are both in urban and semi-urban areas. On the other hand, only 11 women entrepreneurs will be approached in Mafeteng district to get the different experiences of women entrepreneurs even from the rural areas. The researcher obtained your contacts from the list of women entrepreneurs from BEDCO to ask you to participate in the study. The researcher has interview questions for you to read through them and ask questions where necessary. If you agree to participate in the study, the researcher will schedule the appointment for the interview and also send you the interview questions electronically (if you have an email address) or leave a copy of the interview questions with you and collect it when the researcher next meets you.

THE NATURE OF PARTICIPATION IN THE STUDY

This study will make use of the phenomenological qualitative research method. Individual face-to-face interviews will be held in a place that you will feel comfortable in. The interviews will consist of open-ended questions and some of the objective questions related to the key concepts of the study. The duration of each interview will be about 1 to 2 hours depending on how much as a participant you are willing to share. Your lived experiences of work family issues as a woman entrepreneur, mother, or wife are mainly significant to the data collection of this study. Please share your lived experience as fully, as honestly, and as openly as possible. The interviews will be tape-recorded with your prior consent and transcribed. If you do not consent to the recording, notes will be taken instead. The conversations will be transcribed verbatim.

INFORMED CONSENT

Informed consent will be gained by getting permission from participants as they are approached to participate in the study. The researcher will ensure that participants understand the purpose of

the study. Written consent will be obtained and signed by potential participants to show their willingness to participate in the study.

VOLUNTARY PARTICIPATION AND INFORMATION DISCLOSURE

Your participation in this study is entirely voluntary and only those who will agree to participate in the study will be interviewed. Individuals who will not wish to take part in the study will not be forced in any way. Moreover, the researcher will seek permission to obtain a list of participants' personal information from the private sector organisations. Also, the researcher will ask the private sector organisation to seek permission from participants to collect, use or disclose their personal information.

RIGHT TO WITHDRAW FROM THE STUDY

It is your right to withdraw from the study at any time with no repercussions. You will not suffer any consequences or loss for choosing not to participate in this study. If you decide to participate in the study, you will receive the information sheet to keep and be asked to sign the written consent form.

RESPECT FOR PARTICIPANTS

The researcher will ensure that research is conducted with respect for all groups of participants in the study irrespective of age, religion, culture, and political affiliations.

SIGNIFICANCE OF THE STUDY

This study will contribute towards a comprehensive understanding of work family issues and women entrepreneurship in Lesotho as well as the specific demographic characteristics of the women entrepreneurs. This study will also provide new insights on different forms of family support and work family enrichment used by women entrepreneurs in Lesotho and the influence these forms have on their entrepreneurial success. Moreover, this study will improve the understanding of how women entrepreneurs in Lesotho can manage work-to-family conflict/family-to-work-conflict and help to identify strategies that women entrepreneurs can use to cope with work-to-family conflict/family-to-work conflict to boost their entrepreneurial success. Also, this study will develop a framework that integrates the positive and negative aspects

of the interface between family and business domains to better understand and support women entrepreneurs to enhance their success in the context of Lesotho.

THE POTENTIAL BENEFITS OF TAKING PART IN THE STUDY

Even though there may be no direct benefit to you, the possible benefit of your participation is that existing and future women business owners will benefit from your success strategies. You will be participating as a co-researcher since your input is the essence of the research and this information may help other women entrepreneurs to improve their work family lives.

THE ANTICIPATED INCONVENIENCE OF TAKING PART IN THE STUDY

The nature of the study does not pose high risks to participants. However, the study may result in time inconveniences/ loss of work time for participants. To avoid this, the researcher will ensure that interviews are conducted at the most convenient time and place for the participants. Participants will be requested to indicate the times for the interviews that do not inconvenience their daily schedules. The researcher will fit the interviews into the convenient times and places of the participants. Furthermore, there is a likely risk of possible unfulfilled expectations, especially those who may think that sharing their experiences in the study will address their challenges/problems. For these and other expectations that can only emerge at the point of the interview, the researcher will make it clear from the start that the study has no immediate solutions to some of the issues that may emerge, but it will make recommendations upon analysing the findings, which relevant authorities may or may not adopt for implementation.

PROTECTING THE RESPONDENTS FROM EXPLOITATION AND HARM

During the research process, the researcher will create a comfortable environment for the participants. An honest relationship between the respondent and the researcher will be established to gain the trust between the two parties. The researcher will protect the respondents from any kind of harm or exploitation. The participants' emotions will be carefully handled when asking questions that could hurt the participants in any way. The researcher will give the respondents the freedom to not answer the questions if they feel some discomfort in the research process. Any undue stress for the participants will also be prevented. Participants will also be assured that the

information that they provide to the researcher will not be used against them. The researcher-participant relationship will not be exploited in any way.

CONFIDENTIALITY AND PRIVACY

The researcher will maintain a high level of confidentiality with the information provided by participants. Participants' names will not be recorded anywhere so that no one will be able to connect the participants' answers to the individual's names. Pseudonyms will be used in analysing the participants' responses. The data will only be accessible to the researcher, the study supervisor, and the ethics committee, who will maintain confidentiality as per the research ethics guidelines. Apart from fulfilling the doctorate requirements, the collected data may be used for journal articles, conference presentations, and other publications, but their personal information will not be disclosed. Participants are also not allowed to provide their names, names of businesses, or contact addresses on the consent forms that they will sign.

DATA STORAGE

Hard copies of your answers will be stored by the researcher for five years in a locked cupboard/filing cabinet at the University for future research or academic purposes. All electronic information will be stored on a password-protected computer or related devices. Future use of the stored data will be subject to further Research Ethics Review and approval, as it may be applicable. The hard copies will be destroyed by burning them and electronic data deleted five years after the study is completed.

PAYMENT OR ANY INCENTIVE FOR PARTICIPATING IN THE STUDY?

There are no specific rewards given to participants who take part in this study.

REPORTING OF THE FINDINGS/RESULTS OF THE STUDY

If you would like to be informed of the final research findings or have any questions about this research project or require further information, you may contact the researcher or promoter on the above-mentioned contacts.

Enclosed are the consent form and interview questions. Please sign the consent form and send it to me electronically (or when we meet) to ensure your participation in the study. The purpose of sending interview questions before the interview will help you to gather your valuable experiences to make the interview session more meaningful. I hope that you will be able to participate in this study and your cooperation will be highly appreciated.

Thank you for taking the time to read this information.

Appendix 3: Information Letter to Participate in a Study (Sesotho)

Tlhakisetso ea ho nka karolo

Ho uena ea tlang ho nka karolo,

Lebitso la ka ke Maletlatso Motsomotso. Ke moithuti Universiting ea Free State lefapheng la tsa khoebo boemong ba Doctorate. Ke kopa ts'ehetso ea hau ka hore u nke karolo boithutong bo sehloho sa bona e leng **“The experiences of work family issues amongst women entrepreneurs in Lesotho”**. Sepheo sa ho etsa boithuto bona ke ho leka ho fumana hore na bophelo ba malapa a bo-'me ba bahoebi ba litereke tse tharo (Leribe, Maseru le Mafeteng) ka hare ho naha ea Lesotho bo ama katleho ea likhoebo tsa bona joang.

Kopanong ea rona ea puisano, u tla fumana monyetla oa ho botsa lipotso 'me ka morao ho moo u tla kopuoa hore u tekene lengolo le bonts'ang hore u lumela ho nka karolo boithutong bona le hore u lumela hore puisano ea rona e tle hatiso. U ke ke oa qobelloa ho nka karolo puisanong ena haeba o sa thabele ho etsa joalo. Le teng ha u lumela ho nka karolo, puisano ena e tla etsahalla sebakeng sa khetho ea hau. Lipuisano tsohle li tla hatisoa ele ho lumella mofuputsi hore ha morao a tle a ngole fats'e 'me a fetolele likhatiso puong ea senyesemane. Ho u sireletsa, mofuputsi o tla sebelisa mabitso a boiqapelo. Hape, u na le tokelo ea ho ikhula boithutong bona ka nako eohle ha u utloa u se u sa thabele ho ba karolo ea bona ntle le mathata a letho. U boetse u na le tokelo ea ho se arabe lipotso tseo u utloang eka li tla u ama maikutlo kapa tseo u tla utloa u sa phuthuloha ho li araba.

Ho feta moo, bolelele ba puisano bo tla its'etleha holima seo uena ea nkang karolo a tla se bua ho latela hore na u tla thabela ho hlalosa lintlha tsa hau ka (botelele kapa bokhuts'oane) ha kae. Ho etsa bonnete ba hore puisano e pakeng tsa hau le mofuputsi ha e no oela matsohong a motho e mong le e mong ea ka thoko ho boithuto bo, likateng tsa lipuisano tsohle li tla shejoa fela ke mofuputsi le ea ikarabellang boithutong bona. Hape, lipuisano tsohle li tla bolokoa sebakeng se bolokehileng moo li tla buloa ka nomoro ea lekunutu. Ho feta mona, u hlokomelisoa hore lintlha khoho tse ka fumanoang boithutong bona li ka boela tsa sebelisoa ele nts'etso pele ea lingoloa tse

ling tse ka khahlang bafuputsi ba bang lefapheng le ts'oanang kapa le a mang a amanang le lona. Ntle le moo, ha ho na melemo e ikhethileng e fuoang batho ba nkang karolo boithutong bona empa ho nka karolo ho bona ho tla thusa ho fana ka thuto le hona ho fahlolla bo-'me ba bang ba bahoebi ekasitana le ba ntseng ba lohotha ho kena khoebong ka tse molemo tseo u tla li bua. Hape, u eletsoa ho ela hloko hore ho nka karolo boithutong bona ha ho na u tlišetsa mathata a letho.

Haeba u na le lipotso kapa u hloka litlhakisetso malebalana le boithuto bona u ka letsetsa kapa hona ho ngolla linomoro tse latelang:

Moithuti: Maletlatso Motsomotso

Nomoro: +266-5916-7923

Aterese: motsomotso.maleh@gmail.com

Ea ikarabellang: Professor Brownhilder Neneh

Nomoro: +27 51-401-2156

Aterese: NenehBN@ufs.ac.za

Ke tla leboha thuso ea hau.

Kea leboha

Maletlatso Motsomotso

Appendix 4: Informed Consent (English)

CONSENT TO PARTICIPATE IN THIS STUDY

I..... (Name of participant)
consent that the researcher of this study has fully explained to me (or read) and understood the attached information letter explaining the purpose of this study and understood, how it will be conducted as well as the possible benefits of participating in this study. I have been granted the chance to ask questions related to this study. I also understand that my participation in this study is voluntary and that I am free to withdraw from the study at any time without any repercussions. I also understand that there are no rewards whatsoever for participating in this study.

I grant the researcher permission to record the interviews for data collection purposes. I am also aware that these recordings will be used for analysing the data during the data analysis stage of the research process. In addition, I understand that all recordings and transcripts will be password protected at all times and will be destroyed after the results are out. Moreover, I am aware that the information disclosed during the interviews will be treated confidentially. I also understand that the data will only be accessible to the researcher, the study supervisor, and the ethics committee, who will maintain confidentiality as per the research ethics guidelines. Apart from fulfilling the doctorate requirements, the collected data may be used for journal articles, conference presentations, and other publications, but my personal information will not be disclosed. By signing the copy of this informed consent form, I willingly agree to participate in this study.

Signature of participant:

Date:

Signature of researcher:

Date:

Appendix 5: Informed Consent (Sesotho)

Lengolo le bonts'ang ho lumela ho nka karolo boithutong

‘Na (Lebitso la ea nkang karolo) ke netefatsa hore mofuputsi oa boithuto bona o ntlhaloselitse sepheo sa boithuto bona, melemo ea ho nka karolo boithutong bona ekasitana le ts’itiso e ka bakoang ke ho ba karolo ea boithuto bona. Ke balile lengolo (kapa ho fumana tlhalosetso) ‘me ke utloisisa litaba tse hlahang lengolong la ho nka karolo boithutong bona. Mofuputsi oa boithuto bona o ile a ba a nkarabela le lipotso tsohle tseo ke mo botsitseng tsona tse amanang le boithuto bona.

Ke hlokomelisitsoe hore ho ba karolo ea boithuto bona ke boithaoping ba ka eseng ka ho qobelloa. Ke utloisisa hape hore ha kea tlameha ho araba lipotso tseo ke utloang eka li tla nthatafalla kapa tseo ke utloang ke sa phutholoha ho li araba. Hape, ke eelloisitsoe hore ke na le bolokolohi ba ho ikhula boithutong bona ka nako eohle ha ke utloa ke se ke sa khotsofalle ho tsoela pele ka bona ntle le mathata a letho.

Ke fa mofuputsi tumello ea hore a hatise puisano ea rona. Ho feta mona, ke utloisisa hore mofuputsi a ke ke a sebelisa mabitso a ka a ‘nete empa o tla sebelisa mabitso a boiqapelo ho nts’ireletsa. Ke boetse kea utloisisa hore boithuto bona bo etsoa le University ea Free State boemong ba Doctorate ‘me lintlha kholo tse ka fumanoang boithutong bona li ka boela tsa sebelisoa ele nts’etso pele ea lingoloa tse ling tse ka khahlang bafuputsi ba bang lefapheng le ts’oanang kapa le a mang a amanang le lona lena. Ke amohetse kopi e tekennoeng ea tumellano ea ho nka karolo ea boithuto bona ‘me ke lumela ho ba karolo ea boithuto bona.

Tekena (ea nkang karolo):

Letsatsi:

Tekena (mofuputsi):

Letsatsi:

Appendix 6: Request for Permission Letter

The CEO
Basotho Enterprises Development Corporation (BEDCO)
Maseru 100
Lesotho

Dear Sir/Madam,

RE: Requesting permission to obtain a list of women entrepreneurs from your institution

I, Maletlatso Motsomotso, a Doctorate student in the Department of Business Management, at the University of the Free State seek permission from your organisation to obtain a list of women entrepreneurs. I am conducting a study titled “**The experiences of work family issues amongst women entrepreneurs in Lesotho**”. The main purpose of this research is to examine the experiences of work family issues amongst women entrepreneurs in the three districts (Leribe, Maseru, and Mafeteng) of Lesotho.

Your institution has been identified as a key stakeholder in this study. I am kindly requesting permission to obtain a list of women entrepreneurs from your organisation. This list of women entrepreneurs will help the researcher to find participants during the data collection phase of the study.

I plan to conduct semi-structured interviews with women entrepreneurs from the three districts of Lesotho (Leribe, Maseru, and Mafeteng). The data will only be accessible to the researcher, the study supervisor, and the ethics committee, who will maintain confidentiality as per the research ethics guidelines. Apart from fulfilling the doctorate requirements, the collected data may be used for journal articles, conference presentations, and other publications, but their personal information will not be disclosed.

This study will make a significant contribution to the knowledge in the area of women entrepreneurship and may serve as a guide to reform future policies and practices of women entrepreneurship in Lesotho. There is no potential harm or risk associated with your institution's giving out of a list of women entrepreneurs. All ethical procedures will be followed throughout the study. Your institution's approval of permission to obtain a list of women entrepreneurs in this study will be highly appreciated.

If you may have any concerns about this study, you may conduct:

Supervisor: Professor Brownhilder Neneh

Telephone Number: +27 51-401-2156

Email: NenehBN@ufs.ac.za

Yours sincerely,

Maletlatso Motsomotso

Email: motsomotso.maleh@gmail.com

Cell: +266 5916 7923

Appendix 7: Ethical Clearance Modifications Letter



General Human Research Ethics Committee

12-Jun-2019

Dear Miss Francisca Motsomoto

Ethics Clearance: **THE EXPERIENCES OF WORK FAMILY ISSUES AMONGST WOMEN ENTREPRENEURS IN LESOTHO**

Principal Investigator: Miss Francisca Motsomoto

MODIFICATIONS REQUIRED

Your research proposal with title: **THE EXPERIENCES OF WORK FAMILY ISSUES AMONGST WOMEN ENTREPRENEURS IN LESOTHO** has been considered by the Ethics Committee. However, the committee will only be able to approve this research once a revised application or supplementary documentation is received as per the following provisions:

Modifications Required:

Document checklist

Interview questions section A: Some of the personal information requested in the interview may cause discomfort (marital status, number of children even level of education). Since marital status is again asked in section B question 5 consider removing it under personal information then ask it in the context of the business.

Section B question 11 (legal status of the business) if the business is illegitimate this might be a problem. (Does this question has anything to do with work family issues) if no why include it

Section B of the interview guide is too long may result in rater fatigue (make sure all items are relevant and the questions are not overlapping.

The length of the interview guide is worrying (will this be done in one session and for how many hours).

The requested time indicated in the information letter is 45 to 60 minutes which is inadequate considering the number of questions in the interview guide, (you may need 2 hours and above) kindly rectify

Application form

Since the researcher is obtaining the telephone numbers and the email, addresses of the participants from BEDCO third party email should be considered as another participant recruitment method.

The question: Can participants be identified by inferences within the published research findings. The applicant indicated yes however the mitigation provided does not adequately address how the researcher will explain this to the participants as well as the conditions that they intend to propose to the participants

Recommendations:

Interview question 1: Might have to explain the word pseudonym to respondents

Q 18 - unpaid employees?

Q 19 - sensitive information, I don't think the respondents will feel comfortable to state/ they will lie.

Q 21 - will have to explain the concepts to the respondents

Q 27 & 28 - sensitive information asked

Section C, 1.1, first bullet - unnecessary lengthy question. Consider rephrasing and simplifying. Same comment for all the bullets under 1.1. Also, for analyses purposes, number these bullet questions.

Section C, 1.2 - same comments. Leaving room for misinterpretation/ confusion

Section E, 1.2, Do your family members often contribute to your business without expecting to be paid? If yes, please explain how they do so. Perhaps rather ask for an example than "how they do so"

Section E, 1.3, Do your family members often go above and beyond what is normally expected in order to help your business succeed? If yes, please explain why you say so. Just be aware that what I consider above and beyond can be regarded as trivial for someone else - different perspectives and expectations.

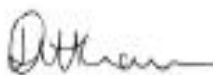
Considering that, the ultimate goal of the study is to create a framework, and to ensure trustworthiness of results, using more than one method to collect empirical data is advisable since the study is investigating individual experiences, just as there are multiple methods to collect secondary data indicated in the study the same should apply for the empirical data.

Please note that your application will be withdrawn if you do not respond with these modifications in 30 days time.

Yours sincerely



Prof Derek Litthauer
Chairperson: General/Human Research Ethics Committee



Digitally signed
by Derek
Litthauer
Date: 2019.06.12
22:17:14 +02'00'

205 Nelson Mandela Drive/Pylanes
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Appendix 8: Ethical Clearance Approval Letters



GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

10-Jul-2019

Dear Miss Motsomotso, Francisca FM

Application Approved

Research Project Title:
THE EXPERIENCES OF WORK FAMILY ISSUES AMONGST WOMEN ENTREPRENEURS IN LESOTHO

Ethical Clearance number:
UFS-IISD2019/0109/1007

We are pleased to inform you that your application for ethical clearance has been approved. Your ethical clearance is valid for twelve (12) months from the date of issue. We request that any changes that may take place during the course of your study/research project be submitted to the ethics office to ensure ethical transparency, furthermore, you are requested to submit the final report of your study/research project to the ethics office. Should you require more time to complete this research, please apply for an extension. Thank you for submitting your proposal for ethical clearance; we wish you the best of luck and success with your research.

Yours sincerely

Prof Derek Litthauer
Chairperson General/Human Research Ethics Committee

Digitally signed by
Derek Litthauer
Date: 2019.07.10
21:16:37 +02'00'

236 Nelson Mandela Drive/Rylands
Park West/Parkwest
Bloemfontein 9301
South Africa/Suid-Afrika

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Bloemfontein 9303
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T: +27(0)51 401 2195
F: +27(0)51 401 3132
litthau@ufs.ac.za
www.ufs.ac.za





GENERAL HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

23-Jun-2020

Dear Miss Motsonotso, Francisca FM

Ethics Committee feedback

Research Project Title:

THE EXPERIENCES OF WORK FAMILY ISSUES AMONGST WOMEN ENTREPRENEURS IN LESOTHO

With reference to your application for ethical clearance for your research: Find attached the letter and decision from the GHREC meeting.

Ethics Admin

205 Nelson Mandela
Drive
Park West
Bloemfontein 9301
South Africa

P.O. Box 339
Bloemfontein 9300
Tel: 051 401 9398 /
7619 / 3682
RMS@UFS.ac.za
www.ufs.ac.za



GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

22-Jun-2020

Dear Miss Motsonotso, Francisca FM

Continuation/Report Approved

Research Project Title:

THE EXPERIENCES OF WORK FAMILY ISSUES AMONGST WOMEN ENTREPRENEURS IN LESOTHO

Ethical Clearance number:

UFS-HSD2019/0189/1007

We are pleased to inform you that the application to extend your ethical clearance has been approved. Your ethical clearance is valid for twelve (12) months from the date of issue. We request that any changes that may take place during the course of your study/research project be submitted to the ethics office to ensure ethical transparency. Furthermore, you are requested to submit the final report of your study/research project to the ethics office. Should you require more time to complete this research, please apply for an extension. Thank you for submitting your proposal for ethical clearance; we wish you the best of luck and success with your research.

Yours sincerely

Dr Adri Du Plessis

Chairperson: General/Human Research Ethics Committee

Adri du Plessis

Adri du Plessis

2020.06.23

08:34:51 +02'00'

205 Nelson Mandela
Drive
Park West
Bloemfontein 9301
South Africa

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9337
duplessisA@ufs.ac.za
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GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

26-Jul-2021

Dear Miss Motsonotso, Francisca FM

Ethics Committee feedback

Research Project Title:

THE EXPERIENCES OF WORK FAMILY ISSUES AMONGST WOMEN ENTREPRENEURS IN LESOTHO

With reference to your application for ethical clearance for your research: Find attached the letter and decision from the GHREC meeting.

If you need to do modifications or respond to conditional approval:

[Click HERE to open the manual](#)

Ethics Admin

205 Nelson Mandela
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GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

22-Jul-2021

Dear Miss Francisca Motsonotso

Continuation/Report Approved

Research Project Title:

THE EXPERIENCES OF WORK FAMILY ISSUES AMONGST WOMEN ENTREPRENEURS IN LESOTHO

Ethical Clearance number:

UFS-HSD2019/0189/1007/21

We are pleased to inform you that the application to extend your ethical clearance has been approved. Your ethical clearance is valid for twelve (12) months from the date of issue. We request that any changes that may take place during the course of your study/research project be submitted to the ethics office to ensure ethical transparency. Furthermore, you are requested to submit the final report of your study/research project to the ethics office. Should you require more time to complete this research, please apply for an extension. Thank you for submitting your proposal for ethical clearance; we wish you the best of luck and success with your research.

Yours sincerely

Dr Adri Du Plessis

Chairperson: General/Human Research Ethics Committee

Adri du Plessis
Digitally signed
by Adri du Plessis
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Appendix 9: Language Editing Letter

C/O Lesotho High School
P.O. Box 46
Maseru 100
Lesotho

29 September 2021

Maletlatso Motsonotso
Department of Business Management
Faculty of Economic and Management Sciences
University of the Free State
Bloemfontein, South Africa

Dear Maletlatso

Re: Certification of English Language

This document certifies that the thesis titled 'The experiences of work family issues amongst women entrepreneurs in Lesotho' has been thoroughly edited for correct English Language usage, syntax, spelling, punctuation, and overall style. Where meaning was not explicit or clear, the sentence or paragraph has been marked for the author's attention. The author's ideas, research content and context of the thesis were not altered during the editing process.

Sincerely

Teboho Mothebesoane(Mrs)