

Erasmus



**“The Effect of Work-Family Balance
on Entrepreneurial
Success and Health”**

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True wealth, success, and happiness can only be achieved by balancing our business life with the duty we have to our self and to our family.

- Joseph C. Kunz

Abstract

This study investigates the relationship between work-family balance, perceived success and health. The broaden-and-build-up theory postulates that positive emotions build up over time and broaden the individual's ability and resources. Perceiving a balance between work and family can lead to emotional well-being, which create upward spirals of positive emotions. Furthermore, we predict additional work-family balance sources, such as having family partners, compared to non-family partners, to positively moderate the aforementioned relations. According to the emotional commitment theory, family partners can provide emotional, material and psychological support, which can intensify the positive effect of work-family balance. Empirical analysis of a cross-sectional sample of 240 SME from the French health organization (2015) confirms part of our expectations. However, even if there is a positive relation between work-family balance, perceived success and self-reported health, we find that work-family sources, such as having a family partner, compared to having a non-family partner, do not significantly moderate the relation.

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1. Introduction

During the last decades, the industrialized society has experienced many changes on the economic and social level. These developments have contested the traditional forms of public and private life and have intensified the challenge of balancing work and family. Establishing and keeping a satisfied relationship between professional life and family life has become more and more difficult to reach (St-Amour, Laverdure, Devault & Manseau, 2007). Higher job demand forces people to spend more hours at work, creating pressure, dilemmas and conflicts between professional and private responsibilities and obligations (Pocock, 2003; Feldman & Bolino, 2000; Jurik, 1998). Moreover, technological advancements, such as smartphones or tablets, enable us to follow work related tasks also outside the workplace, restricting the time dedicated to non-work roles and compromising the segmentation of work and family life (Peng, Chunyan, Remus & Dimotakis, 2011). Additionally, organizational systems have become more dynamic and fluid presenting higher levels of uncertainty, complexity, and flexibility (Baruch, 2006). Furthermore, the increasing number of female workforce has turned the family-role division upside down, changing the requirements for achieving a balanced work-family relation. No matter if employees or employers, work-family balance remains a central concern (Byron, 2005).

Especially entrepreneurship is held responsible for economic growth and development by introducing new technologies and innovation (Audretsch, & Keilbach, 2004; Carree, & Thurik, 2010; Koellinger, & Thurik, 2012). According to the Eurostat 2015, more than 16% of the European population is involved in entrepreneurial activity being responsible for a substantial portion of job creation and employment (De Wit & De Kok, 2014). Therefore, it is crucial to understand how the balance between work and family roles is important to maximize entrepreneurial success and health. A successful and healthy entrepreneur is more likely to contribute and create value for the society (De Wit & De Kok, 2014).

Researchers have provided evidence showing that work and family systems are interconnected. Positive experience in one domain, at home or at work, may enrich life in the other enhancing higher levels of work-family balance, which are positively associated with greater job satisfaction, job commitment, and life satisfaction (McNall, Nicklin & Masuda, 2010). Moreover, the involvement in multiple roles, such as family and work, protects people from experiencing negative effects in one of the roles (Barnett & Hyde, 2001). Consequently, individual's quality of life is improved, because balanced individuals experience lower levels of stress, less role overload, greater role ease and less depression than an imbalanced person (Marks & MacDermid, 1996). Achieving a satisfied level of work-family balance is therefore a critical factor today for employees and entrepreneurs, that is why in this thesis I address the concern of how work-family balance influences the perceived success and health of self-employed.

This study implements knowledge from entrepreneurship and psychology, analysing through quantitative data the relevance of balancing work and family responsibilities for self-employed. Some research has been made concerning work-family conflict and enrichment without mentioning work-family balance and clearly defining the concept (Greenhaus, Collins & Shaw, 2003). Moreover, many studies do not distinguish between work-family balance and other notions in the work-family literature (Nielson, Carlson, & Lankau, 2001; Saltzstein, Ting, & Saltzstein, 2001; Sumer & Knight, 2001; Thompson, Beauvais, & Lyness, 1999). Furthermore, not much has been done yet in the field of work-family balance and self-employment. In fact, most of the studies focused on employees (Frone, Russell & Cooper, 1992; Aryee, Srinivas & Tan, 2005; Ford, Heinen & Langkamer's, 2007). The purpose of this study is to examine the relationship between work-family balance and entrepreneurial perceived success and health. Additionally, I will also investigate how family partners and non-family partners moderate the relationship between work-family balance and the two dependent variables.

My research question will be the following:

How does work-family balance influence perceived success and health and how does it differ for self-employed with family and non-family partners?

This paper contributes to the area of work-family balance, analysing its effect on entrepreneurial success and health. The findings of the present study could be useful for self-employed to understand how to achieve high levels of perceived success, physical and mental health, they can benefit, not only from investing time and resources in work, but also in their family role. Having a satisfied balance between the two domains, can positively affect the experience in both roles. Furthermore, self-employed will have a clear understanding whether it differs to manage a business with family or non-family partners, in terms of success and well-being.

The remainder of this thesis is organized as follows. The next section presents the literature review and conceptual framework. Section 4 explains the dataset and the statistical methods used for the analysis. Section 5 illustrates the results. Section 6, 7 and 8 focuses on the discussion, theoretical/practical implications and limitations of the thesis and section 9 presents the conclusion of the research.

2. Literatures review

2.1 Work-family balance

Although the widespread notion of work-family literature, work-family balance is an underdeveloped concept (Grzywacz & Carlson, 2007; Valcour, 2007). It is argued that work-family balance is important for a well-working and healthy civilization (Halpern 2005; Grzywacz & Bass, 2003; Grzywacz & Carlson, 2007). Historically, many researches have supported different relationships between work and family, focusing mainly on negative linkages (Eby, Casper, Lockwood, Bordeaux & Brinley, 2005; Jennings & McDougald, 2007; Shelton, 2006), or on a complementary view (Greenhaus & Powell, 2006; McNall et al., 2010). Only a few studies have investigated a broader perspective of work-family balance (Carlson, Grzywacz, & Zivnuska, 2009).

The construct that supports a negative relationship is known as the conflict perspective (Greenhaus & Beutell, 1985) or the depletion argument (Rothbard, 2001). Work and family demands are incompatible and cause negative tensions (Greenhaus

& Beutell, 1985). Previous findings show that the absence of work-family balance is associated with role conflicts that can have a significant effect on physical and mental health. These situations are particularly associated with mental depression (Allen, Herst, Bruck & Sutton, 2000) and with a negative impact on physical activity practices such as dietary habits (Dubé, Zins & Brassard, 2002; Hitayesu, 2003). Unfavourable consequences on an economic level can arise, leading to poorer professional performance (Duxbury & Higgins, 1998).

In contrast to negative outcomes, other studies have found a positive relationship between family and work, indicating five different resources that might be mutually acquired. These include skills and perspectives, psychological and physical resources, flexibility, social-capital resources and material resources (Greenhaus & Powell, 2006). Skills include both cognitive and interpersonal skills, coping skills, multitasking skills and knowledge (Bauer, Morrison, & Callister, 1998; Holman & Wall, 2002; McCauley, Ruderman, Ohlott, & Morrow, 1994; Ruderman, Ohlott, Panzer & King, 2002). Psychological and physical resources involve positive self-evaluations, self-efficacy, self-esteem, positive feelings and physical health (Bandura, 1997; Gist & Mitchell, 1992; Brockner, 1988; Seligman, 2002).

Moreover, McNall et al. (2010) support that the participation in one role may enrich the quality of life in a second role. Being engaged in different roles can be beneficial, creating positive spillovers of emotions and behaviour (Jennings & McDougald, 2007). This view can be summarized as the enrichment perspective (Rothbard, 2001).

Although many researchers have associated work-family balance with the absence of work-family conflict or the presence of enrichment (Frone, 2003), studies suggest a theoretical distinction between balance and these two elements (Grzywacz & Carlson, 2007). A number of studies supported a combination of both, indicating the work-family experience as depleting on one side and enriching on the other (Kirchmeyer, 1993; Ohlott, Graves, & Ruderman, 2004; Rothbard, 2001). Next to work-family conflict and enrichment, also other factors influence the individual's ability to meet both work and family responsibilities, such as identifying feasible and non-feasible responsibilities (Grzywacz & Carlson, 2007). The concept of work family balance goes

beyond the conflict and enrichment role (Marks & MacDermid, 1996). Respect to the quantitatively different work–family conflict and enrichment (Carlson, Grzywacz, & Zivnuska, 2009).

The considerable debate of the concept of work-family balance has brought to a wide range of contrasting definitions (Greenhaus & Allen, 2011; Greenhaus, Collins, & Shaw, 2003; Stafford & Tews, 2009). Moreover, many authors believe that the construct of work and family is still cloudy and poorly defined (Felstead, Jewson, Phizacklea & Walters 2002). Over time, the idea to distinguish work-family balance from the conflict and enrichment perspective has gained importance. Voydanoff (2005) represents work-family balance as an effective participation in meeting work and family demands. Although different ways of defining work-family balance exist, we refer to the definition of Greenhaus and Allen (2011). According to them, work-family balance is defined “as an overall appraisal of the extent to which individual’s effectiveness and satisfaction in work and family roles are consistent with their life values at a given point of time”. This definition allows us to examine both, positive and negative sides, since work-family balance describes individual’s engagement and enjoyment across work and family roles (Marks & MacDermid, 1996; Valcour, 2007). Rather than focusing on how work affects family or family influences work, work-family balance points out how individuals balance work and family responsibilities (Grzywacz, Carlson & Zivnuska, 2009). This comparison underlines how work–family balance differs from the conflict and enrichment perspective and how it emphasises a linkage between work and family (Marks & MacDermid, 1996). An equally high effectiveness and satisfaction in work and family roles is no longer required to feel balanced, unless both have the same priority. This view allows individuals to have personal preferences on how balancing work and family responsibilities. Career-focused individuals, in contrast to family-focused individuals, feel balanced when they are highly effective and satisfied with their work role.

2.2 Work-family balance and entrepreneurship

While past research mainly focused on the experience of employees (Korabik, Daly, Ashbourne & Hawkins, 2008), work-family balance may also play an important role in the well-being of entrepreneurs. Compared to employees, entrepreneurs are characterized by different elements, which might influence their work-family experience significantly. Among these, we can find organizational responsibilities such as managing and controlling (Pink, 2001) but also financial and personal obligations. Especially at the early stage of a business, owners often risk family assets, which can harm the relationship and increase pressure on the entrepreneur who knows that the families' future depends on ventures success. Consequently, this may negatively affect the situation, forcing the entrepreneur to work harder and to further constrain the achievement of work-family balance (Kirkwood & Tootell, 2008). Unsurprisingly self-employed have been found to work longer than their counterparts (Paoli & Mellie, 2001). Despite the greater autonomy of entrepreneurs (Prottas & Thompson, 2006), the pressure associated with their role and the high failure rates of small businesses, leads to a greater number of stressors, which stimulate work overload and might negatively affect their personal life (Prottas & Thompson, 2006). Due to the greater autonomy, they may have a higher job satisfaction, but more health related problems, compared to workers (Prottas & Thompson, 2006).

While work and family conflict has received high attention, strategies for achieving work-family balance have not been well researched (Shelton, 2006). Knowing that entrepreneurs contribute in job creation, innovation, and economic development through their entrepreneurial activities (Henrekson & Stenkula, 2009) it is important to understand how work-family balance affects people's life.

Past studies of work-family interface have mainly examined certain types of entrepreneurs, such as copreneurs and family businesses (Foley & Powell 1997), or women entrepreneurs (Shelton, 2006). However, depending on how entrepreneurs emphasize family and work, different interpretations of work-family balance are possible (Greenhaus & Allen, 2011). Due to the debatable definition of entrepreneurship (Carter & Cannon 1988; Cunningham & Lischeron 1991; Hyrsky 1999), in this study we will refer to entrepreneurs who inherit the business from their

family. Despite the relatively limited attention that entrepreneurs have received on how they handle work and family (Kirkwood & Tootell, 2008), there are three main reasons for further investigations. First, past findings show that many individuals choose entrepreneurship to obtain a better work-family balance, because of a greater flexibility between private and professional life (Caputo & Dolinsky, 1998; DeMartino & Barbato, 2003; Jurik, 1998). Furthermore, other researches show that the achievement of work-family balance is an important goal for entrepreneurs, well beyond the decision of starting their own business (Fischer, Reuber & Dyke, 1993; Orser & Riding, 2004). Lastly, studies suggest that entrepreneurial models are only complete, by taking into account both work and family domain factors. (Edwards & Rothbard, 2000; Greenhaus & Parasuraman, 1999; Kossek & Ozeki, 1998; Powell & Graves, 2003). However, further research is needed to have a broader overview of the work-family balance.

Past research mainly examined the negative relationship between work and family. Casper, Weltman & Kwesiga, (2007) in a review of work-family literature criticizes the predominant focus on the negative side of the work-family interface. A second shortcoming concerns the predominant focus on employees, without giving any attention to the entrepreneurial role segment. Evidently, research in this field is not yet complete.

The family embeddedness theory recognizes the family as an important factor in influencing entrepreneurial decisions. According to this perspective the family and the business are strongly intertwined, enabling a spillover of resources, values and norms (Aldrich & Cliff, 2003; Arregle, Hitt, Sirmon & Very, 2007; Le Breton-Miller & Miller, 2009). The family role is an important aspect of the entrepreneurial experience (Aldrich & Cliff, 2003; Baron, 2004; DeMartino & Barbato, 2003; Jennings & McDougald, 2007; Loscocco, 1997). Rogoff and Heck (2003) underline the importance of the family, defining the family as the vital ingredient of running a business. Compared to employees the relation between work and family is likely to be more intensive, because entrepreneurs manage their company according to personal preferences (Bird & Brush, 2002), establishing a high interrelation between private and professional factors (Aldrich & Cliff, 2003). Family members who work together

often form an entrepreneurial team (Ruef, 2010), which bears high potential (Nordqvist & Melin, 2010). All over the world a significant part of the companies are family businesses (La Porta, Lopez-de-Silanes, Shleifer, & Vishny, 1999; Villalonga & Amit, 2009). Next to seeking an economic opportunity, the start of an entrepreneurial activity may also represent a reaction to changing personal circumstances, like the family (Cramton's (1993). Especially at the start-up phase, the family represents a decisive resource in financial (Aldrich & Waldinger, 1990; Steier & Greenwood, 2000), human (Aldrich, Renzulli & Langton, N, 1998) and physical affairs (U.S. Bureau of Labor Statistics, 2002)¹. Family roles influence venture creation processes, which in turn influence the survival, performance, and success of the business (Aldrich and Cliff, 2003). Due to the importance of the family in giving support to the self-employed, the nature of the business partner may moderate the relationship between work-family balance, perceived success and health.

After a review of previous literature in the field of work-family balance and entrepreneurship, we will present the conceptual framework in the following section.

3. Conceptual Framework

This section illustrates the conceptual framework of the thesis. For each variable, we described the previous literature and drawn a conclusion with the research hypothesis.

3.1 Work-family balance, performance and health

Based on the broaden-and-build-up theory of positive emotions we investigate the relationship between work-family balance, entrepreneurial success and health. The theory argues that positive emotions create upward spirals that increase emotional

¹ U.S. Bureau of Labor Statistics, (2002). Retrived from: <https://www.dol.gov/general/topic/statistics>

well-being, such as perceived success and health. Moreover, positive emotions cause other positive emotions that broaden the extent of attention and cognition.

Combining previous findings (Aryee, Srinivas & Tan, 2005; Meyer, Paunonen, Gellatly, Goffine, & Jackson's, 1989) on employees, we find that work-family balance is positively linked to job satisfaction and affective organizational commitment, which subsequently are positively related to job performance. Moreover, a balanced relationship was found to be positively linked to successful career outcomes (Lyness, & Judiesch, 2008). Research showed that is important for employees to have a flexible work to manage family and work roles and consequently achieve higher levels of productivity, because work-family balance can result in increased happiness and commitment (Rego, Pina & Cunha, 2009). In addition, Ford, Heinen & Langkamer's (2007) in their meta-analysis considered non-working influences as an important factor to optimize employee performance. Beside the positive relationships, the literature also supports negative linkages between the lack of work-family balance, a lower desire to stay at work and reduced work performance (Kumari, 2012). Similarly, Charu & Gupta (2013) found that poor balance resulted in lower morale and productivity, leading to lower levels of contribution in the work place. Furthermore, work-family balance has been linked to favourable mental health and a balanced life helping workers to focus on their job, achieving better work results (Magnini, 2009). Balanced individuals experience less role over-load, greater role ease (Marks & MacDermid, 1996), resulting in an increased effectiveness at work (Kofodimos, 1993). Most of the studies focused on employees and only few studies investigated the relationship between work-family interaction and performance across entrepreneurs. For example, female entrepreneurs have been suggested to benefit from emotional and instrumental family support. However, no significant relation was found for male self-employed (Powell & Eddleston, 2013).

Next to performance, many studies addressed the relationship between work-family balance and health. However, most of them only focused on employees. In general, a balanced role both in work and family was positively associated with increased well-being. Marks & MacDermid (1996) associated work-family balance with lower levels

of depression. Grzywacz (2000) demonstrated that higher levels of negative spillover between work and family lead to poorer physical and mental health, whereas higher levels of positive spillover are associated with better physical and mental health, of middle-age workers. Furthermore, also sleep related problems have been found to have a significant effect on the individual well-being (Strine & Chapman, 2005). Poor self-reported sleep quality is associated with poor self-rated health and health complaints (Hale, Hill & Burdette, 2010; Hale, Hill, Friedman, Nieto, Galvao, Engelman & Peppard, 2013). Work-family imbalance arouses high levels of stress, affecting individuals quality of life (Kofodimos, 1993). In a meta-analysis of Allen et al. (2000), work-family conflict was correlated with higher individuals risk of depression and an increase in psychosomatic symptoms such as fatigue, lack of appetite and nervous tension. Balanced engagement in work and family roles reduces work-family conflict and stress, affecting the workers' health positively (Frone, Russell & Cooper, 1992). Frone (2000) additionally showed that individuals with a low level of work-family balance, were more likely to experience mood disorders, anxiety and suffer from drug or alcohol dependence, compared to their balanced counterparts. These finding are ulterior evidence of the expected positive relationship between work-family balance perceived success and health.

To summarize and adopt the broaden-and-build-up theory, Ashforth & Humphrey (1993) found that positive emotions, such as happiness, enthusiasm, self-esteem and love, have a significant impact on health and job performance. Experiencing a balanced work-family role leads to positive emotions such as enthusiasm and challenge, which are positively linked to beneficial health outcomes and energy-efficient activation of physiological resources (Fredrickson, 2000; Tomaka, Blascovich, Kelsey & Leitten, 1993). Positive emotions can give rise to multiple benefits, like feeling more sociable, more energetic and more resourceful. Higher productivity, likability, health, activity, friendliness, creativity and helpfulness are correlated to happy moods. Therefore, positive emotions facilitate the achievement of the individual goals and lead people to perceive their lives as more meaningful (Lyubomirsky, 2007).

Furthermore, compared to negative emotions which are associated with a more narrowed attention, positive emotions wider the range of thoughts and ideas. Fredrickson & Levenson, (1998) discovered that positive emotions function as possible prevention of the effect of negative emotions, which can lead to harmful consequences for your mental and physical state.

Individuals scope of attention and intuition might be broadened by experiencing positive emotions (Fredrickson & Branigan, 2005; Bolte, Goschkey, & Kuhl, 2003).

Positive emotions give rise to a variety of thoughts, which are extraordinary (Isen & Johnson & Mertz & Robinson, 1985), flexible and broad (Isen & Daubman, 1984), innovative (Isen, Daubman & Nowicki, 1987) and open-minded (Estrada, Isen, & Young; 1997) thoughts. Moreover, positive emotions leads to original and innovative actions (Kahn & Isen, 1993). Positive emotions improve the ability of problem solving, information recall and decision-making (Isen & Means, 1983). The positive emotions associated with a satisfied role allocation in both work and family, increase the dopamine level in the brain and subsequently enlarge the cognitive context (Isen, 1987). According to Fredrickson (1998) positive emotions, lead to broadened mind-sets, which in turn have physical, social, intellectual and psychological benefits. It is important to note is that this states of positive experience are durable and build up over time, increasing the individuals personal resources, by making them more creative, knowledgeable, resilient and healthy (Fredrickson, 1998; Bryan & Bryan, 1991). The broader range of creative ideas is particularly important for entrepreneurs that consistently have to innovate their business to be successful.

Based on the broaden-and-build-up theory of emotions, that describes an upward spiral of growing and thriving positive emotions (Frederickson, 2000), we derive our first two hypothesis:

H1: Work family balance is positively correlated with entrepreneurial success.

H2: Work family balance is positively correlated with entrepreneurial health.

3.2 Family partners and non-family partners

A limited number of researches has investigated the dynamics of spousal's managing a firm together. Each year the number of businesses operated by husbands and wives is continuously growing, reaching the number of 700.000 for American firms (Greene & Greene, 1994). A study conducted in 2007 by the U.S National Federation of Independent Business found 1.2 million companies managed by husband and wife teams.² Despite the importance of the marriage relationship on the performance of the firm, couples have been under investigated.

There has been a considerable debate on how defining a family business (Handler, 1989). Several studies have considered the degree of control and leadership (Alcorn, 1982; Barnes & Hershon, 1976; Barry, 1975; Dyer, 1986; Lansberg, Perrow, & Rogolsky, 1988; Stern, 1986) or the degree of participation by family members (Beckhard & Dyer, 1983; Davis, 1983; Kepner, 1983; Lansberg, 1983). We will share the view of Barry (1975) who defines a family business as "an enterprise controlled by members of a single family". This interpretation allows us to distinguish between family partners, in which case entrepreneurs and at least another member of his/her family are controlling the business, and non-family partners, in which case entrepreneurs and other external members are controlling the business, in terms of family businesses and non-family businesses.

Generally, the ambition to start a business comes from one person, male or female, which subsequently asks its counterpart to become part of the company (Kaslow & Kaslow, 1992). In the case of family partner businesses, the entrepreneurial role can be shared between both parties or one can be the leader and the other the follower (Foley & Powell, 1997). Previous literature has mostly focused on the single founder, not considering a possible partner involvement (Dyer & Handler 1994). Moreover, husbands have been found to play often a major role in decision making at work and at home, whereas wives represent a supportive role (Marshack, 1994). Families that form a team to found a personal business are thought to benefit from many advantages. Family partners, in fact, share common beliefs and attitudes, trust each other and are more altruistic (Barney & Hansen, 1994; Davis, Allen, & Hayes, 2010). A

² Kroll, L. (2014). "Billion Dollar Couples. America's Richest Husband-and-Wife teams." Retrived from Forbes: <https://www.forbes.com/sites/luisakroll/2014/10/24/billion-dollar-couples-americas-richest-husband-and-wife-teams/#1505565575dc>

unique characteristic of family businesses are the interdependent roles of the partners, in both work and family (Davis & Stern, 1980; Kanter, 1989). Work-related roles do not just affect family roles (Gupta & Beehr, 1981; Kabanoff, 1980; Schmitt & Bedeian, 1982), but also family responsibilities might influence work outcomes. Although a majority of previous literature focused on a conflict perspective, family businesses may also be beneficial. Family members indeed show a higher engagement and loyalty towards the organization (Wicker & Burley, 1991) creating a harmonious working environment, compared to non-family members (Guzzo & Abbott, 1990; Donnelley, 1964; Salganicoff, 1990).

Another feature of family businesses is that family finances are linked to business finances allowing family members to take active part in strategic decisions (Chua, Chrisman, & Sharma, 1999). Next to the direct involvement in the business, particularly the partner's commitment can influence the entrepreneurs approach, capital and ambition thus influencing the financial performance (Poza & Messer, 2001). According to Shaffer, Harrison, Gilley, & Luk, (2001) commitment is described as people's effort to dedicate individual, material and emotional resources to a singular role. The instrumental emotional commitment theory (Harris, Martinez, & Ward, 1994) states that high levels of spousal commitment are associated with higher levels of family business success and an increased willingness to bring family related resources into the business. Especially at an early stage of a venture, the spousal commitment plays an important role. Financial and human capital are the main active resources provided by the family partner. On the other side, spouses support his/her partner in decreasing financial stress by providing passive emotional support. Spouses can assume a direct role in the business, ranging from active partner, such as a copreneur (Rowe & Hong, 2000), or a more passive and supportive role, such as proposing ideas, making suggestions and listening (Ponthieu & Caudill, 1993). Both active and passive contributions are important for the success of the entrepreneurial activity. Family partners represent one of the most important sources of instrumental support. The willingness to spend energy is positively associated with a high committed spouse, who wants to support the entrepreneur and is willing to invest energy for the success of the business (Heck, Owen, & Rowe, 1995; Gundry & Welsch, 1994).

According to the emotional support provided by the spouse, encouraging comments can boost self-efficacy or self-esteem of the entrepreneur, which have been associated with increased ability to overcome stressful situations (Bandura, 1977). Family partners who are highly committed in the business can reinforce the family harmony and strengthen business performance. Emotional support can facilitate the exchange of ideas and business leadership, leading to a better family environment. Due to the psychological support by the counterpart and the shared business interests, entrepreneurs feel motivated and encouraged (Van Auken & Werbel, 2006). Compared to high levels of commitment, when the family partner is involved in the business, no participation in the firm and therefore low levels of commitment may lead to conflict between family and non-family responsibilities, compromising the financial performance (King, 2003). Moreover, also material and mental resources might be affected by the lack of family partner support (Rowe & Bentley, 1992). Low levels of commitment are linked to increased demands from the counterpart to take over family roles, more criticism and a lower financial investment of family resources in the business. Consequently, the entrepreneur may feel a trade-off between family demand and business demand, leading to work family conflict and stress. These negative consequences inhibit the entrepreneur to fully make use of his talent and personal skills for the performance of the family business and his/her own health. Based on the instrumental emotional commitment theory, that states that due to the previously explained factors the involvement of family partners in the business improve entrepreneurial performance and well-being, we derive our third and fourth hypothesis.

H3: Self-employed who work together with family partners experience higher levels of perceived success, compared to businesses with non-family partners.

H4: Self-employed who work together with family partners experience higher levels of self-reported health, compared to businesses with non-family partners.

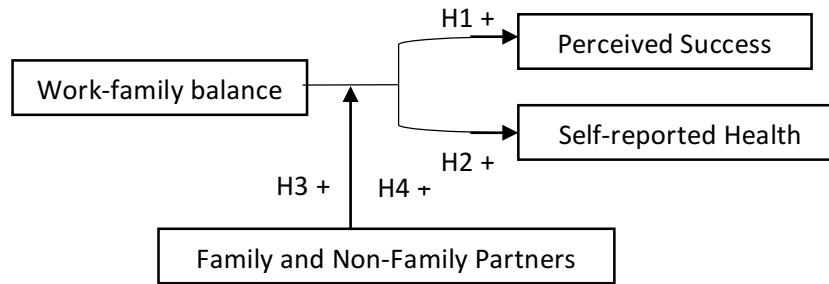


Figure 1: Conceptual model

Work family balance is hypothesized to be positively correlated with perceived entrepreneurial health and work performance. Moreover, self-employed who work together with family partners experience higher levels of perceived performance and health, compared to businesses with non-family partners.

4. Data and Method

4.1 Sample

The research uses data from 240 small business owners collected by a French health organization in 2015. Items are translated into French by professional translators and are surveyed using telephone interviews. The mean age in our sample is 50.81 years. There are more male respondents (77.35%) than female respondents (22.65%) in our dataset. In addition, 96% of the respondents have at least one child. All the respondents own a company that have at least one employee. Moreover, 75.21% of the respondents are married and the majority of them have a bachelor laureate + 2/3 years of education (37.08%). While most of the respondents consume alcohol 2-4 times per month (38.03%), nearly 80% of them never smoke. Finally, on average, respondents spend 54.61 and 2.41 hours per week working and practising physical activities, respectively.

4.2 Measures

Entrepreneurial performance

The research identifies different ways of measuring success including earnings, tardiness, absence or turnover (Iaffaldano & Muchinsky, 1985). In the study we will use self-reports of perceived success in order to answer our research question (Van

Steenbergen et al., 2007; Wayne, Musisca, & Fleeson, 2004). Our first dependent variable of perceived success refers to the subjective evaluation of the success of the entrepreneurial company. Respondents scored on a hundred-point scale ranging from very unsuccessful = 1 to very successful = 100.

Physical health and mental health

Our second and third dependent variables are the ordinal variables of self-reported physical and mental health (Faragher, Cass & Cooper, 2005). For both physical and mental health, respondents reported their perceived health on a 5-point scale from excellent, very good, good, fair to poor (Appendix A).

Sleep quality

Next to physical and mental health, a third indicator of health and our fourth dependent variable is the ordinal variable of self-reported sleep quality. Respondents were asked to score on a 5-point scale from excellent, very good, good, fair to poor (Appendix A).

Work family balance

Our main explanatory variables are the six ordinal variables of work-family balance. Following the interpretation of Carlson, Grzywacz & Zivnuska, (2009), a six item is used (Appendix B). For each item respondents indicated the extent to which they agreed on a 5-point scale (1 = strongly disagree, 5 = strongly agree) with the first item referring to "I am able to negotiate and accomplish what is expected of me at work and in my family". The six items were averaged to yield a work-family balance score with higher values denoting a better balance ($\alpha = .88$).

Company structure

The categorical variable company structure is divided into 5 categories (no shareholder, family partners, non-family partners, family and non-family partners and not the owner). Respondents were asked to indicate the structure of their business. The independent variable is recoded and takes value 1 when a respondent works together with non-family partners and value 0 when a respondent reports to work with a family-partner.

4.3 Control variables

We follow earlier studies of entrepreneurial success/health and work-family balance to select the relevant control variables in our empirical models.

4.3.1 Perceived success

The six variables are six characteristics of self-employed and their firms that may influence the relationship between work-family balance and entrepreneurial success. The continuous variable age is included as a control variable, because self-employed have been found to be more successful with aging (Bluedorn & Martin, 2008; Quinones, Ford & Teach out, 1995). Moreover, companies owned by men have been reported to have a higher performance than those owned by women (Cuba, Decenzo & Anish, 1983) and therefore we control for gender. As the family role may have an impact on personal outcomes (Baron, 2002; Jennings & McDougald, 2007), we added marital status and number of children. Furthermore, also work hours per week may positively affect the job performance (Parker & DeCotiis, 1983). Entrepreneurial outcomes have been linked to human capital such as education or working experience (Baron, 2004).

4.3.2 Perceived health

Well-known factors that influence health and self-employment are gender, age and education (Rietveld, Van Kippersluis & Thurik, 2015). Moreover, physical activity has a

major effect on well-being (Miles, 2007; Sallis, Prochaska & Taylor, 2000). Furthermore, also alcohol and tobacco consumption have been demonstrated to affect health-related outcomes negatively. Alcohol and smoking can, in fact, harm organs and cause diseases (Falk, Yi & Hiller-Sturmhöfel, 2006).

4.4 Methods

Before analysing the sample, we cleaned the dataset, using a case wise deletion of missing data, because missing and invalid values can have a significant effect on the conclusions. According to statistical standards, missing values can be dropped, if the number of observations is less than 5% of the sample (Graham, 2009). The data cleaning detected and eliminated 6 missing values, but no outliers or influential cases (no Cook's distance measure > 1), which could significantly affect the causal relationships investigated.

Moreover, we examined the reliability of the six work-family variables, before generating the continuous variable work-family balance, taking the mean of the six ordinal variables of work-family balance. The reliability check of the six work-family balance items showed a Cronbach's alpha coefficient of 0.88, which is clearly acceptable (Nunnally & Bernstein, 1994; Bland & Altman, 1997; DeVellis, 2003).

Furthermore, due to the reversed nature of the three-health indicators physical health, mental health and sleep quality we recoded these items. For the self-reported health indicators, we also decided to create a single variable health, taking the mean of the three items. We came to this conclusion, because the confirmatory factor analysis with a single factor for the three health indicators reported no modification indices (modification values < 3.8414). Additionally, also the reliability check of the three health indicators (Cronbach's alpha 0.6690) supported the results of the CFA. Therefore, these statistics indicated that the three-health indicators physical health, mental health and sleep quality could be used to create a latent variable "health".

We first tested our main hypotheses. Given the nature of our first continuous dependent variable of perceived success, we decided to carry out several pooled OLS regressions to test our hypotheses. In the first regression, we only include the

continuous variable of work-family balance to examine how different levels of work-family balance influence the perceived success. In the third regression, we add the interaction term of company structure with the variable of work-family balance to investigate whether there is a difference between family partners and non-family partners at the same level of work-family balance.

As in the case of our first dependent variable of perceived success, given the continuous nature of our new created variable health, we decided again to carry out several OLS regressions to test our hypotheses. In the second regression, we only include the continuous variable of work-family balance to examine how different levels of work-family balance affect health outcomes. In the last regression, we add the interaction term of company structure with the variable of work-family balance to investigate whether there is a difference between family partners and non-family partners at the same level of work-family balance.

In the last regression of each dependent variable, we have dropped respondents who worked in companies with shareholders, run simultaneously by family and non-family partners and those that are not entrepreneurial owned, to distinguish between family and non-family partners. The variables of age, gender and education are controlled in all regressions in order to examine better the relationship of work-family balance and our dependent variables. Furthermore, we run a robustness check for all the regressions in order to see how the results would change with and without the control variables.

5. Results

In section 5.1 we will show the descriptive statistics of the dataset, followed by section 5.2 in which we will explain our main findings and finally the description of other findings in section 5.3.

5.1 Descriptive statistics

Means, standard deviations and correlations are shown in Table I. The maximum value of our first dependent variable, self-reported perceived success is 100 (very successful) and has a mean value of 66.32. Our second dependent variable health has a mean of 2.7, ranging from 1.33 to 4.33. Looking at Table I in more detail, we can range the main independent variable of work-family balance from 2 to 5 with a mean of 3.8. Lastly, we can observe that 42.31% of the companies are family partners compared to 17.52% non-family partners.

Table I

Means, standard deviations and correlations.

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Work-family balance	66.32	18												
2. Perceived success	2.7	.65	.25*											
3. Health	3.8	.65	.31*	.09										
4. Company structure	2.15	1.0	.00	.00	.00									
5. Education	3.79	1.1	-.11	-.11	.01	.11								
6. Number of children	2.29	.98	.05	.07	.01	.00	.07							
7. Marital status	2.47	1.1	.04	-.01	.08	-.01	.01	.00						
8. Age	50.81	8	.19*	.06	.06	.04	-.13	.14*	.02					
9. Sex	.77	.41	-.13*	-.05	.09	-.09	-.04	.02	-.05	-.02				
10. Alcohol consumption	3.34	1	-.01	-.03	.01	-.03	.08	.02	.02	.01	.16*			
11. Tabaco consumption	1.26	.59	-.11	-.09	.00	.03	.01	-.15*	.00	-.22*	.00	.12		
12. Physical activity	2.41	3.1	.03	-.04	.13*	-.10	.06	-.08	.12	.06	.06	.04	.06	
13. Work hours per week	55.24	9.5	-.14*	.03	-.01	.03	-.05	-.08	-.03	-.14*	.21*	.00	.08	-.16*

Note. N=234. Means and standard deviations are for the unstandardized variables. Correlations with absolute values of .13 or greater are significant at the .05 level. Variables are coded as follows: company structure: 1= non-family partners, 0= family partners; education: self-taught, bep/cap, baccalaureate, bac + 2/3, bac +4/5, doctor; marital status: single, married, cohabit, divorced, separated, widowe/widow, registered partner; sexe: 1=male, 0=female; alcohol consumption: never, at least once a month, 2-4 times per month, 2-4 times per week, 4 times a week or more; Tabaco consumption: no, less than 10, 11-20, 21-30;

5.2 Main findings

Table II and III present the results for our continuous variable of perceived success and self-reported health, including coefficients and the level of significance that test our hypotheses. Next to the number of observations Table II shows as well the R^2 , the variance explained of the OLS regressions.

Results of the main-effects hypotheses are presented in Step 2 of Table II and Table III, after control variables have been added: A unit increase of work-family balance increases the perceived success of self-employed individuals, *ceteris paribus* ($\beta= 6.97$, $p <.001$). This finding confirms Hypothesis 1.

For our second dependent variable health, on average a unit increase of work-family balance, increases the self-reported health, *ceteris paribus* ($\beta= .33$, $p<.001$). This result

confirms Hypothesis 2, having a balance between work and family effects positively the individual's health.

We next tested the moderating effect. When adding the new interaction term work-family balance and company structure (work-family-balance-structure) results change significantly. Results of Hypothesis 3 and 4 are presented in Step 4 of Table II and Table III, after controlling for the potential moderating effect; the generation of our newly created interaction term "work-family-balance-structure" enables us to test our third and fourth hypothesis. By analysing our results, we can see that the explanatory interaction term has no significant effect on the perceived success ($\beta=-7.21$, $p=.14$). A unit increase of balance of self-employed who collaborate with non-family partners, compared to self-employed who collaborate with family partners, has no significant effect on the perceived success at a significance level of 10%, *ceteris paribus*. There is no support for Hypothesis 3.

Also for our second dependent variable of self-reported health (see Table III Step 4), on average a unit increase of work-family balance of self-employed who collaborate with non-family partners, compared to self-employed who collaborate with family partners, has no significant effect on the self-reported health, *ceteris paribus* ($\beta=.09$, $p=.56$). There is no support for Hypothesis 4.

Table II

OLS regression: perceived success	
	β
Step 1: Control variables	$R^2 = .04$
Marital status	
Married	-.28
Cohabit	-3.49
Divorced	-4.16
Separated	-5.16
Widowe/Widow	-5.33
Registered partner	4.33
Sexe	-4.58
Age	.11
Number of children	1.66
Education	
BEP/CAP	8.08
Baccalaureate	5.85
BAC +2/3	3.81
BAC +4/5	.14
Doctor	-1.85
Work hours per week	.10
Step 2: Predictor variable	$\Delta R^2 = .05$
Work-family balance	6.97***
Step 3: Moderator variable	$\Delta R^2 = 1.5***$
Company structure	2.21
Step 4: Interaction term	$\Delta R^2 = .01***$
Work-family-balance-structure	-7.21
R^2	0.21***
F	24.14***

Note. N=234. *** p -value \leq 0.001, ** p -value \leq 0.01, * p -value \leq 0.05.

Table III

OLS regression: self-reported health	
	β
Step 1: Control variables	$R^2=0.04^{***}$
Sexe	.15
Age	.00
Education	
BEP/CAP	.08
Baccalaureate	.19
BAC +2/3	.04
BAC +4/5	.16
Doctor	.11
Physical activity	-.02
Alcohol consumption	
At least once a month	.02
2-4 times per month	.09
2-4 times per week	-.01
4 times a week or more	.04
Tabaco consumption	
Less than 10	.14
11-20	-.01
21-30	-.22
Step 2 : Predictor variable	$\Delta R^2=.11^{***}$
Work-family balance	.33 ^{***}
Step 3: Moderator variable	$\Delta R^2=.06^{***}$
Company structure	.029
Step 4: Interaction term	$\Delta R^2=.00^{***}$
Work-family-balance-structure	.09
R^2	.21 ^{***}
F	4.11 ^{***}

Note. N=234. *** p -value ≤ 0.001 , ** p -value ≤ 0.01 , * p -value ≤ 0.05 .

Additionally, the effect of the single variable work-family-balance has a significant effect on the perceived ($\beta=25.96$, $p<.05$), whereas no significant effect was found for the self-reported health ($\beta=.14$, $p=.71$). On the other hand the single variable company structure, for all regressions, is not significant at a 10% significant level, *ceteris paribus* ($\beta=29.41$ $p=.12$ and $\beta=-.31$, $p=.60$).

For robustness check, we run all the regressions without the control variables and we obtained a confirmation of the previous results. Work-family balance has a positive effect on perceived success, even higher without adding the control variables ($\beta=7.26$, $p<.001$). Also for our second variable self-reported health, the effect remains positive, but in this case, the coefficient is a little bit lower ($\beta=.31$, $p<.001$). All the results are

significant at a 1% significance level. When adding the moderating effect of company structure and work-family balance the effect on the perceived success ($\beta=-6.96$, $p<.05$) is significant, whereas the effect of health ($\beta=.12$, $p=.91$) remains insignificant as in the previous case with control variables.

5.3 Other findings

Next to our main results, we have identified also other findings about the control variables. Looking at our first dependent variable of perceived success, we notice that before adding the interaction term work-family-balance-structure no control variable has a significant effect on the dependent variable. With the interaction term included, only the number of children ($\beta=3.09$, $p<.01$) and self-employed widows ($\beta=26.56$, $p<.001$) have a significant effect on the perceived success, *ceteris paribus*.

For the control variables of the second dependent variable self-reported health, we observe that no control variable has a significant effect, *ceteris paribus*. After adding the interaction term work-family-balance-structure results change, with individuals having a Baccalaureate ($\beta=.50$, $p<.05$), BAC+ 2/3 ($\beta=.43$, $p<.05$) or a BAC +4/5 ($\beta=.63$, $p<.01$) and Sex ($\beta=.31$, $p<.01$) significantly affecting individuals health (see Table III).

6. Discussion

Using data from 234 small business owners, the present study investigates the relationship between work-family balance, perceived success and self-reported health and whether these relationships differ for self-employed with family partners or non-family partners. Based on previous literature on work-family balance and the broaden-and-build theory of positive emotions (Ashforth & Humphrey, 1993; Frederickson, 2000; Bryan & Bryan, 1991) applied to the entrepreneurial field, I hypothesize that there is a positive linkage of work-family balance to perceived success and self-reported health (main hypothesis). Regarding the structure of the company (Van Auken & Werbel, 2006; Bandura, 1977), I hypothesize that self-employed work together with family partners will moderate business relations, such that the relationship will be more positive for family partners compared to non-family partners.

The results confirm the expected positive relationship between self-employed work-family balance and their success. In addition, also the relationship between work-family balance and health is positive, meaning that having a balanced work-family life will increase the self-perceived health of the self-employed.

These findings confirm our hypothesis, which we have derived from the broaden-and-build theory of positive emotions. This theory states that positive emotions create upward spirals, which broaden the individual's resources and skills and therefore affect positively the self-perceived success and well-being (Fredrickson, 2001). Crucial is that this state of positive experience is durable and builds over time, broadening the individuals attention and cognition (Fredrickson, 1998; Bryan & Bryan, 1991). Work-family balance leads to positive emotions, which subsequently build up, create more positive emotions, such as happiness, enthusiasm, self-esteem or love, and therefore positively affect the success and health of the self-employed. Additionally, positive emotions wider the range of thoughts, leading to original and innovative actions (Kahn & Isen, 1993), which positively affect the success of the company. Moreover, besides facilitating the rise of other positive emotions, positive emotions can also function as

possible prevention of the effect of negative emotions, which can lead to harmful consequences for the mental and physical state (Fredrickson & Levenson, 1998).

Additionally, to previous literature on employees (Steenbergen & Ellemers, 2009; Aryee, Srinivas & Tan, 2005; Meyer, Paunonen, Gellatly, Goffine, & Jackson's, 1989; Frone, Russell & Cooper, 1992), these results confirm the positive linkage between work-family balance, success and health also for self-employed. Also for employees similar to self-employed, work-family balance is related to higher productivity, higher commitment (Rego, Pina & Cunha, 2009) and successful career outcomes (Lyness, & Judiesch, 2008). Moreover, studies on employees also confirm that work-family balance leads to favourable health outcomes (Magnini, 2009), greater role eases, less role over-load (Marks & MacDermid, 1996) and higher levels of morale (Charu & Gupta; 2013). Moreover, Fredrickson (2001) & Seligman (2002), demonstrated the positive relationship between psychological well-being and favourable health and performance. Furthermore, work family balance has been demonstrated to be beneficial not only for the employee, but also for the employer. In fact, a less stressed, sick and more satisfied employee, is more efficient and productive at work and automatically facilitates the achievement of work-family balance for the business owner (Lockwood, 2003; Dallimore & Mickel, 2006). Other studies examine the negative effect of work-family imbalance indicating a higher risk of physical and mental health problems (Hämmig & Bauer, 2009). In contrast to Powell & Eddleston (2013), who found a significant gender difference of the effect of work-family balance on entrepreneurial performance, we did not find a significant difference. One explanation could be the fact that they analysed different dimensions of work-family balance. In fact, they took into consideration the positive aspects such as support, affective and instrumental enrichment. Instead, we investigated both the positive and negative aspects of work-family balance.

The moderating variables, instead, have no significant effect on the impact of work-family balance, on health and perceived success. Regardless of having family partners or non-family partners, the relationship does not change significantly. In fact, for the

emotional commitment theory, it does not matter if you work together with family or non-family partners, but whether you receive an actual support from the family or not. Contemporary disagreements, crises or different interests within the family can cause emotional conflicts, which may inhibit the support of the family members (Anderson et al., 2005).

The theory states that high levels of spousal commitment are associated with higher levels of family business success (Harris, Martinez, & Ward, 1994) and an increased willingness to bring family related resources into the business.

In the previous literature section, we discussed the emotional commitment theory, only focusing on the support coming from the spousal business partner. However, this psychological and emotional support can be obtained also differently from other family members working inside or outside the company, because of the strong cognitive and emotional relationships build up over years of socialization within the family (Webb, Ketchen, & Ireland, 2010). Family members can provide the self-employed with encouragement, attention and understanding. In fact, they are generally willing to listen, talk and advise (King, Mattimore, King & Adams, 1995). Moreover, family members share common beliefs, attitudes and values, representing a unique form of social capital (Arregle, Hitt, Sirmon, & Very, 2007). As a result, the collaboration between the self-employed and its family can be marked by high levels of trust, loyalty and commitment (Ensley & Pearson, 2005; Luo, 2012). Due to the strong linkage between the business and the family, Brüderl & Preisendorfer (1998) found a positive relationship between the success of the venture and family support. Additionally, family members are also likely to generate psychological and emotional stability, allowing the self-employed to overcome personal concerns (Anderson et al., 2005; Brüderl & Preisendorfer, 1998; Reynolds & White, 1997). The emotional tie within the family, characterized by the common mind-set and a shared language, can allow family members to understand the emotional commitment of the self-employed towards the business. This knowledge may enable the family to support the self-employed optimally in an instrumental or emotional way (Hoffman, Hoelscher, & Sorenson, 2006).

Therefore, this could be an explanation of the fact that the relation between work-family balance perceived success and health does not differ for self-employed with family partners and non-family partners.

7. Practical implications

The findings of my research can be useful for self-employed to understand that work and family are not two separated domains, but are strongly interconnected. One domain in fact can benefit from the other because of the exchange of emotions, resources and support that derive from the other domain. The self-employed should also be aware of the fact that the perceived success of the business does not depend only from the effort and time spend at work, but also from the satisfaction of the balance between professional and private life. A balanced life will also improve the well-being of the self-employed, by reducing the negative impact of possible conflicts, stress or emotions. A successful and healthy entrepreneur is more likely to contribute and create value for himself/herself, for his/her family and the society (De Wit & De Kok, 2014).

8. Limitations and Future research

Despite the clear results of our study, several limitations should be noted.

First, the study used a cross-sectional design in order to test a number of hypothesized directions and is therefore unable to infer any causation. For this reason, I would recommend longitudinal conducted analyses in future studies.

Second, future study should pay attention to the causal relationship between our main variables. In fact, it could be that higher perceived success and self-reported health foster higher levels of work-family balance (reverse causality). For this reason, a longitudinal approach is necessary to investigate the dynamics between work-family balance, perceived success and self-reported health.

Third, the study relies on self-reported measures of perceived success, health and work-family balance. The sample does not allow using objective measures of entrepreneurial success, health and work-family balance, although they would be preferred. So far, only three papers use objective data to assess job performance (Neytemeyer, Maxham & Pullig, 2005; Graves, Ohlott & Ruderman, 2007; Witt & Carlson, 2006). The advantage of self-reported measures is that you can ask people directly and get immediate feedback. However, they are not always reliable due to the social desirability reliability bias that lead people to give social desirable answers and due to the fact that the question might be misunderstood. On the other side, objective measures are more expensive and time consuming, but allow the researchers to obtain higher levels of validity and reliability.

Fourth, data comes from small business owners collected by the French health organization. Findings may differ by focusing on different business sizes ranging from small, medium to big, as it could be suggested that self-employed experience different challenges, depending on the size of the company. Additionally, results may also be dissimilar across different nations and industries, because of different cultural and industrial backgrounds. Different entrepreneurial activities might call for different demands. For example, in the service sector, self-employed are expected to be more available to clients than in manufacturing industries, which consequently may have an impact on their ability to balance work and family. Researchers should consider these possible differences and implement them in their future studies in order to expand the research field of work-family balance.

Lastly, another limitation in my study is that we do not know for how long the businesses in our sample have been operating. We expect that a self-employed who has just entered the market with his venture will experience more pressure, stress, a lower income and longer working hours, compared to a self-employed who has been a player for many years. The history of a company is also expected to affect the success of an entrepreneur. Therefore, the model might suffer from omitted variable bias. All these characteristics could be essential for the perception of work-family balance, success and health and must therefore be considered in future papers.

Additionally, I will briefly suggest some theoretical explanation for research in this area. Previous findings suggest to consider individual preferences in achieving work-

family balance and how they might change over time. In fact, the perception of a balanced life differs across individuals: a person might spend a lot of time at work, but is still satisfied with the balance between his professional and private life, whereas another person that works the same number of hours might need more time for his family in order to report a balanced life. In addition, it is important to study the dynamics of preferences. Preferences can change over time according to changing circumstances such as work or family responsibilities.

Another suggestion for future research could be to insert in the model the family support as a moderator as for family and non-family partners. In this way, it can be examined if the relationships between work-family balance, success and health change based on the support that a self-employed may receive from his and her family or friends.

9. Conclusion

This paper analyses the effect of work-family balance on the perceived success and self-reported health of self-employed. The study's source is a survey with data from 240 small business owners collected by a French health organization in 2015.

In conclusion, the present study suggests that self-employed experience a positive linkage between work-family balance, self-perceived success and self-reported health. In detail, self-employed who perceive a balanced life between professional and private benefit from positive emotions which build up over time broadening the individuals skills and resources. Furthermore, findings demonstrate that wherever self-employed work together with family partners or non-family partners, the effect of work-family balance on the perceived success and self-reported health does not differ.

The results of this thesis underline the importance of work-family balance in achieving higher levels of business success and personal health.

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Appendix

Appendix A: Survey

Self-rated health

<i>In the last month, would you say that</i>	Great	Very good)	Good	Fair	Write a Review
7. Your physical health has been					
8. Your mental health has been:					
9. The quality of your sleep has been :					

Appendix B: Survey

1. I am able to negotiate and accomplish what is expected of me at work and in my family.
2. I do a good job of meeting the role expectations of critical people in my work and family life.
3. People who are close to me would say that I do a good job of balancing work and family.
4. I am able to accomplish the expectations that my co-worker and my family have for me.
5. My co-workers and members of my family would say that I am meeting their expectations.
6. It is clear to me, based on feedback from co-workers and family members, that I am accomplishing both my work and family responsibilities.

Appendix C: The Code

```
drop if CompSize >= .
replace H_Triv_Sem =. if H_Triv_Sem <0
drop if H_Triv_Sem >= .
replace Success_Percu =. if Success_Percu <1
drop if Success_Percu >= .
alpha EqFamProf_1 EqFamProf_2 EqFamProf_3 EqFamProf_4 EqFamProf_5 EqFamProf_6,
item casewise
egen work_family_balance = rmean(EqFamProf_1 EqFamProf_2 EqFamProf_3 EqFamProf_4
EqFamProf_5 EqFamProf_6)
recode self_phy_hlt 1=5 5=1 4=2 2=4 3=3
recode self_mtl_hlt 1=5 5=1 4=2 2=4 3=3
recode sleep_qlt 1=5 5=1 4=2 2=4 3=3
reg Success_Percu work_family_balance i.Matrimon i.Education i.Sexe Age No_Child
lvr2plot
predict d1, cooksd
clist Success_Percu work_family_balance Sexe Age Matrimon No_Child Education d1 if
d1>4/234, noobs
reg self_phy_hlt work_family_balance i.Sexe Age i.Education Act_Phys i.AdicAlc i.AdicTab
lvr2plot
predict d2, cooksd
```

```

clist self_phy_hlt work_family_balance Sexe Age Education Act_Phy AdictAlc AdictTab d2 if
d2>4/234, noobs
reg self_mtl_hlt work_family_balance i.Sexe Age i.Education Act_Phy i.AdictAlc i.AdictTab
lvr2plot
predict d4, cooks
clist self_mtl_hlt work_family_balance Sexe Age Education Act_Phy AdictAlc AdictTab d4 if
d4>4/234, noobs
reg sleep_qlt work_family_balance i.Sexe Age i.Education Act_Phy i.AdictAlc i.AdictTab
lvr2plot
predict d3, cooks
clist sleep_qlt work_family_balance Sexe Age Education Act_Phy AdictAlc AdictTab d3 if
d3>4/234, noobs
sum
alpha self_phy_hlt self_mtl_hlt sleep_qlt, item casewise
sem (health -> self_phy_hlt self_mtl_hlt sleep_qlt),latent(health ) nocapslatent standardized
estat gof, stats(all)
estat mindices
egen health = rmean( self_phy_hlt self_mtl_hlt sleep_qlt)
des
sum
corr work_family_balance Success_Percu health Ass_Ent Education No_Child Matrimon Age
Sexe AdictAlc AdictTab Act_Phy H_Triv_Sem_A
reg Success_Percu i.Sexe Age i.Matrimon No_Child i.Education H_Triv_Sem_A, robust
reg Success_Percu work_family_balance, robust
reg Success_Percu work_family_balance i.Sexe Age i.Matrimon No_Child i.Education
H_Triv_Sem_A, robust
reg health i.Sexe Age i.Education Act_Phy i.AdictAlc i.AdictTab, robust
reg health work_family_balance, robust
reg health work_family_balance i.Sexe Age i.Education Act_Phy i.AdictAlc i.AdictTab, robust
drop if Ass_Ent ==1
drop if Ass_Ent ==4
drop if Ass_Ent ==5
reg Success_Percu work_family_balance i.Ass_Ent i.Sexe Age i.Matrimon No_Child
i.Education H_Triv_Sem_A, robust
gen workfamily_balance_structure= work_family_balance* Ass_Ent
reg Success_Percu work_family_balance workfamily_balance_structure i.Ass_Ent , robust
reg Success_Percu work_family_balance workfamily_balance_structure i.Ass_Ent i.Sexe Age
i.Matrimon No_Child i.Education H_Triv_Sem_A, robust
reg health work_family_balance i.Ass_Ent i.Sexe Age i.Education Act_Phy i.AdictAlc
i.AdictTab , robust
reg health work_family_balance workfamily_balance_structure i.Ass_Ent, robust
reg health work_family_balance workfamily_balance_structure i.Ass_Ent i.Sexe Age
i.Education Act_Phy i.AdictAlc i.AdictTab , robust

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