

CONFLICT AND FACILITATION BETWEEN WORK AND FAMILY ROLES AND GOAL REALIZATION IN ENTREPRENEURS

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Entrepreneurs running their businesses usually pursue goals associated with work and family functioning. The efficiency of goal realization in these two areas of activity varies and may depend on balance between the two domains. The study aimed to answer the question of how interplays between the work and family domains (work-to-family conflict, family-to-work conflict, work-to-family facilitation, and family-to-work facilitation) were related to the realization of work and family goals in entrepreneurs. It also tested if sex was a moderator of these relationships. A total of 246 entrepreneurs participated in the study; they were married or in stable non-marital relationships. Structural equation modeling showed that family-to-work conflict is negatively related to work goal realization and family goal realization, and work-to-family facilitation is positively related to family goal realization. Sex does not moderate the relationships analyzed. The study provides insight into the relationships of conflict and facilitation to goal realization in people running their businesses.

Keywords: entrepreneurs; work–family balance; conflict; facilitation; goal realization; structural equation modeling.

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The character of work in some occupations poses a special challenge regarding the reconciliation of the work and family domains. One of such special areas of professional activity is entrepreneurship, associated with starting and running one's own business. Running a business can create both advantages and disadvantages for the entrepreneur's balance between work and family life (De Clercq et al., 2022; Frone, 2003). On the one hand, the flexibility and freedom in organizing one's work can offer a chance to successfully balance the demands of both domains. On the other hand, the demands and responsibilities involved in running a firm can make the achievement of such balance a greater challenge for entrepreneurs than it is for paid employees. The relationship between the family and work domains may be important for entrepreneurs' effectiveness not only in their business activity but also in their family life; studies have shown that family plays a vital role in reconciling private and working life (Reimann et al., 2022).

The interplay between work and family can be negative, which it is when the demands associated with one of the roles interfere with fulfilling the demands of the other. This kind of negative influence is referred to as conflict between the work and family domains (Greenhaus & Beutell, 1985). A positive phenomenon can also be observed, which consists in a facilitating effect of one role on another, as when the work role leads to better functioning in the family role. This kind of positive influence is called facilitation (Voydanoff, 2005).

Research reviews summarize the evidence for conflict and facilitation effects on functioning in each domain, on physical and mental health (Amstad et al., 2011; Reimann et al., 2022), and on occupational well-being, including burnout (Baka, 2011; Recuero & Segovia, 2021; Rubio et al., 2015). However, research has focused on employees (e.g., Kelley et al., 2021; Reimann et al., 2022; Smoktunowicz & Cieślak, 2017; Voydanoff, 2005), with only few concerning entrepreneurs (e.g., Netemeyer et al., 1996; Powell & Eddleston, 2013). At the same time, both the family domain and the work domain are areas in which specific goals are realized, and the realization of these goals is particularly significant in the case of entrepreneurs (Baum, 2013; Baum et al., 2001; Powell & Eddleston, 2013). Although entrepreneurial motivation has been defined as "an inner drive toward entrepreneurship goals" (Baum, 2013, p. 461), studies on entrepreneurs' goal realization are scarce and focused mostly on goals related to firm performance and venture growth (e.g., Baum et al., 2001). Entrepreneurs' personal goals related not only to work but also to family life await further investigation (Laguna et al., 2016). They are important for the evaluation of business success and for decisions guided by this evaluation (Bates, 2005; Gorgievski et al., 2011).

In this study, we were interested in the relationships between work–family balance and the realization of entrepreneurs’ goals related to the work and family domains. We sought to determine the extent to which conflict and facilitation between work and family roles were related to entrepreneurs’ goal realization in both domains. The successful realization of these goals is what the effective functioning of their firms may depend on (for a review, see Baum, 2013). This study was meant to afford a better understanding of the mechanisms regulating work and family goal realization in entrepreneurs, thus expanding the limited knowledge on this issue.

Relationship Between the Family and Work Domains in Entrepreneurs

Entrepreneurs are usually perceived as free in organizing their work and as having flexible working hours (Bennett et al., 2017). However, when they engage in entrepreneurial activity, dedicating their time and energy to it, their work–home balance may be distorted. For example, entrepreneurs working in the service sector operating during weekends and holidays may face difficult decisions concerning whether to spend more time with their family and lose an income opportunity or to get income and lose an opportunity to advance family relations. Such dilemmas show that the issue of work–family balance in entrepreneurs is an important one.

The relationship between the family and work domains may be positive or negative. Initially, research focused only on the negative interplay between work and family roles, referred to as conflict. Greenhaus and Beutell (1985, p. 77) defined it as “a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect”—a situation in which participation in one role is made more difficult by virtue of participation in the other role. Such interrole conflict can take two directions: work can interfere with family (work-to-family conflict, WFC) and family can interfere with work (family-to-work conflict, FWC; Frone, 2003).

In recent years, researchers have also noted the possible positive interplay between these two domains, referred to as facilitation (Frone, 2003; Grzywacz & Marks, 2000). Like work–family conflict, facilitation is also conceptualized as a bidirectional construct—work can facilitate family life (work-to-family facilitation, WFF) and family can facilitate work life (family-to-work facilitation, FWF). The experience of conflict and facilitation between work and family roles is associated with the appraisal of the demands and resources related to these roles (Smoktunowicz & Cieślak, 2017). The absence of con-

flict does not automatically mean the presence of facilitation; a person can experience both phenomena simultaneously (Voydanoff, 2005).

Moreover, conflict and facilitation in one domain (work or family) can lead to consequences in the same or the other domain, which is why researchers propose to test both matching-domain and cross-domain effects (Amstad et al., 2011). Matching-domain effects are the effects that arise in the domain where the conflict or facilitation originates (e.g., role pressures and facilitations from the work domain bring results observed in the work context). Such matching-domain effects were found for conflict, and meta-analytical results show that WFC is more strongly correlated with work-related outcomes than with family-related ones, while FWC is more strongly correlated with family-related outcomes than with work-related ones (Amstad et al., 2011). Cross-domain effects are the effects of conflict and facilitation that arise in the domain opposite to that where the conflict or facilitation originates (Frone et al., 1992; e.g., role pressures and facilitations from the work domain bring results observed in the family context). In the case of WFC and WFF the more strongly influenced domain is family, whereas in the case of FWC and FWF the effect is expected to be stronger in the work domain. It is essential for research to analyze both types of effects to yield evidence on which of them are significant in a specific context.

As we have mentioned, empirical studies on the relations between the family and work domains in entrepreneurs are scarce. One of the first studies was conducted by Loscocco (1997), who observed, based on 30 in-depth interviews, that the family domain influenced the work life to a greater extent in female entrepreneurs, while work influenced family life to a greater extent in men. A study among small business owners (Netemeyer et al., 1996) revealed positive associations between WFC and constructs such as job burnout, negative physical symptoms, or depression and negative associations with constructs such as life satisfaction and marital satisfaction. FWC in entrepreneurs correlated positively, for example, with job tension and depression and negatively with life satisfaction and marital satisfaction. Research conducted among women entrepreneurs showed that WFC was positively correlated with increased job involvement and time devoted to work and negatively correlated with flexibility, understood as doing one's work outside the traditional working hours (Poggesi et al., 2019). FWC was associated with increased family involvement and time devoted to the family. Finally, WFC was also negatively related to firm performance in firms run by women entrepreneurs (De Clercq et al., 2022).

Considerably less attention has been devoted by researchers to positive interplay—namely, to facilitation between family and work roles in entrepreneurs. For example, research demonstrated the relationship of FWF to satisfaction with employee relationships, but no relationship was found between this variable and entrepreneurial success operationalized by means of economic indicators (Powell & Eddleston, 2013). A study on women entrepreneurship revealed that FWF was positively related to entrepreneurial success (Welsh & Kaciak, 2019). Further research is needed to better understand the role of work–family balance in entrepreneurial activity; it should investigate both conflict and facilitation between domains in both male and female entrepreneurs. In our study, we focus on both, negative and positive work–family interplays and their relationships with successful goal realization in both work and family domains.

Goal Realization and Entrepreneurship

A goal is an internal representation of desired future states (Austin & Vancouver, 1996). An analysis of the goals a person is pursuing affords insights into what actions they intend to engage in in specific life situations, with respect to specific social roles, and in the environment they live in (Laguna et al., 2016; Little & Gee, 2007). Goal realization comprises complex and intentional behaviors that are meant to lead to the materialization of this internal representation (Austin & Vancouver, 1996). The successful realization of the goals one is striving for requires constantly monitoring one's actions to decide if progress towards the desired goal is sufficient or if more efforts are needed. The self-regulatory processes employed in goal realization include creating a clear plan for how to reach the goal, monitoring the progress through the stages of goal realization, and continuing engagement in action until the desired outcome has been reached (Laguna et al., 2016). We consider these four elements (outcome, plan clarity, engagement, and stage of project realization) as dimensions of successful goal realization.

Actions aimed at goal realization may concern various domains of a person's functioning. People simultaneously engage in the pursuit of several different goals; entrepreneurs may intend to expand their firms (e.g., “to increase the turnover,” “to organize a good promotion strategy”), but at the same time, living in a social context, they may seek to improve their family life (e.g., “to have more time for my wife,” “to be more patient with my children”) (Laguna et al., 2016). There are individual differences in goal realization, as one entrepreneur

may be more engaged in the pursuit of their goals than another, and these individual differences may also be visible in different life domains. However, the effective realization of work and family goals is important for entrepreneurs, and it is one of the criteria they use to evaluate their business success (Gorgievski et al., 2011). Entrepreneurs who fail to realize their goals are more likely to close their firms, even profitable ones (Bates, 2005).

A review of studies on goals in entrepreneurship revealed that they were usually focused on business-related goals (Baum, 2013). Studies investigating entrepreneurs' family goals have been rare. They demonstrated that entrepreneurs' positive beliefs and positive goal-related affect promoted goal realization in the work and family domains, whereas negative goal-related affect was negatively related to goal realization in both domains (Laguna et al., 2016). In family businesses (where the family domain is intertwined with the work domain), familial social interactions enable the formation of collective commitment to family-centered goals (Kotlar & De Massis, 2013). To expand this small body of empirical evidence, more research is needed. To fill this gap, we set out to determine the role of work–family interplay in entrepreneurs' goal realization in both domains, thus gaining new insights into this important criterion of entrepreneurial success (Bates, 2005; Gorgievski et al., 2011).

The Current Study

In this study, we tested the relationships between the work–family interplay in entrepreneurs and their goal realization. We took the following into account: (1) negative and positive interplay, namely conflict and facilitation; (2) bidirectional (work-to-family and family-to-work) effects, based on which we distinguished four dimensions of work–family balance (WFC, FWC, WFF, FWF); (4) cross-domain and matching-domain effects, namely the results for work goal realization and family goal realization; and (5) entrepreneurs' sex, which we tested as a potential moderator of the relationships investigated.

First, looking for matching-domain effects (Amstad et al., 2011), we formulated hypotheses concerning the four dimensions of work–family balance (Frone, 2003) as related to goal realization in the same domain. Based on the theoretical background and research results cited above, the hypotheses were as follows:

H1a: WFC is negatively related to work goal realization in entrepreneurs.

H2a: WFF is positively related to work goal realization in entrepreneurs.

H3a: FWC is negatively related to family goal realization in entrepreneurs.

H4a: FWF is positively related to family goal realization in entrepreneurs.

Second, looking for cross-domain effects (Amstad et al., 2011), we formulated hypotheses concerning the four dimensions of work-family balance (Frone, 2003) as related to goal realization in the opposite domain.

H1b: WFC is negatively related to family goal realization in entrepreneurs.

H2b: WFF is positively related to family goal realization in entrepreneurs.

H3b: FWC is negatively related to work goal realization in entrepreneurs.

H4b: FWF is positively related to work goal realization in entrepreneurs.

Third, we postulated a moderating effect of sex. There are differences between male and female entrepreneurs both in work-family balance and in goal realization. For example, female entrepreneurs experience higher WFC than male entrepreneurs (Jennings & McDougald, 2007); women generally choose lower goals, while men perform better in goal realization than women (Brandts et al., 2021). Moreover, sex was found to be a moderator of the relationship between FWF and entrepreneurial success (Powell & Eddleston, 2013). This suggests that sex may affect the relationships between the four dimensions of work-family balance (Frone, 2003) and goal realization.

H5: Sex is a moderator of the relationships of WFC, FWC, WFF, and FWF to work goal realization and family goal realization.

METHOD

Procedure

The procedure was approved by the research ethics committee at the second and third authors' institution. Participation in the study was voluntary. We ensured the confidentiality and anonymity of data.

Entrepreneurs from Poland were recruited through personal contacts and snowball sampling. We invited entrepreneurs who met all the inclusion criteria: they had to be founders, owners, and managers of their businesses, and were required to have run their firms for at least two years; they were also required to be married or have a stable partner.

The study was conducted through individual contact with the entrepreneurs. After giving their consent to participate in the study, the participants completed a set of paper-and-pencil measures. They did not receive any remuneration.

Participants

A total of 246 entrepreneurs (103 of whom were men), aged 24 to 69 years ($M = 40.41$, $SD = 10.04$) participated in the study. Participants' firms had been in the market for 2 to 37 years ($M = 5.22$, $SD = 5.70$). The largest number of entrepreneurs operated in the service and trade sectors (226, 92%), and considerably fewer operated in the production sector (17, 7%). They worked an average of 41.58 hours per week ($SD = 15.58$). The sample included 215 married individuals (87%) and 31 (13%) who were in stable non-marital relationships. Most of their partners (206, 84%) also had paid jobs. Majority of entrepreneurs had at least one child (160, 65%).

Measures

To measure the cognitive evaluation of the four dimensions of work–family balance, we used the Work–Family Fit Questionnaire by Grzywacz and Bass (2003; Polish version: Lachowska, 2012). It consists of 16 items making up four scales. Using a rating scale from 1 (*never*) to 5 (*all the time*), respondents indicate how often a given situation has happened in the past 6 months. In this study, the reliability of the scales (Cronbach's α) was .82 for WFC, .58 for WFF, .73 for FWC, and .75 for FWF.

To evaluate goal realization, we applied a modified version (Laguna et al., 2016; available in Polish) of the Personal Project Analysis method (Little & Gee, 2007). The entrepreneurs listed their current five personal goals related to the family domain and five related to the work domain. Next, they evaluated each goal on four dimensions: outcome (0 = *total failure*, 10 = *entirely successful*), plan clarity (0 = *have no plan of project realization*, 10 = *have a clear and concrete plan*), engagement (0 = *not engaged*, 10 = *fully engaged*), and stage of project realization (0 = *the idea for the project has just come to me*, 10 = *the project is coming to a close or has actually been completed or terminated*). We calculated the average score of goal realization for each domain. Cronbach's α was .81 for family goal realization and .83 for work goal realization.

Data Analysis

We tested our hypotheses using structural equation modeling (SEM), which allowed us to simultaneously verify all postulated relationships between the variables (Figure 1). As a person may (to different degrees) simultaneously

experience conflict and facilitation (Voydanoff, 2005), we allowed covariances between predictors and between the two domains of goal realization.

We applied path analysis with maximum likelihood estimation (Kline, 2015) as available in AMOS (Arbuckle, 2005). To assess model fit, we used the chi-square (χ^2) statistic, root mean square error of approximation (RMSEA), comparative fit index (CFI), and standardized root mean square residual (SRMR). Values below .08 for RMSEA, below .09 for SRMR, and higher than .90 for CFI indicate an acceptable fit (Kline, 2015). To test the differences between nested models, we calculated $\Delta\chi^2$.

RESULTS

Descriptive Statistics and Correlations

Descriptive statistics and correlations between the variables are presented in Table 1. There were statistically significant and negative correlations between conflicts in both directions and goal realization in both domains. In the case of positive interplay between work and family, only WFF demonstrated statistically significant and positive but low correlation with family goal realization.

Table 1
Descriptive Statistics and Correlations Between Variables

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1. Work-to-family conflict (WFC)	3.07	0.76	1					
2. Work-to-family facilitation (WFF)	3.04	0.63	-.12	1				
3. Family-to-work conflict (FWC)	2.59	0.69	.52***	-.07	1			
4. Family-to-work facilitation (FWF)	3.84	0.72	-.15*	.35***	-.02	1		
5. Work goal realization	6.70	1.41	-.18**	.11	-.28***	.01	1	
6. Family goal realization	6.70	1.21	-.25***	.18**	-.27***	.11	.61***	1

Note. *** $p < .001$, ** $p < .01$, * $p < .05$ (two-tailed).

The data demonstrated multivariate normal distribution (multivariate skewness = 2.16, multivariate kurtosis = 2.70), and the sample size was large enough ($N > 200$) to allow for SEM analysis (Kline, 2015).

Hypotheses Testing

Model 1, with all postulated relationships, is a so-called saturated model, very well fitted to the data but not subject to testing by means of the χ^2 test (Kline, 2015). Based on the analysis of path values in this model (Table 2), we excluded the statistically non-significant path between FWF and work goal realization, with the lowest coefficient ($\gamma = -.03$, $p = .589$), which allowed us to assess model fit. After the exclusion of this path (Model 2), the model fitted well to the data, $\chi^2 = .292$, $df = 1$, $p = .589$, CFI = 1.00, RMSEA = .000 [.000, .137], SRMR = .008. It explained 9% of the variance in work goal realization and 12% of the variance in family goal realization. Work and family goal realization were correlated at $\phi = .57$ ($p < .001$). The path values were similar to those in Model 1 (Table 2).

Table 2
Standardized path estimates for the tested models

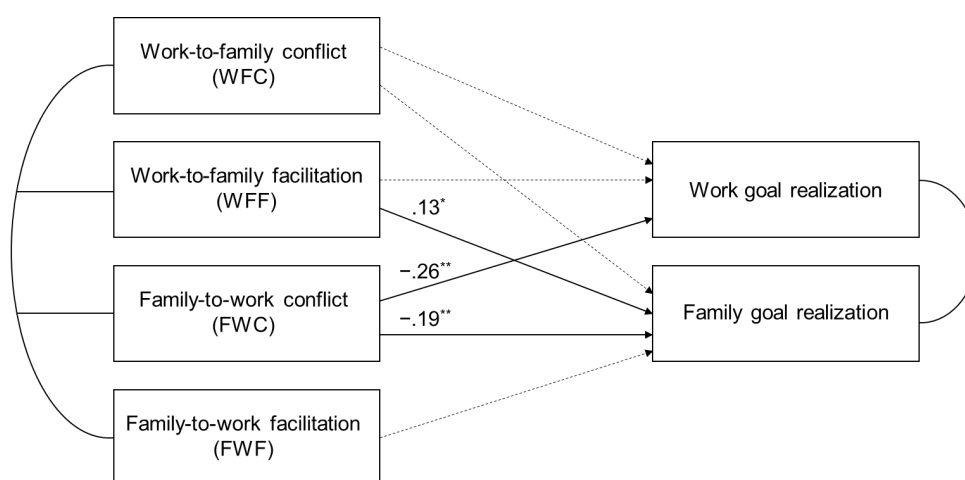
Path	Model 1		Model 2	
	β	p	β	p
Work-to-family conflict (WFC) → Work goal realization	-.04	.608	-.03	.656
Work-to-family conflict (WFC) → Family goal realization	-.13	.066	-.13	.072
Work-to-family facilitation (WFF) → Work goal realization	.10	.122	.09	.148
Work-to-family facilitation (WFF) → Family goal realization	.14	.029	.13	.034
Family-to-work conflict (FWC) → Work goal realization	-.26	.001	-.26	.001
Family-to-work conflict (FWC) → Family goal realization	-.19	.007	-.19	.007
Family-to-work facilitation (FWF) → Family goal realization	.04	.557	.06	.272
Family-to-work facilitation (FWF) → Work goal realization	-.03	.589	–	–

In Model 2 (Figure 1), the statistically significant paths turned out to be those between WFF and family goal realization, which supported Hypothesis H2b, and between FWC and work goal realization as well as family goal realization, which supported H3b and H3a. The hypotheses concerning the negative relationship of WFC to work goal realization (H1a) and family goal

realization (H1b) were not supported. As regards positive work–family interplays, the results did not support the relationship between WFF and work goal realization (H2a) and the relationships of FWF to work goal realization (H4b) and family goal realization (H4a).

Figure 1

Model of Relationships Between Variables (Model 2)



Note. Estimates for statistically significant paths are reported above the solid lines; dashed lines indicate non-significant paths.

Sex as a Moderator of Relationships

To examine whether sex was a moderator of the tested relationships, we used multigroup SEM, testing whether the parameters of Model 2 differ significantly in the groups of women and men. When imposing constraints on the model's parameters results in a statistically significant worsening of the model fit, the groups differ significantly on the parameters tested, demonstrating that sex moderates these relationships. First, the model without parameter constraints showed a good fit in both groups: $\chi^2 = .101$, $df = 2$, $p = .951$, CFI = 1.00, RMSEA = .000 [.000, .000], SRMR = .005. Next, we tested successive nested models with equality constraints on some parameters between groups. The model with regression weights constrained to be equal did not differ significantly from the model without constraints ($\Delta\chi^2 = 6.322$, $\Delta df = 7$, $p = .503$). Similarly, the models with equality constraints on regression weights and

covariances ($\Delta\chi^2 = 13.521$, $\Delta df = 14$, $p = .486$) and on residuals ($\Delta\chi^2 = 19.027$, $\Delta df = 16$, $p = .267$) did not differ significantly from the model without constraints. Therefore, the relationships included in the model did not differ significantly between women and men, and Hypothesis H5 should be rejected.

DISCUSSION

We tested a model of relationships between work–family interplay and goal realization in both domains in entrepreneurs. The application of SEM allowed us to simultaneously test all the postulated relationships between the variables and to account for the co-occurrence of goal realization and for conflict and facilitation in both domains (Voydanoff, 2005). Because the model fitted the data well, our results lead to conclusions concerning positive and negative interplays (facilitation and conflict, respectively), taking into account bidirectional effects (from work to family and from family to work) and distinguishing four dimensions of work–family balance (Frone, 2003).

Concerning conflict, conceptualized as negative interplay between work and family (Frone, 2003; Grzywacz & Marks, 2000), we generally expected that it would be negatively related to goal realization in entrepreneurs, predicting both cross-domain and matching-domain negative effects. The results show that only FWC is negatively related to entrepreneurs' work goal realization and their family goal realization. This means the more intensely an entrepreneur functions in a family role interfering with the work role, the less effectively they realize both work and family goals. The associations of the other type of conflict, WFC, with work and family goal realization in entrepreneurs turned out to be non-significant. The hypotheses concerning WFC, which were not supported by the results of our study, seemed well-founded, having been supported in earlier research (Amstad et al., 2011). It turns out, however, that the other type of conflict—FWC—is more significant for entrepreneurs' functioning. A similar study among small business owners revealed positive relationships of FWC to work-related characteristics (such as job burnout or job tension) and to family-related ones (negative correlations with marital satisfaction) (Netemeyer et al., 1996). When the family role interferes with the entrepreneur's work role and produces role pressures making this role more difficult (Frone, 2003), self-regulatory processes employed in their goal realization are less effective in both domains. When this is the case, entrepreneurs are less able to create clear plans for goal realiza-

tion, monitor goal progress, and maintain engagement in goal realization; their evaluation of the achieved outcome is lower too (Laguna et al., 2016). This means it is the negative effect of family pressures spilling over into the work context rather than work pressures spilling over into the family context that are responsible for less effective goal realization in entrepreneurs running their businesses.

Concerning facilitation, conceptualized as positive interplay between work and family (Frone, 2003; Grzywacz & Marks, 2000), we generally expected that it would be positively related to goal realization in entrepreneurs, predicting not only cross-domain but also matching-domain effects. The results show that WFF is positively related to family goal realization, but not to work goal realization. When resources associated with entrepreneurs' work role facilitate participation in the family role, their level of family goal realization increases. However, unlike in previous research, in which FWF was positively related to satisfaction with employee relationships (Powell & Eddleston, 2013) or even to entrepreneurial success in female entrepreneurs (Welsh & Kaciak, 2019), in our study the relationships of FWF to work and family goal realization in entrepreneurs proved to be non-significant. This adds to the inconsistent findings of the existing studies (Reimann et al., 2022). Thus, when dealing with family demands is made easier by virtue of the experiences, skills, and opportunities (Frone, 2003) gained or developed thanks to entrepreneurial work, self-regulation in entrepreneurs' family goal realization is more effective. When this is the case, entrepreneurs are more ready to plan how to achieve family goals and more engaged in actions leading to the fulfillment of these goals; they also see more progress and higher outcomes of this goal-directed activity (Laguna et al., 2016). Facilitating spillovers from entrepreneurs' work to their family life are thus linked with more effective family goal realization. Flexibility and freedom in organizing one's work, as characteristics of entrepreneurial activity (De Clercq et al., 2022) that offer a chance to successfully balance the demands resulting from work and family life and may provide opportunities to experience positive affect (Laguna et al., 2016), are also beneficial for the realization of goals in family domain. As the realization of these goals is vital for entrepreneurs and their business success (Gorgievski et al., 2011), we have contributed a new insight that may help to design interventions supporting entrepreneurs.

Our results revealed both cross-domain and matching-domain effects (Amstad et al., 2011). FWC was negatively related not only to work goal realization but also to family goal realization; another cross-domain effect

was the positive relationship between WFF and family goal realization in entrepreneurs. This means our results did not support only one type of effects showing its strength over the other, as was the case in research on employees (Amstad et al., 2011). The domain where the conflict or facilitation originated turned out to be related to outcomes in both domains. Entrepreneurs' effective goal realization, not only at work but also in the family, is thus associated with balance between the two domains.

Based on previous research on work–family balance (Jennings & McDougald, 2007) and on goal realization (Brandts et al., 2021), we expected that sex might serve as a moderator of the relationships tested in our model. However, unlike in some studies that reported such an effect (Jennings & McDougald, 2007; Recuero & Segovia, 2021), we did not find support for this hypothesis.

Limitations and Directions for Future Research

There are several limitations to this study that provide opportunities for future research. First, its cross-sectional design did not allow for testing causal relationships between variables. As work–family balance is the result of many processes (e.g., social support, Kelley et al., 2021) and develops over time, and as goals are “personal projections into the future,” goal realization should result from (in)effective work–family balance and not vice versa. However, future studies with multiple waves (e.g., Rubio et al., 2015) may shed more light on causality. Second, the relatively low reliability of the WFF scale ($\alpha = .58$) suggests that the results concerning this dimension of work–family balance should be interpreted with caution. This is also an indication that new measures may be needed to capture work–family interplay in entrepreneurs. They should take into account the demands and resources specific to business creation and management and to entrepreneurs' family challenges.

Recommendations for Practice

Despite the limitations, the current study contributes to the scarce literature on entrepreneurs' goal realization and brings insights into the complex mechanisms of interplay between work and family life among business professionals. The results of our study may help design activities supporting entrepreneurs who need to reconcile the duties involved in running a business and those of family life. What plays a negative role in entrepreneur goal

achievement is FWC. Given that this type of conflict stems from the hindering impact of family on work (Rubio et al., 2015), interventions targeted at entrepreneurs should include not only business counseling associated with running a business but also counseling associated with their functioning in family roles. Examples of such interventions include instruction in boundary management tactics (e.g., controlling work time) and the cultivation of recovery experiences (e.g., relaxation) (Bennett et al., 2017). Our results also show that FWF is conducive to family goal realization. Providing entrepreneurs with information about this positive aspect of their work and supporting positive influences from the family could be an important source of support in coping with goal realization and with the everyday demands of their chosen career path. Previous studies have documented that family support is important for minimizing WFC and maximizing WFF (Kelley et al., 2021). Therefore, building such support from family members may promote work-family balance and thus support entrepreneurs' goal attainment.

CONCLUSIONS

We tested the relationships between work-family interplay and goal realization in entrepreneurs. Accordingly, we examined their goal realization in both work and family domains. Moreover, we investigated bidirectional conflict and facilitation effects—work-to-family and family-to-work—and analyzed cross-domain and matching effects. The results show that when entrepreneurs' participation in the work role is made more difficult by virtue of participation in the family role, both work goal realization and family goal realization suffer. By contrast, when entrepreneurs' work role facilitates their role fulfillment in family life, the realization of their family goals is more effective. No moderating effect of sex on the tested relationships was detected.

CRedit Author Statement

KINGA ŁAGOWSKA (40%): conceptualization, methodology, validation, formal analysis, writing (original draft).

MARIOLA ŁAGUNA (40%): conceptualization, methodology, validation, formal analysis, resources, writing (original draft), supervision, writing (review and editing).

EWELINA PURC (20%): writing (original draft), supervision, writing (review and editing).

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