

The contribution of psychological capital in improving work-family balance in female entrepreneurs

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ABSTRACT

The flexibility of entrepreneurship allows individuals to set their working hours. However, juggling family responsibilities with work demands can increase stress for female entrepreneurs. This study investigates the impact of psychological capital, including self-efficacy, hope, resilience, and optimism, on the work-family balance of female entrepreneurs. The research involved 302 female entrepreneurs who completed the Work-Family Balance Scale and the Psychological Capital Questionnaire (PCQ) through an online survey. The research suggests that psychological capital positively influences work-family balance and emphasizes the significant role of self-efficacy and resilience as the primary predictor of work-family balance. Moreover, the duration of business operation, educational attainment, and the size of the workforce were found to have a notable impact on work-family balance. Interestingly, the number of children was determined to have no effect.

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Introduction

The rise of women's entrepreneurship marks a significant shift in gender equality and economic participation. In Indonesia, women lead approximately 60% of the 65 million Micro, Small, and Medium Enterprises (MSMEs) as of 2019 ([Legal and Public Relations Bureau of the Ministry of Women's Empowerment and Child Protection, 2021](#)). This substantial representation stems primarily from economic necessity, with the 2020 Global Entrepreneurship Monitor (GEM) data indicating that 75.8% of Indonesian women pursue entrepreneurship due to limited job opportunities and the desire for flexible working arrangements to balance family responsibilities ([Elam et al., 2021](#); [Hudson Breen et al., 2017](#); [Kumalasari, 2018](#)).

While entrepreneurship offers women the flexibility to manage both professional and family responsibilities, this apparent advantage often presents its own challenges. Research indicates that entrepreneurs, despite their autonomy, face unique needs than traditional employees ([Annink & den Dulk, 2012](#)). This is particularly true for married female entrepreneurs who must balance business responsibilities with their roles as partners, caregivers, and mothers ([Mathew & Panchanatham, 2011](#)). The pressure intensifies due to high expectations in household management and caregiving responsibilities ([Hosseini et al., 2024](#); [Vieira et al., 2018](#)), often leading to work-family conflicts that can affect both business

performance and family well-being ([Rahimi et al., 2024](#); [Rembulan et al., 2016](#); [Reynolds & Renzulli, 2005](#); [Schieman et al., 2009](#); [Tuffour et al., 2021](#)).

The challenge of managing work-family balance can have detrimental effects on the well-being of married female entrepreneurs. Emphasizing work over family can lead to reduced family engagement, heightened conflict, limited involvement in child development, shorter breastfeeding periods, depression, and diminished overall quality of life. Conversely, prioritizing family commitments can result in stress and decreased job satisfaction due to familial pressure ([Chittenden & Ritchie, 2011](#)). Successful management of the work-family balance can enhance commitment, productivity, and leadership potential among female entrepreneurs, positioning them for career advancement ([Sahay & Lall, 2024](#)). Therefore, it is crucial for female entrepreneurs to strive for work-family balance to ensure the welfare of both their businesses and their families.

The concept of work-family balance, defined as satisfaction in meeting both work and family demands Valcour (2007), becomes crucial in this context. Recent research suggests that psychological capital—comprising self-efficacy, resilience, optimism, and hope—plays a vital role in achieving this balance ([Luthans et al., 2007](#)). The Conservation of Resources (COR) theory provides a theoretical framework explaining how psychological capital contributes to work-family balance. According to COR theory, individuals with strong psychological resources can better manage stress and replenish depleted resources when facing demanding situations ([Hobfoll, 1989](#)).

Each component of psychological capital potentially contributes uniquely to work-family balance. Self-efficacy enables women entrepreneurs to maintain confidence in their ability to manage multiple roles effectively. Resilience helps them bounce back from work-family conflicts and adaptively respond to challenges. Optimism promotes positive expectations about managing dual roles, while hope facilitates goal-directed energy and alternative pathways to achieve work-family balance ([Luthans et al., 2007](#)).

While previous research has explored the relationship between psychological capital and work-family balance in traditional employment settings ([Anushi et al., 2022](#); [Bakri et al., 2022](#); [Sarwar et al., 2021](#); [Sen & Hooja, 2015](#)), limited attention has been paid to female entrepreneurs who face distinct challenges. Unlike employees who manage assigned tasks, entrepreneurs must handle additional responsibilities such as strategic planning, decision-making, and risk management in uncertain business environments ([Gibb, 2000](#)). These unique demands may influence how psychological capital operates in achieving work-family balance among female entrepreneurs. Based on the explanation above, the following hypothesis is proposed:

H1: Psychological capital positively influences work-family balance among female entrepreneurs.

Research indicates that self-efficacy is positively linked to improved problem-solving skills and proactive behavior, which are vital for achieving work-family balance. For instance, Akanni et al. (2023) found that self-efficacy significantly predicts work-family balance. Employees with sufficient belief in their capacity to plan and execute tasks at work and family domains are most likely to attain adequate balance ([Akanni et al., 2023](#)). Consequently, as female entrepreneurs cultivate a strong sense of self-efficacy, they enhance their ability to integrate their professional and personal lives, leading to improved work-family balance and overall well-being. Based on the explanation above, the following hypothesis is proposed:

H2: Self-efficacy positively influences work-family balance among female entrepreneurs.

Hope, defined as a positive motivational state rooted in successful planning and goal attainment, plays a crucial role for female entrepreneurs. A strong sense of hope enables them to set realistic goals and devise effective strategies for managing time and resources, enhancing their resilience in overcoming challenges. This optimistic perspective fosters a harmonious integration of their professional and personal lives, ultimately improving work-family balance. Research by Siu (2013) and Christy et al. (2021) supports the notion that hope

significantly predicts work-family balance. Based on the explanation above, the following hypothesis is proposed:

H3: Hope positively influences work-family balance among female entrepreneurs.

Based on research conducted by Bagire et al. (2023) indicates that resilience significantly predicts work-family balance. Resilience, defined as the ability to endure and thrive amid challenges, enables female entrepreneurs to maintain a positive mindset, recover from setbacks, and develop effective coping strategies. This adaptability not only aids in overcoming work-related obstacles but also fosters a supportive family environment, resulting in a more harmonious work-family balance. Based on the explanation above, the following hypothesis is proposed:

H4: Resilience positively influences work-family balance among female entrepreneurs.

An optimistic outlook allows individuals to tackle challenges with a constructive and proactive mindset. Female entrepreneurs, who often juggle business and family responsibilities, may experience stress and conflict; however, those who maintain optimism are more likely to see obstacles as opportunities for growth (Bakri et al., 2022). Consequently, optimism reduces work-family conflict and enhances satisfaction and well-being in both personal and professional spheres. Based on the explanation above, the following hypothesis is proposed:

H5: Optimism positively influences work-family balance among female entrepreneurs.

The findings will extend our understanding of psychological capital's role in entrepreneurial contexts and inform interventions supporting women entrepreneurs in achieving work-family balance. This research is particularly timely given the growing number of female entrepreneurs in Indonesia post-COVID-19 pandemic and can guide organizations developing support programs for aspiring female entrepreneurs.

Method

Research Design

This study employed a quantitative approach examining the relationship between psychological capital (predictor variable) and work-family balance (outcome variable) among female entrepreneurs in Indonesia.

Participants

The research was executed in Indonesia and involved 302 female entrepreneurs who met specific criteria: (1) married with children under 18 years old, (2) owning and managing their businesses daily, and (3) having operated their businesses for at least 1 year. Participants' ages ranged from under 20 to 50 years, with business experience spanning from 1 to 20 years and the number of employees varying from 0 to 30. On average, participants had 1 to 8 children. The sample selection employed an accidental sampling technique, in which the samples were randomly chosen based on the research theme. The collected data were analyzed descriptively to highlight the participants' characteristics, as presented in Table 1.

Table 1 presents the demographic information of 302 participants. The sample predominantly consisted of entrepreneurs with 1-10 years of business experience (90.4%), while the remaining 9.6% had more than 10 years of experience. Specifically, 48% female entrepreneurs completed their education at the Primary and Secondary Education level. Additionally, 67.2% female entrepreneurs have 1-2 children, and 48% have 1-2 employees.

Table 1
Participant Demographic Data

	Type	Frequency	Percentage
Length of Business	1-10 years	273	90.4
	>10 years	29	9.6
Level of Education	Primary and Secondary Education	145	48
	Diploma	32	10.6
	Bachelor	125	41.4
Number of Children	1-2 children	203	67.2
	3-5 children	89	29.5
	6-8 children	10	3.3
	0 employees	91	30.1
Number of Employees	1-2 employees	145	48
	3-5 employees	40	13.2
	6-8 employees	9	3
	>8 employees	17	5.6

Instrument

The data was collected by administering an online questionnaire through the Google Forms platform. Researchers shared links to the survey on different social media platforms including Facebook, LinkedIn, Instagram, Twitter, and WhatsApp groups. Participants were asked to provide informed consent at the beginning of the questionnaire, agreeing to participate in the study, and were assured that all responses would be kept confidential.

We modified the scale by translating it into Indonesian using the International Test Commission (ITC) procedure. This process involved two types of translators: native translators and informed translators who are professionals in their respective fields. Following the translation of the items, we refined them to suit the research context, which centered on entrepreneurship. Subsequently, we conducted tests to assess the reliability and discriminative power of each item.

Work-Family Balance Scale. The concept of work-family balance refers to the overall satisfaction experienced by female entrepreneurs as they navigate the demands of their roles as business owners and mothers. Satisfaction with work-family balance was measured by Valcour's (2007) work-family balance scale, which focuses on three key aspects: time, attention (energy), and the integration of work and family demands. The scale comprises five items, such as "the way you divide your time between work and personal or family life", and "the way you divide your attention between work and home". Participants were asked to rate these items on a five-point Likert scale ranging from "Very dissatisfied" (1) to "Very satisfied" (5). The reliability of this scale, as measured by Cronbach's alpha, was found to be 0.85, indicating high internal consistency. Additionally, confirmatory factor analysis provided evidence of the validity of the scale, with factor loadings ranging from 0.60 to 0.90, demonstrating the robustness of the scale's items.

Psychological Capital Questionnaire. The concept of psychological capital represents a positive attribute found in female entrepreneurs, characterized by traits such as self-efficacy, resilience, optimism, and hope. To assess the psychological capital of female entrepreneurs, we utilized the Psychological Capital Questionnaire (PCQ) by Luthans et al. (2007). This measuring tool comprises 21 favorable items and three unfavorable items, which are categorized into four dimensions: self-efficacy, resilience, optimism, and hope. An example of an item in the self-efficacy dimension is "I feel confident in analyzing long-term problems to find solutions". The hope dimension is "If I face a problem in business, I

can think of many ways to solve it". The resiliency dimension is "I am able to overcome difficult times in running a business because I have experienced difficulties before". The optimism dimension is "In running a business, I have hope and believe that there will always be wisdom in every problem".

Participants rated their responses on a five-point Likert scale, ranging from "Strongly disagree (1)" to "Strongly agree (5)." The reliability calculation using Alpha Cronbach yielded a coefficient of 0.94, indicating high reliability. Additionally, reliability coefficients for the four dimensions of psychological capital were as follows: self-efficacy (0.79), hope (0.81), resilience (0.86), and optimism (0.74). The validity of the psychological capital scale, consisting of 24 items, was further confirmed through confirmatory factor analysis, with factor loadings ranging from 0.31 to 0.85, ensuring that all items were appropriately represented in the scale.

Data Analysis

The normality test was conducted using the One-Sample Kolmogorov-Smirnov analysis in SPSS 25.0 for Windows. The results indicated a non-normal distribution with a significance value of <0.05 . To address this, we applied the sample bootstrap method ($N=2000$) to account for the non-normal distribution of the data.

To test the research hypothesis, we conducted statistical analysis using the SPSS 25.0 for Windows. The data analysis technique employed in this study involved a regression test, which aimed to examine the relationship and influence between the two variables. The statistical analysis was conducted in two steps: first, a simple regression analysis was used to ascertain the influence of psychological capital in general on work-family balance, and second, multiple linear regression with enter method. Additionally, we used one-way ANOVA to examine how demographic factors affect work-family balance, helping us identify significant differences and provide targeted recommendations for female entrepreneurs.

Results

A simple regression analysis has been carried out to determine the effect of work-family balance and psychological capital between two variables. The results of regression analysis found that overall psychological capital contributed to work-family balance ($R^2 = 0.61$; $p = .001$; $p < 0.05$) (see Table 2).

Table 2

Result of Simple Regression

Variable	Unstandardized Coefficients		Standardized Coefficients Beta	<i>t</i>	<i>p</i>
	<i>B</i>	Standards Error			
Constant	1.17	0.94		1.25	
Psychological Capital	0.20	0.01	0.78	21.86	0.001*

Note: * $p < 0.05$ with $R = 0.78$, $R^2 = 0.61$, and $F = 477.69$

Table 3

Result of Multiple Regressions of Aspect of Psychological Capital Toward Work-Family Balance

Variables	Unstandardized Coefficients		Standardized Coefficients Beta	<i>t</i>	<i>p</i>
	<i>B</i>	Standard Error			
Constant	1.69	0.99		1.69	0.10
Self-efficacy	0.27	0.06	0.33	5.19	0.001*
Hope	0.11	0.06	0.12	1.80	0.07
Resilience	0.29	0.06	0.31	4.62	0.001*
Optimism	0.12	0.06	0.20	1.86	0.06

Note: * $p < 0.05$; $R = 0.79$; $R^2 = 0.62$; $F = 121.95$

A one-way ANOVA test was conducted for additional analysis, yielding significant results regarding work-family balance across different factors such as length of business, level of education, and number of employees (refer to Table 4). Specifically, the study found significant differences in work-family balance based on the number of employees ($p = 0.001 < 0.05$), length of business ($p = 0.03 < 0.05$), and level of education ($p = 0.04 < 0.05$). However, there was no significant difference in work-family balance based on the number of children ($p = 0.09 > 0.05$).

Table 4

Results of the one-way ANOVA work-family balance test and demographic data

Variable	Demographic Data		F	Mean	<i>p</i>
Length of Business	1-10 years		4.17	21.59	0.04*
	>10 years			20.21	
Level of Education	Primary and Secondary Education		5.07	20.88	0.01*
	Diploma			21.16	
	Bachelor			22.20	
Number of Children	1-2 children		2.44	21.16	0.09
	3-5 children			22.01	
	6-8 children			22.60	
	0 employees			20.30	
Number of Employees	1-2 employees		4.53	21.84	0.001*
	3-5 employees			22.38	
	6-8 employees			23.33	
	>8 employees			21.46	

Note. * $p < 0.05$.

Discussion

The primary objective of this study is to investigate the influence of psychological capital on achieving work-family balance among female entrepreneurs, particularly those with children. The findings reveal that possessing psychological capital concurrently can contribute to a 61.4% satisfaction derived from of female entrepreneurs of balance their work and family life. These results are consistent with prior research on the relationship between psychological capital and work-family balance (Anushi et al., 2022; Christy et al., 2021; Sen & Hooja, 2015; Siu, 2013).

Several previous studies (Anushi et al., 2022; Bakri et al., 2022; Christy et al., 2021; Siu, 2013) have highlighted variations in how each component of psychological capital such as self-efficacy, hope, resilience, and optimism—affects the enhancement of work-family balance. The findings of Christy et al. (2021) demonstrated that all dimensions of psychological capital consistently influence work-family balance. Conversely, Anushi et al.

(2022) identified self-efficacy, hope, and resilience as being related to work-family balance, while Bakri et al. (2022) found that only efficacy and optimism are associated with it. In contrast to these studies, our research indicates that only self-efficacy and resilience have a significant relationship with work-family balance.

This research identified self-efficacy and resilience, components of psychological capital, as key contributors to a balanced work-family life. Notably, self-efficacy enhances individuals' confidence in managing work and family responsibilities, fostering a proactive problem-solving approach. This capability leads to successful navigation of challenges, thereby increasing satisfaction in both work and family roles (Chan et al., 2015). Although studies on the link between self-efficacy and work-family balance are limited, a positive relationship has been established (Akanni & Ajila, 2021; Situmorang & Wijayanti, 2017).

Individuals with high self-efficacy are driven to meet challenging goals, making their beliefs essential for maintaining resilience during psychological challenges (Luthans et al., 2007). For female entrepreneurs, high self-efficacy enhances resilience, aiding in balancing entrepreneurial and maternal roles, and leading to satisfaction in both areas. Research by Santoro et al. (2020) indicates that resilience and self-efficacy are complementary, playing a crucial role in enhancing perceptions of personal and business success. Thus, female entrepreneurs should strengthen their confidence in managing dual responsibilities, which can be achieved by observing the success of peers in similar situations.

This study highlights the critical role of resilience in achieving work-family balance, particularly for female entrepreneurs. Resilience comprises two key components in psychological capital assessment (Masten, 2001). The first component involves recognizing potential threats, enabling individuals to identify stressors that may disrupt their work-family balance, such as increased workloads or family obligations. The second component involves a positive response and adaptation process, allowing individuals to implement effective coping strategies in the face of inevitable challenges. Ultimately, resilience empowers female entrepreneurs to navigate their responsibilities, enhancing well-being and satisfaction in both personal and professional domains.

Research indicates a positive relationship between resilience and work-family balance (Krisor et al., 2015; Liopsis et al., 2009; Wayne et al., 2020). Resilient female entrepreneurs tend to maintain a positive outlook, viewing challenges as opportunities for growth, which enhances their adaptability in demanding situations. For instance, they may reorganize their schedules or delegate tasks to manage increased family obligations, thereby achieving balance and satisfaction in both personal and professional domains. Balancing work and family can be highly stressful, but resilience equips female entrepreneurs with the ability to manage stress effectively. Resilient individuals are better at regulating their emotions and maintaining a calm, composed demeanor under pressure. Additionally, resilience fosters problem-solving skills, enabling female entrepreneurs to develop proactive strategies that facilitate work-family balance. For example, they may establish flexible business structures, such as remote work options or adaptable work hours, to accommodate family responsibilities without compromising business growth. This resourcefulness helps them create systems that support both their business and family needs. Resilience, as the ability to "bounce back," is a crucial resource that influences female entrepreneurs' work, family dynamics, and overall well-being (Krisor et al., 2015).

While prior studies associate hope and optimism with achieving work-family balance (Christy et al., 2021; Das & Singh, 2023; Siu, 2013), this study found no significant impact, aligning with Sen and Hooja (2015), who similarly reported no correlation between hope, optimism, and work-family balance. The unique challenges faced by female entrepreneurs in balancing professional and personal responsibilities can explain this phenomenon. While hope in psychological capital, as defined by Luthans et al. (2007), emphasizes energy and goal-directed planning, the reality of managing a business often involves unexpected obstacles, such as fluctuating market conditions, demanding clients, and family obligations

that disrupt even the best-laid plans. These competing demands can overwhelm female entrepreneurs, leading to frustration when their aspirations for balance remain unmet. Additionally, the pressure to excel in both work and family roles can create conflict, hindering their ability to maintain a positive outlook and effectively leverage their hopes.

This study reveals that optimism does not significantly enhance work-family balance. Research by Kipkosgei (2022) indicates that while entrepreneurs are often seen as enthusiastic and risk-taking, they frequently experience negative affective states such as stress, fear, and anxiety, which adversely impact their well-being. Additionally, entrepreneurs grapple with significant uncertainty and numerous questions about the future (Block et al., 2022). This context renders female entrepreneurs particularly susceptible to negative thinking, hindering their ability to convert optimism into effective strategies for achieving work-family balance. Consequently, the disparity between their optimistic beliefs and the practical challenges they face results in lower satisfaction in both professional and personal domains, underscoring the limitations of optimism in facilitating work-family balance for female entrepreneurs.

One notable finding of this study is that certain demographic factors, such as the length of time in business, educational attainment, and the number of employees, significantly impact the work-family balance of female entrepreneurs. This finding offers a significant contribution as it highlights a fundamental distinction from previous studies that examined psychological capital and work-family balance in the entrepreneurial context. This research indicates that female entrepreneurs who have been in business for over 10 years generally experience a higher level of work-family balance compared those in the 1-10-year range. These results align with previous research (Christy et al., 2021), highlighting that businesses with a long operating history (>20 years) tend to demonstrate superior work-family balance compared those in the short-term category (<5 years). Female entrepreneurs often struggle with balancing work and family responsibilities during the early stages of their businesses. This situation is often attributed to their heightened dedication to business innovation during the early stages, leading to greater investment of time and focus on work rather than family commitments (Zerwas, 2019).

An additional finding reveals that the level of education among female entrepreneurs significantly impacts their work-family balance. Those with undergraduate degrees demonstrate higher levels of balance compared to individuals with primary or secondary education. This correlation suggests that education equips female entrepreneurs with the experience and skills necessary to implement flexible work strategies and manage their routines effectively. Higher education fosters critical cognitive and managerial skills, such as strategic planning, financial literacy, and decision-making, which enable entrepreneurs to structure their businesses in ways that accommodate family obligations without compromising professional success.

Moreover, education enhances access to valuable networks and resources that can further support work-family balance. University graduates are more likely to be exposed to business mentorship programs, entrepreneurial incubators, and industry networks that provide guidance on managing both personal and professional responsibilities. Additionally, they tend to have greater familiarity with digital tools and technological solutions that streamline work processes, allowing for more efficient time management and task delegation. These advantages create an environment where educated female entrepreneurs can implement proactive strategies to reduce role conflicts and maintain equilibrium between work and family demands. This finding aligns with Kromydas (2020) which found that educational achievement modestly influences work-family balance among women across 17 European countries, as it fosters essential skills such as time management and problem-solving, facilitating the navigation of work-family complexities.

The size of the workforce significantly influences the work-family balance of female entrepreneurs. Having employees allows for task delegation, reducing workload and stress,

and enabling a focus on strategic decision-making and business growth while freeing time for family obligations. Entrepreneurs who operate as sole proprietors often find themselves overwhelmed by the need to manage every aspect of their business, from daily operations to financial planning, leaving little flexibility to attend to family responsibilities. In contrast, those with a dedicated workforce can distribute operational tasks, ensuring business continuity while mitigating role strain. Zerwas (2019) similarly found that female entrepreneurs managing their businesses alone often struggle with work-family balance, whereas those with employees can more easily achieve this balance by delegating responsibilities. Consequently, they can dedicate more time to their families, enhancing satisfaction in both work and personal life.

This research shows that the presence of children does not significantly impact female entrepreneurs' work-family balance due to various influencing factors. This finding contrasts with Valcour's (2007) study, which suggested that more children negatively affect work-family balance. While having children can increase responsibilities, it is not solely the number of children that determines balance; several factors, such as the age of the children, social support, and available resources for entrepreneurs, also play a crucial role (Aras et al., 2022; Leung et al., 2020; McNamara et al., 2013). Younger children require more care, creating challenges, while older, more independent children reduce demands (Zerwas, 2019), allowing for greater flexibility in managing work responsibilities.

Moreover, access to social support—such as spouses, extended family members, or professional childcare services—can significantly alleviate the burden associated with parenting, enabling female entrepreneurs to sustain both their business operations and family responsibilities effectively. Entrepreneurs with strong networks often leverage this support to mitigate work-family tensions, whereas those with limited assistance may struggle to maintain balance.

In our study, this represents a limitation that needs to be addressed, as the analysis did not thoroughly consider the variations in children's ages that could influence the work-family balance. Future research should adopt a more nuanced approach by exploring how different stages of child development interact with entrepreneurial work structures, social support systems, and adaptive business strategies. This would provide a more comprehensive understanding of how female entrepreneurs navigate work-family balance across diverse family and business contexts.

This research has implications for how female entrepreneurs can enhance their work-family balance by developing their psychological capital which can be achieved through targeted interventions such as attending training sessions or seminars on the importance of psychological capital and work-family balance, utilizing childcare support services, and leveraging technology to efficiently manage work and family schedules, as well as fostering supportive networks that provide emotional and practical assistance. In addition, policymakers and business support organizations can play a crucial role by designing initiatives that promote resilience-building programs tailored for female entrepreneurs. This could include mentorship programs that connect experienced female business owners with emerging entrepreneurs to share strategies for overcoming work-family conflicts. Financial institutions and investors should also recognize the unique challenges faced by female entrepreneurs and develop funding models that allow for more flexible financial arrangements, such as grants or microloans that support business continuity during family-related disruptions.

However, limitations exist. First, the study excluded the age of children and its impact on female entrepreneurs without children, which may influence work-family dynamics across different child development stages. Methodological bias and a non-normal sample distribution, influenced by age or socio-economic factors, further limit generalizability. Future research should address these gaps with diverse samples and methods to ensure broader applicability.

Conclusion

The research underscores the importance of psychological capital and work-family balance for female entrepreneurs in Indonesia. The findings demonstrate a positive correlation between psychological capital and work-family balance, indicating that higher psychological capital correlates with better work-family balance. Furthermore, the study emphasizes the influential roles of self-efficacy and resilience as predictors of work-family balance within the dimensions of psychological capital. This study also identifies key findings indicating that demographic factors, such as business tenure, number of employees, and education level, significantly influence the work-family balance of female entrepreneurs.

Declarations

Author's Contributions. All authors contributed to the research drafting and design process. ATAS wrote the manuscript draft, collected data, and analyzed the data. IM contributed to providing guidance on research direction and data analysis, as well as conducting revision, and refinement of the manuscript. HA contributed to providing advice on research directions. All three authors have read and approved the final manuscript.

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