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Being a Woman Entrepreneur in Turkey: Life Role Expectations and Entrepreneurial Self-Efficacy

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Abstract

Two major competing life roles, work and family, are reported to dominate people's efforts in constructing a life. Here, we aim to explore whether and how attributed life roles and related coping strategies of current and aspiring women entrepreneurs meaningfully differentiate and whether the existence of entrepreneurs in their families affects the formation of these different clusters. In our empirical, two-part exploratory study conducted in the emerging economy setting of Turkey, first, we utilize the survey results of 234 women entrepreneurs to explore the issue, and then in the second part of the study, we administer face-to-face interviews to draw out some critical insights. We end up with three different clusters differentiating in their responses to challenges and effect of these on their entrepreneurial self-efficacy beliefs. We believe our study may shed some light on understanding nonhomogeneous women response to roles and challenges in the society and women's entrepreneurial journey.

Keywords

women entrepreneurship, entrepreneurial self-efficacy, work–family interaction, work–family conflict, life role expectations, emerging markets

Introduction

Despite efforts to promote women's entrepreneurship, relative gender gap persists (Vossenberg, 2013). As nicely put by Bourne and Calás (2013), "in fact, the construct business owner, associated with entrepreneurship, is already assumed to be male, thus requiring a gender modifier only when deviating from the norm"(p. 426). Yet, despite this archaic normalization with historical roots in a patriarchal social system and a capitalist economy (Bourne & Calás, 2013; Coronel, Moreno, & Carrasco, 2010), "work" is becoming a much more prominent part of women's lives as confirmed by research and statistics (Coronel et al., 2010). Symbolically, in their longitudinal study, Tinklin, Croxford, Ducklin, and Frame (2005) have shown that the percentage of women satisfied of having a career as much as of having a family has reached half and almost doubled between 1971 and 1981. This continuing new dominant trend and yet a still wide gender gap attract researcher's attention in various subfields of "women" entrepreneurship.

Women entrepreneurs often face many challenges unique to their gender roles and life role–related expectations imposed by both the society and the self (Coronel et al., 2010), which are usually among the leading factors to consider while intending to pursue an entrepreneurial journey. Two major life roles, work and family, are reported, often dominating young adults' efforts in constructing a life (Arnett, 2000, 2001; Peake & Harris, 2002). They both require active participation; hence, both compete for the limited time and energy resources of the individual (Cinamon, 2010). Thus, living a dual-sphere life (Bourne & Calás, 2013) is quite a challenge for an increasing number of people due to the role and/or time conflict (Grönlund, 2007). Moreover, as Brush (1992) argues, business relationships tend to be "integrated" rather than separated from family, societal, and personal relationships in the case of women. As dominantly shown in research, women set back from work part of the interface in this integrated structure much more than men in general (Jennings & McDougald, 2007). With their increasing participation in the labor force, today's women are most likely to experience work–family conflict (WFC) as they still do the highest share of household work and child care (Sevä & Öun, 2015).

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In other words, the interface among two spheres of work and family (WFI) is there, clear, and has prominent and imperative consequences both for "the individual" and for "the organization" (Carlson & Kacmar, 2000). Despite the prominent potential effects, the WFI literature has not been fully tapped by entrepreneurship scholars (Jennings & McDougald, 2007). The issue is even more relevant and essential in the context of a developing economy, where an increasing number of women in professional and entrepreneurial life are observed in parallel to economic development, despite the mostly unaltered cultural and traditional values (Ergeneli, Ilsev, & Karapınar, 2010).

Although studies reveal that women entrepreneurs tend to exhibit reliance on their husband, partner, and/or relatives for support when starting a new business (De Bruin, Brush, & Welter, 2007; Jennings & McDougald, 2007), the double workload of work and family and the inherited challenges in balancing them require to deploy coping strategies. Nevertheless, "coping strategies can exert either detrimental or beneficial effects on business owners and their ventures" (Jennings & McDougald, 2007, p. 750).

Here, in this exploratory study, we aim to inquire into whether and how current and aspiring women entrepreneurs' experiences of WFI and related coping strategies differ and whether and how these differences relate to entrepreneurial self-efficacy (ESE) beliefs of women entrepreneurs in an emerging market context, namely, Turkey. In other words, we want to explore whether attributed life roles and related coping strategies of women meaningfully differentiate and how the existence of entrepreneurs in their immediate ecosystem, that is, families, relates to these different clusters. The issues will be addressed by examining the relations among women's self-efficacy (SE) beliefs, work and family role conflict, and the existence of entrepreneurs in the family.

Theoretical Background

As stressed by Jennings and McDougald (2007) in their review study, there are mainly two competing perspectives regarding individuals' experiences of the WFI. The less espoused, positive one argues that "self-employment" is used as an "accommodation tactic" (Marlow & Strange, 1994, p. 179) to overcome the challenges of dual spheres by providing self-control and adaptability. On the contrary, the other more dominant research stream asserts that WFI serves as a prohibiting process, one offering extra challenges to tackle an individual aspiring to an entrepreneurial journey (Greenhaus & Beutell, 1985).

Management of the competing demanding life roles is revolutionized with regard to status quo gender role divisions (Soysal, 2010), and women no longer assume a parental role alone and/or primarily but tend to exhibit ambitions and commitments in areas other than family care as well. A key variable in explaining role stress and predicting the degree of involvement in particular roles is personal role expectations:

> Life role values are the system of values an individual hold, regarding the work and family domains based on what the individual believes to be important to central to, or a priority in his or her life. The values that an individual holds about the roles s/he must fulfill in each life domain have significant implications for experiencing conflict. (Carlson & Kacmar, 2000, p. 1032)

Thus, individuals prioritize competing life roles.

The life role salience framework explains the WFC in terms of the multiple life roles causing an interrole conflict (Greenhaus & Beutell, 1985). The fixed energy and time resources of an individual provide a condition of scarcity upon the rise of ever-increasing demands of different roles (Parasuraman, Greenhaus, & Granrose, 1992), which in turn leads to an interrole conflict first and then to a possible psychological and physical exhaustion at the extreme levels of role overload (Marks, 1977). Entrepreneurs, both male and female, are found to exhibit work salience, often leading to WFC (Parasuraman, Purohit, & Godshalk, 1996). The salience of work and family roles is known to have implications for the type and level of WFC potentially experienced (Bhowon, 2013). WFC is commonly cited with its behavioral and emotional outcomes (Frone, Russell, & Cooper, 1992) and the crucial role it assumes in career choices (Barnett, Garies, James, & Steele, 2003; Cinamon, Weisel, & Tzuk, 2007; Weer & Greenhaus, 2006), such as decreasing professional aspirations in favor of family plans or the abandoning of family plans altogether (Cinamon & Rich, 2002a, 2002b; Kerpelman & Schvaneveldt, 1999).

The Life Role Salience Scale (LRSS), developed by Amatea, Cross, Clark, and Bobby (1986), is widely adopted to understand and predict an individual's career aspirations (Burke, 1994; Campbell & Campbell, 1995; Carlson & Kacmar, 2000; Carter and Constantine, 2000; Niles & Goodnough, 1996; Perrone & Civiletto, 2004; Rajadhyaksha & Bhatnagar, 2000). Life role salience refers to the significance of each life role that can range from family to community membership, to an individual (Perrone & Civiletto, 2004; Super, 1980). Attitudinal disposition with regard to the personal importance attributed to occupational, marital, parental, and homecare roles is reported by LRSS as influencing the intended level of time and/or energy commitment to enact the related role (Amatea et al., 1986). Many studies have adopted modified versions of the LRSS (Mason, 2015). Livingston, Burley, and Springer (1996) have found slightly higher average ratings of occupational and marital role commitment ($N = 256$). Although Friedman and Weissbrod (2005) reported similar occupational commitment ratings, but a lower rating of commitment to family roles ($N = 95$), Kerpelman and Schvaneveldt (1999) have concluded higher levels of importance attributed to career, marital, and parental roles ($N = 969$). More recently, Archuleta (2015) and

Bosch, Geldenhuys, and Bezuidenhout (2018) have validated LRSS for their individual independent research applications with regard to Mexican and South African cultures, respectively.

Despite the significant contribution of the life role salience framework in understanding WFI and career choices (Barnett et al., 2003; Cook, 1998; Weer & Greenhaus, 2006), the literature in the area of women entrepreneurship has yet to emerge (Jennings & McDougald, 2007). Moreover, the majority of entrepreneurship research tends to devote its attention mostly to developed countries (Gupta, Turban, Wasti, & Sikdar, 2009). In this light, we have selected the emerging country context of Turkey which provides an important medium to study women's entrepreneurship (Ufuk & Özgen, 2001). Being one of these emerging economies on the conjunction of East and West, not only physically but culturally as well, Turkey constitutes a good testing bed. Although the modernization process and legal changes are continuing since the establishment of a new nation-state in 1923 (Kara, 2006), a patriarchal system with evident gender role differences (Sakalli, 2001) is still there in Turkey (Muftuler-Bac, 1999). As Koca, Arslan, and Aşçı (2011, p. 606) claim, "many women still face the barriers of their family members" and "Turkish women are expected to excel in their careers without compromising their domestic responsibilities" of being "wife" and "mother" (Minibas, 1998). In parallel, the 2016 Global Entrepreneurship Monitor Report indicates 10% entrepreneurial activity among women in Turkey.

First coined by Bandura (1977), SE refers to individuals' belief in their capacity to produce a given form of behavior in a specific area by mobilizing the necessary resources. SE as a clearly defined predictor of behavior has been well operationalized (Armitage & Conner, 2001). In parallel, Chen, Greene, and Crick (1998, p. 295) have come up with ESE to "refer to the strength of a person's belief that he or she is capable of successfully performing the various roles and tasks of entrepreneurship" and concluded ESE to be a "distinct characteristics of the entrepreneur" (Chen et al.,1998, p. 296). Thus far, research has shown a positive relationship between ESE and entrepreneurial performance, and Miao, Qian, and Ma (2017) have confirmed this relationship in their recent meta-analysis. They have stressed the importance of ESE in predicting entrepreneurial outcomes and suggested for future research in that respect (Miao et al., 2017, p. 98).

Thus, we had picked ESE as our dependent variable (DV) to explore the relationship of the different WFI experiences of women entrepreneurs/aspiring entrepreneurs with their potential entrepreneurial outcomes and recognize any major differences. Subsequently, in the second part of this exploratory study, we explore diverging coping behaviors in a much more detailed way through face-to-face interviews to draw out some critical insights. Moreover, having a family member who owns a business has been considered important in prior research (Carter, Gartner, Shaver, & Gatewood, 2003). The nourishing environment involving the immediate and extended family may provide a supportive net throughout the entrepreneurial journey. Therefore, we also analyze our sample according to our subject's exposure to entrepreneurs in their immediate and/or extended family and try to explore this variable's role as well.

The following sections present the method, analyses, and discussion parts.

Method and Analyses

To increase the validity and credibility of the findings (Rothbauer, 2008) by a more robust analysis, the study has been composed of two parts. The first quantitative part is a field study utilizing mailed questionnaires. In the second part of the study, we take an interpretative, purposive stance to identify the three supporting narrative stories symbolizing identified clusters in the first analyses, from a larger ongoing project designed to gain considerable insight into the effects of patriarchy on women entrepreneurs in Turkey. In this second part, our main objective is to draw some critical insights based on our initial quantitative analysis.

Survey Development, Sampling, and Data Collection

The goal of sampling was to contact women entrepreneurs/aspiring entrepreneurs, that is, primarily women with high entrepreneurial intentions. Thus, the population of the study consisted of women who applied to be the franchisee of a leading women-only fitness company offering franchises solely to women entrepreneurs across Turkey. By applying to become a franchisee for a venture, women in our sample have already demonstrated their entrepreneurial intentions. Still, we utilized entrepreneurial intentions construct to confirm our sample's relevance even for the current entrepreneurs as necessity could have been the leading motivator for most (Cetindamar, 2002), besides some unforeseen intrafamily reasons. The mean of 4.29 confirmed our purposeful sampling, which has also ensured the homogeneity of the sample to a certain extent.

For the quantitative part of the research, the primary task at hand was to create a comprehensible, applicable, valid, and reliable measuring instrument for the field survey to be realized in Turkey. Thus, we underwent a preliminary analysis phase with pilot testing. We started with the back-to-back translation and adaptation of the scales first-to-be applied in Turkey, in line with the guidelines of Brislin (1980). Face validity was provided by consulting the expert opinions of women members of the Özyeğin University Faculty of Management and students, besides a woman entrepreneur representative of the sample.

The draft version of the questionnaire was emailed to 200 respondents from the sample population. Forty-two respondents returned this initial questionnaire. In the preliminary

analysis, after reliability checks, a construct validity analysis through exploratory factor analysis (EFA) was conducted for each group of constructs, to purify them. Items were checked to ensure that they had captured the underlying construct purportedly measured. The factor extraction was based on the two criteria of Kaiser and scree plot (Field, 2000; Stevens, 1992), and only factor loadings with an absolute value greater than "0.4" have been considered (Field, 2000). Consequently, at this stage, all scales were refined and the operationalization of all variables was completed in addition to cleaning up the appearance and clarification of the survey's wording.

The final questionnaire consisted of 14 different constructs, measured by two to nine items each, with a total of 79 items and 13 demographic and descriptive questions. A 5-point, single-sided, Likert-type rating scale, which required informants to tick a single box in the range of (1) expressing "strong disagreement"/"completely uncomfortable and not good about" to (5) expressing "strong agreement"/"completely comfortable and good about," was used. A copy of the finalized versions of adapted survey items classified according to measures can be found in Appendix A.

Two waves of data collection 4 to 6 weeks apart were conducted through email. To minimize social desirability bias in the measurement of constructs, the informants were reminded that there were no right or wrong answers to the questions and were guaranteed confidentiality and anonymity to reduce evaluation apprehension (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Moreover, to motivate the informants to participate and complete the entire questionnaire seriously, a half day long entrepreneurship training was offered to those who desired. Eventually, a total of 234 usable questionnaires were received out of a sample of 1,240 informants. For the details of the composition of our sample, refer to Table 4 and Table 5.

Below are the measures we used.

Measures

Entrepreneurial intentions were measured using the scale developed by Erikson (1999) that has also been adapted and applied to the Turkish context previously by Gupta et al. (2009). We mostly aimed to use this construct to confirm our sample's relevance. At the end of the preliminary analysis of the pilot test period, we dropped one item from the 21-item construct.

While measuring our main DV of ESE, we utilized the scale developed by Chen et al. (1998), the first time in the Turkish context. The construct has been formed as a broader domain aggregated from SE on other constituent subdomains of marketing, innovation, management, risk-taking, and financial control. After dropping some items according to reliability and validity analyses conducted in the preliminary analyses, factor analysis with varimax rotation revealed exactly five distinct subscales as expected (see Table 1).

As done by Chen et al. (1998), we calculated the total score of ESE by averaging all the items and each of the five components separately. As cogently put by Chen et al. (1998), "although the summary ESE itself may be sufficient for predicting entrepreneurial choice," the component ESE measures allow researchers to assess each particular domain's specific effect on entrepreneurial journey choices (p. 310).

The LRSS designed and developed by Amatea et al. (1986) was used to assess participants' personal expectations concerning occupational, marital, parental, and homecare life roles. Scales originally were designed to assess both (a) reward, the personal importance or value attributed to participating in a particular role, and (b) commitment, the intended level of commitment of personal time and energy resources to the enactment of a role using five-item subscales for tapping each construct. To our knowledge, this scale had not been applied in the Turkish context before, and at the end of our preliminary analysis of a pilot test period, we discarded one item from the marital reward role and another from homecare commitment constructs.

Factor analysis for LRSS with varimax rotation revealed exactly four distinct subscales for reward roles while revealing three for commitment roles where parental and marital roles were intertwined. Following other researchers (Chi-Ching, 1995; Cinamon, 2010; Cinamon & Rich, 2002a), parental, marital, and homecare roles, which were positively and highly correlated as expected, were treated as part of the same domain and grouped as "family" roles. In the factor analysis where we input all commitment variables into the analysis, two factors emerged, and all roles were located as expected: family and work/occupational roles (see Table 2). In our research, as we focused on "the level of commitment of personal time and energy resources to the performance of a given role" (Amatea et al., 1986, p. 832) with regard to entrepreneurial choices, we conducted our analysis with commitment variables alone.

Data on demographic variables such as marital status, if they have children, and whether they or any of their immediate and extended family members had ever owned their own business with gender information of these entrepreneurs were also collected in the survey (see Tables 4 and 5).

Results

For all the analyses, the widely used and recognized SPSS (version 20 for Mac) was the software of choice. We made all the necessary checks by following the guidelines and recommendations made by Field (2000), and multicollinearity and, hence, problems created by a lack of discriminant validity were not likely to yield biased data.

Part 1: Quantitative Analyses and Findings

We began our analyses by applying the most popular method of Cronbach's alpha coefficient for reliability analysis where a value of around .7 has been considered adequate (Nunnally,

Table 1. EFA Analysis Results of Entrepreneurial Self-Efficacy.

	Marketing self-efficacy	Financial control self-efficacy	Management self-efficacy	Innovation self-efficacy	Risk-taking self-efficacy
Alpha	.69	.91	.86	.94	.74
MARSE2	.82				
MARSE3	.76				
MARSE1	.73				
MARSE4	.65				
MARSE6	.53				
MARSE5	.51				
FCSE1		.88			
FCSE2		.79			
FCSE3		.64			
MANSE3			.79		
MANSE5			.73		
MANSE4			.65		
INNSE2				.89	
INNSE1				.89	
MANSE9					.77
MANSE10					.59
MANSE11					.49
MANSE12					.48
Variance explained	40.01	9.23	6.96	4.99	4.21
Cumulative variance explained	40.01	49.24	56.2	61.19	65.4

Note. Items associated with the above given codes can be seen in Appendix A. EFA = exploratory factor analysis; MARSE = marketing self-efficacy; FCSE = financial control self-efficacy; MANSE = management self-efficacy; INNSE = innovation self-efficacy.

Table 2. EFA Analysis Results of LRSS Commitment Factors.

	Family commitment	Work commitment
Alpha	.84	.86
PRC3	.83	
PRC5	.73	
MRC2	.73	
PRC2	.72	
MRC3	.69	
HRC3	.6	
MRC1	.58	
HRC2	.55	
HRC4	.52	
ORC4		.87
ORC5		.86
ORC3		.81
ORC2		.81
Variance explained	31.02	21.75
Cumulative variance explained	31.02	52.77

Note. Items associated with the above given codes can be seen in Appendix A. EFA = exploratory factor analysis; LRSS = life role salience scale; PRC = parental role commitment; MRC = marital role commitment; HRC = homecare role commitment; ORC = occupational role commitment.

1978). We examined reliability for each of the constructs separately together with correlations and other basic descriptive statistics involving data frequencies, means, and standard deviations (see Table 3).

Respondents' age ranged from 22 to 61 years. The sample included relatively mature women with an average age of 36. Entrepreneurs in Turkey exhibit higher average ages for women than men in general (Demirel, 2013). Yet, the sample was above the average age reported as 31, in other recent entrepreneurial research involving both male and female respondents ($N = 400$; Sönmez & Toksoy, 2014) in Turkey. Having already accomplished what is expected of them by a certain older age may explain this issue, as marital roles, in particular, become relatively easier as women grow older. Supportively, 74 of the 120 women (62%) who had a child had grown-up children.

Out of the 189 women who replied to marital status and children-related questions, 22% were single, whereas 12% of the married women were divorced. Our sample consisted of highly educated women compared with the general population of Turkey. Out of the 189 women who replied to education question, 145 (77%) held an undergraduate degree or higher, whereas the figure is just 10% among the general population of Turkey according to 2015 data (TUIK, 2015). The work experience of participants ranged from 1 to 7

Table 3. Correlations.

		No. of items	*M*	*SD*	Alpha	AGE	EXP	MARSE	INNSE	MANSE	RTSE	FCSE	ESE	EI	PRRV	PRC	MRRV	MRC	HRRV	HRC	ORRV	ORC	FAM
1	AGE		36.9	8.19		1																	
2	EXP		4.70	1.65		.66***	1																
3	MARSE	6	3.66	0.69	.89	−.10	−.16*	1															
4	INNSE	2	4.11	0.74	.94	−.07	−.06	.45***	1														
5	MANSE	3	3.97	0.71	.86	.03	−.07	.56***	.35***	1													
6	RTSE	4	3.78	0.66	.74	.00	.03	.45***	.34***	.48***	1												
7	FCSE	3	3.60	0.91	.91	.00	−.02	.55***	.20***	.50***	.49***	1											
8	ESE	18	3.82	0.55	.92	−.04	−.08	.81***	.62***	.78***	.73***	.77***	1										
9	EI	9	4.29	0.49	.83	−.01	−.03	.27***	.37***	.17*	.30***	.21**	.36***	1									
10	PRRV	4	4.32	0.70	.80	.15†	.10	.03	.06	.02	.04	.06	.05	.15*	1								
11	PRC	3	3.40	0.83	.82	.03	−.03	.02	−.02	.03	−.11	.01	−.02	.01	.46***	1							
12	MRRV	3	3.32	0.97	.81	−.09	−.07	−.04	−.07	−.05	−.18*	.07	−.06	.01	.35***	.51***	1						
13	MRC	3	3.48	0.77	.74	−.09	−.12	−.09	.04	.03	−.14†	−.04	−.05	.07	.24***	.54***	.58***	1					
14	HRRV	4	3.76	0.72	.82	.02	.01	.02	.21**	.15*	−.07	.08	.11	.20**	.17*	.29***	.32***	.40***	1				
15	HRC	3	3.55	0.69	.71	.01	−.09	.04	.07	.09	.02	.01	.06	.05	.17*	.42***	.22**	.35***	.33***	1			
16	ORRV	3	0.45	0.50	.75	−.05	−.10	.15*	.31***	.16*	.11	.09	.22**	.31***	.10	.08	.03	.08	.24***	−.02	1		
17	ORC	4	4.05	0.69	.86	.05	.02	.27***	.32***	.29***	.15*	.24***	.34***	.38***	.08	.02	−.06	.02	.30***	.04	.51***	1	
18	FAM	9	3.47	0.63	.84	.00	−.10	−.03	.02	.05	−.11	−.02	−.02	.06	.42***	.85***	.58***	.79***	.42***	.74***	.06	.04	1

Note. Below diagonals are correlations. The sample size varies from $N = 174$ to 232 after pairwise deletion. AGE = age; EXP = work experience; MARSE = marketing self-efficacy; INNSE = innovation self-efficacy; MANSE = management self-efficacy; RTSE = risk-taking self-efficacy; FCSE = financial control self-efficacy; ESE = entrepreneurial self-efficacy; EI = entrepreneurial intention; PRRV = parental role reward value; PRC = parental role commitment; MRRV = marital role reward value; MRC = marital role commitment; HRRV = homecare role reward value; HRC = homecare role commitment; ORRV = occupational role reward value; ORC = occupational role commitment; FAM = family role commitment.
†$p < .10$. *$p < .05$. **$p < .01$. ***$p < .001$.

Table 4. Entrepreneurial Experiences of the Sample and Their Families.

	Previous entrepreneurial experience		Entrepreneurs in the family		Entrepreneurs among relatives		Gender of entrepreneur	In the family		Among relatives	
	Frequency	%	Frequency	%	Frequency	%		Frequency	%	Frequency	%
Yes	104	55	139	74	150	81	*Man*	101	72	80	64
No	85	45	49	26	35	19	*Woman*	3	2	12	10
							Both	37	26	32	26
Total	189		188		185		Total	141		124	

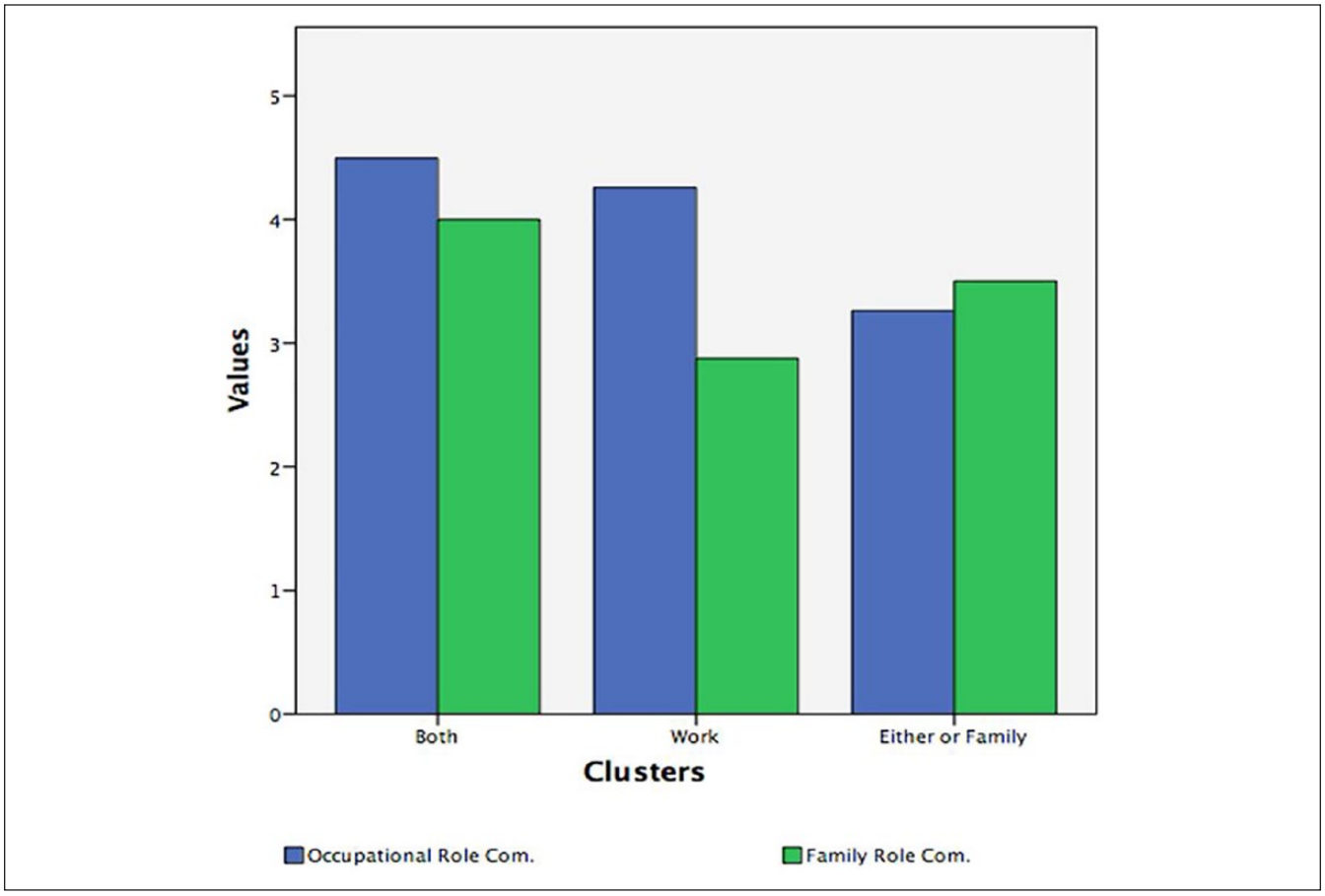

Figure 1. Final work–family cluster centers of the sample.

years, with a mean of 4.7 years. Certain other descriptive statistics related to entrepreneurial experiences of either them or people from their families can be seen in Table 4.

We had quite a high number of women who had some previous entrepreneurial experience (55%—104 of 189 respondents) and/or exposure to entrepreneurs either in their immediate (74%—139 of 188 respondents) or extended family (81%—150 of 185 respondents). Considering the nature of our sample, this was in accordance and supporting the prior research demonstrating having a family member who owns a business as important for the entrepreneurial journey (Carter et al., 2003; Gupta et al., 2009).

Parallel to our main goal of exploring different coping strategies and different roles' relationship with the ESE, we conducted a cluster analysis to see whether it would be possible to classify women into unique and different meaningful groups (Borgen & Barnett, 1987; Cinamon, 2010; Pillow, Barrera, & Chassin, 1998) according to their commitment to work and family roles. Results of the cluster analysis showed three distinct profiles (Figure 1):

Table 5. Descriptive Statistics Related to Work–Family Clusters.

	Observations		Marital status						Kids			
	Frequency	%	Single		Married		Divorced		Yes		No	
Cluster			Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
1. Both	64	34	15	36	43	35	6	27	43	36	21	30
2. Work	59	32	18	43	31	25	10	46	28	24	31	45
3. Either or family	64	34	9	21	49	40	6	27	47	40	17	25
Total	187		42		123		22		118		69	

Table 6. Entrepreneurial Experiences of the Work–Family Clusters.

	Entrepreneurial experience				Entrepreneurs in the immediate family				Entrepreneurs among relatives			
	Yes		No		Yes		No		Yes		No	
Cluster	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
1. Both	32	31	32	38	50	36	14	29	52	35	11	31
2. Work	35	34	24	29	41	30	17	35	47	32	11	31
3. Either or Family	36	35	28	33	47	34	17	35	49	33	13	37
Total	103		84		138		48		148		35	

Profile 1, which we labeled as "both" due to high attribution to both work and family roles;
Profile 2, the "work" cluster, due to the highest attribution to the occupational role and the lowest importance to family roles; and
Profile 3, the "either or family" profile, due to their lowest importance attribution to the work role and higher than occupational role attribution to the family role within the profile, and moderate attribution to the family role among all clusters. Certain other descriptive related to clusters are presented in Tables 5 and 6.

The profiles we ended up with are congruent with the typology of Goffee and Scase (1985) where they group women according to motivation and experience of business ownership. Profile 1 which we labeled as "both" fits with Goffee and Scase's (1985) "conventional" group in which women are committed to fulfilling both their domestic and entrepreneurial roles. This cluster shows a reactive role behavior in their coping strategy as defined by Kirchmeyer (1992) by attempting to respond to all demands and constitutes an example of an "integration" strategy at the individual level (Jennings & McDougald, 2007). The two other clusters we have found constitute examples of "accommodation" of either work or family strategy at the individual level. Profile 2 which we labeled as "work" fits with "innovative" entrepreneurs who are committed to entrepreneurship ideas, while "either of family" cluster (Profile 3) is in parallel with "domestic" businesswomen committed to conventional gender roles of Goffee and Scase's (1985) typology. Most probably, as our sample was composed of individuals with high entrepreneurial intentions, we did not have any "radical" proprietors who have a low commitment to both roles.

Looking at the descriptive statistics, the observation made about the "single" and "divorced" statuses being highest and consequently "mother" status being lowest in the "work profile", and "married" and "mother" statuses being highest in the "either or family" profile seems quite reasonable and in line with the different clusters. Yet, causality may be through both directions and need further research.

After grouping our sample into meaningful, diverse clusters, in our further analyses we mainly conducted analysis of variance (ANOVA) for our different antecedents on all DVs—ESE and all five subdomains of it: marketing self-efficacy (MARSE), innovation self-efficacy (INNSE), management self-efficacy (MANSE), risk-taking self-efficacy (RTSE), and financial control self-efficacy (FCSE).

Work–Family clusters. We found significant ($p \leq .01$) differences among clusters for each DV except risk-taking efficacy (Table 7). In all these cases, the "both" cluster had the highest ratio of the measured variable followed by the "work" cluster (Figure 2).

Entrepreneurial exposure in the immediate and/or extended family. We found no significant differences among those women who had entrepreneurs in their immediate and/or extended families to those women who had none, in terms of our DVs except family role commitment. Interestingly, women with entrepreneurs in their immediate family attributed significantly more importance to family roles ($p \leq .05$) than other women (Table 8 and Figure 3).

Table 7. ANOVA According to Work–Family Clusters.

	Sum of squares	*df*	Mean square	*F*	Significant
Marketing self-efficacy					
Between groups	4.486	2	2.243	4.896	.008
Within groups	85.675	187	0.458		
Total	90.161	189			
Innovation self-efficacy					
Between groups	12.053	2	6.027	12.004	.000
Within groups	92.876	185	0.502		
Total	104.930	187			
Management self-efficacy					
Between groups	6.452	2	3.226	6.614	.002
Within groups	90.240	185	0.488		
Total	96.692	187			
Risk-taking self-efficacy					
Between groups	1.089	2	0.545	1.208	.301
Within groups	83.895	186	0.451		
Total	84.985	188			
Financial control self-efficacy					
Between groups	8.922	2	4.461	5.552	.005
Within groups	149.446	186	0.803		
Total	158.367	188			
Entrepreneurial self-efficacy					
Between groups	5.511	2	2.755	9.724	.000
Within groups	53.273	188	0.283		
Total	58.783	190			
Entrepreneurial intention					
Between groups	4.887	2	2.443	11.461	.000
Within groups	40.720	191	0.213		
Total	45.607	193			

Note. ANOVA = analysis of variance.

Part 2: Qualitative Analyses and Findings

We further aimed to enrich our findings from Part 1, with in-depth, semi-structured interviews to draw out some critical insights. We asked the interviewees to explain and describe their coping strategies for managing different life role expectations throughout their entrepreneurial journey. We asked specific questions on domestic labor, marriage, and child care to identify the division of labor and its perception within the family. Moreover, we inquired into the role of the (wo) men surrounding these women on their entrepreneurial journey. The questionnaire also included questions on family background, financial history, and business background. We used all of these to establish a fuller picture of the interviewees that would enable comparison and classification with clusters of our quantitative analysis.

We conducted Interview A lasting 2 hr in a coffee house, Interview B lasting 30 min in the interviewee's workplace, and Interview C lasting 2 hr in an office at our University. A semi-structured open-ended interview questionnaire was employed with the presence of at least one of the researchers, and all three interviewees agreed to digital recording. The open-ended nature of the questionnaire that allowed the interviewees to speak freely yielded a wider array of responses to the questions therein. Following the interviews, we had the recordings transcribed, making a total of 22,000 textual words, and we analyzed the entire text in detail. A full guide for the semi-structured interview can be seen in Appendix B.

All three interviewees were university graduates with business experience at their early 30s. All jobs they had worked at were related to their university education, and they had attempted to transform that experience into a business opportunity. They all used their university education as a convincing tool for their entrepreneurial journey in bargaining with their family members.

When the family histories are considered, all interviewees came from middle-class families, and from grandparents to parents, families had advanced up the social scale from the lower middle class to middle class. Every family had at least a couple of family members who had engaged in entrepreneurial activities at one point in their life. In all three families, entrepreneurial activities were considered normal when male figures are concerned. In other words, there was no

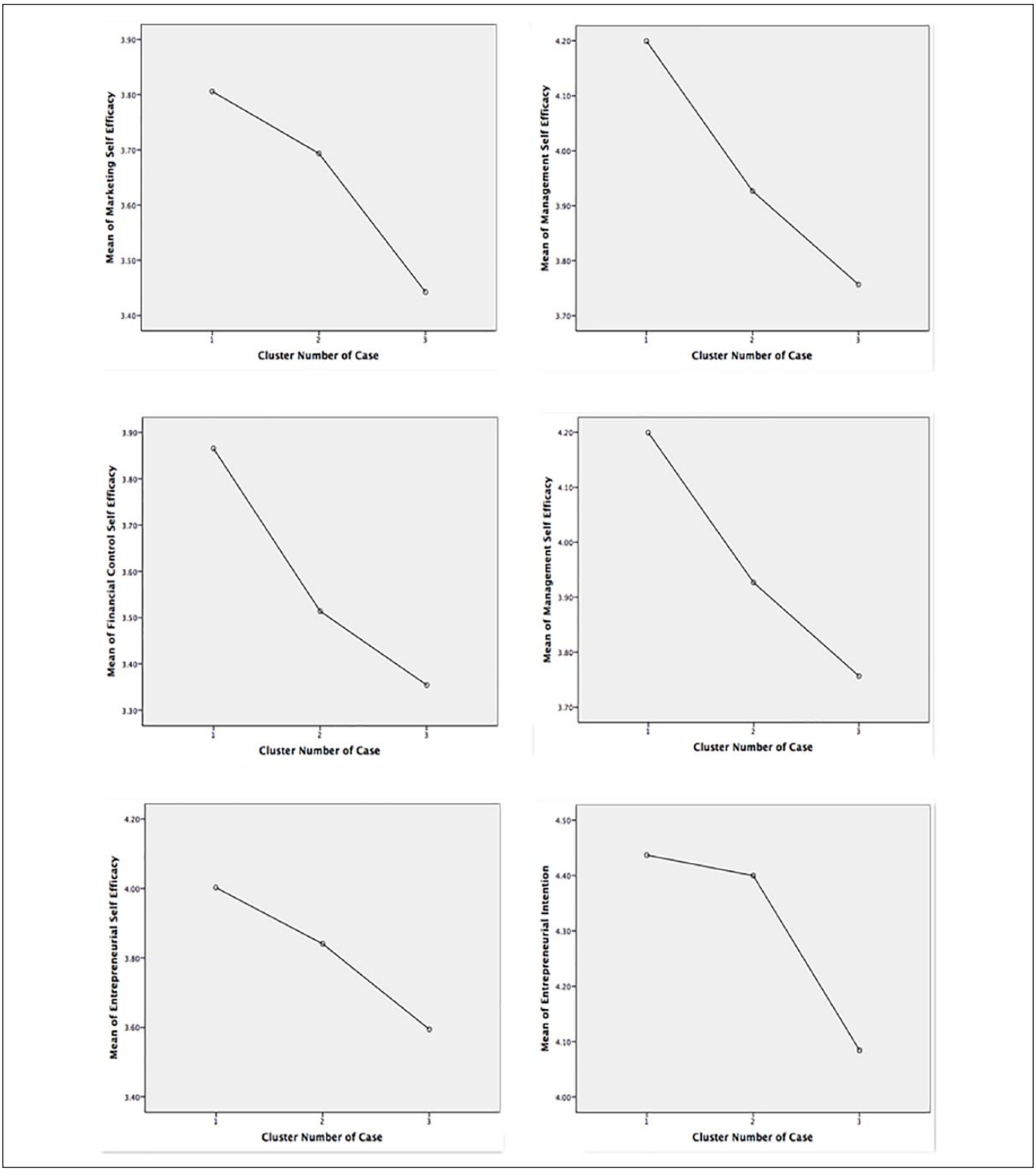

Figure 2. Mean plots according to clusters.
Note. Cluster 1 represents "both" group, whereas Cluster 2 represents "work" and Cluster 3 "either or family" groups.

notion of "women cannot work," although there was a negative perception of women starting their own business. Even in the family that possesses the strongest entrepreneurial background, female members were not expected to continue the legacy. Yet, there was no immediate obstacle in the sense that "this is not permitted," but there was no financial

Table 8. ANOVA According to Entrepreneurs in the Family.

	Sum of squares	*df*	Mean square	*F*	Significant
Marketing self-efficacy					
Between groups	0.905	1	0.905	1.925	.167
Within groups	86.082	183	0.47		
Total	86.988	184			
Innovation self-efficacy					
Between groups	0.176	1	0.176	0.311	.578
Within groups	102.594	181	0.567		
Total	102.77	182			
Management self-efficacy					
Between groups	0.001	1	0.001	0.002	.961
Within groups	94.963	180	0.528		
Total	94.964	181			
Risk-Taking self–efficacy					
Between groups	0.276	1	0.276	0.604	.438
Within groups	82.731	181	0.457		
Total	83.007	182			
Financial control self–efficacy					
Between groups	0.555	1	0.555	0.65	.421
Within groups	154.649	181	0.854		
Total	155.204	182			
Entrepreneurial self-efficacy					
Between groups	0	1	0	0.001	.97
Within groups	56.925	183	0.311		
Total	56.925	184			
Entrepreneurial intention					
Between groups	0.018	1	0.018	0.073	.787
Within groups	44.711	186	0.24		
Total	44.729	187			
Occupational role commitment					
Between groups	0.036	1	0.036	0.073	.787
Within groups	90.088	185	0.487		
Total	90.124	186			
Family role commitment					
Between groups	2.08	1	2.08	5.39	.021
Within groups	71.001	184	0.386		
Total	73.081	185			

Note. ANOVA = analysis of variance.

support available should they opt to proceed. The perception in all three families was that working women should be on a payroll and also should take care of their children and spouses.

Interviewee A, who had a strong entrepreneurial family background among her close or distant male relatives, saw no conflict between work and family. She did not even consider the interaction as an issue, "as long as you have daycare." She was divorced, and because of her attempt to establish her own business, she was still considered a "rebellious girl" by the extended family. Being a perfect fit for Profile 1 individuals of our findings, she embodied the idea of "I have no problem doing both" and considered herself to be a true businesswoman. Although she had the strongest entrepreneurial family background, she obtained no financial support from the family. Yet, she employed the family's entrepreneurial background to challenge male members of her family who opposed her and leveraged her university degree to present her case effectively within the extended family.

Interviewee B, who had never been married, also considered herself to be a true businesswoman but focused exclusively on her business. In her words,

> I did not want to get married, even though I've been under pressure from all directions for some time. Because I didn't

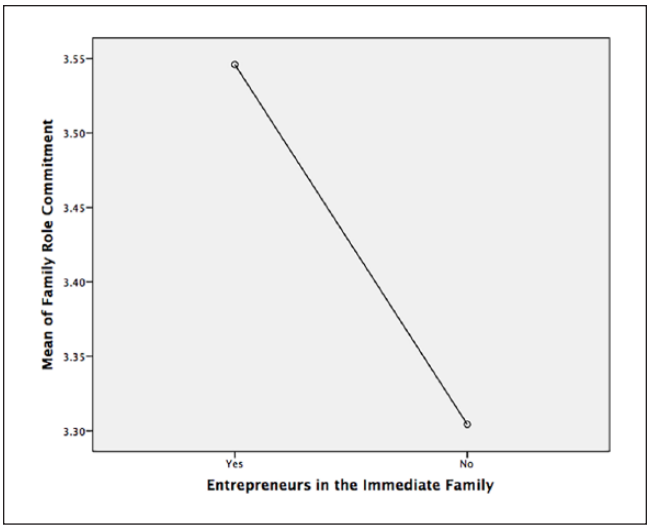

Figure 3. Mean plots according to entrepreneurs in the immediate family.

> want a man to look at me, pressure me and expose me to societal expectations. I don't need that. Everything should be equal. I couldn't find a single man who would fit in well with my expectations.

Unlike Interviewee A, her family did not have a strong entrepreneurial background except her father who was a worker during his 20s and later established a restaurant in his 30s. She recalls her father with gratitude, informing that "I worked with my father at that restaurant. Every day after school, I would go and see my father and work there. He always supported me and treated me as if I was his 'son'" After her father passed away, she started experiencing problems with the family. She had been challenging patriarchal family structures since she started her business. In her words, "I had to fight everybody in the family to be accepted as a businesswoman." The tactic she first employed was upfronting the conflict, but nowadays she thinks as ". . . money has taken its course . . . I was the one who took care of the family after my father passed away . . . now my mother complains less." Indeed, her mother apparently stopped complaining about her being a businesswoman once she started to earn money for the entire family.

Interviewee C, who recently got married, worked from a home-office. She cooked and did both house and office work. She stated that ". . . it's easier now that I am at home. Whenever I'm not working, I can get on with the housework." She seemed to conform well with Profile 3. Women classified in this typology claim that they can do both, but family roles have the priority, which our interviewee demonstrated precisely in her words: "I can do both, but when circumstances change, and it becomes a matter of choice, I will certainly pick the family." Unlike Interviewee B, she had support from her aunt who had a beauty salon during her childhood in the neighborhood, and she constituted a positive role model for our interviewee.

Discussion

Given that Turkey possesses one of the largest gender differences in employment rates among European countries (EU Statistics, 2017), it is not surprising to observe women who pursue entrepreneurship in Turkey facing various challenges. However, this does not mean that we should approach all women through the same lens and from a perspective of victimization. Women develop different strategies and tactics to overcome challenges (Kandiyoti, 1998). The common denominator among the women in our research is that they have different means of coping and ways of overcoming the challenge.

Having a congenial and supportive environment enables the perception of achievability of the entrepreneurial journey (Krueger & Brazeal, 1994), and people who have "personal efficacy are more likely to be developed and sustained" in such a context (Chen et al., 1998, p. 295). The presence of entrepreneurs in the immediate and extended family, higher levels of education, and the experience and wisdom accumulated over time increase the support and/or decrease the resistance a woman receives from her environment.

Our findings show that having an entrepreneur(s) in the immediate family was a powerful coping strategy. Our sample involved women with a high ratio of entrepreneurial family members, where 71% and 26% of these entrepreneurs were men, and both men and women, respectively (see Table 4). Entrepreneurship was almost perceived as a family legacy for some women, especially for those who were the third generation or above in pursuing an entrepreneurial journey. The use of family background was a valid tactic. It seems that families who rose from a lower-class to middle-class status are eventually less prone to fulfilling traditional gender roles, particularly when it comes to female family members who wish to become an entrepreneur. Arguably one reason for this is that middle-class status provides income security, but also what Fussel (1983) in his widely used book *Class* calls "psychic insecurity." Women use this class anxiety to break away from patriarchal family roles, adopting various tactics in realizing their strategy.

Even when women were perceived as "rebellious" against the societal role expected of them, they relied on the very family legacy that had generated this perceived rebellious disposition to confront their critics. In other words, resistance was still there, but the women were able to depend on their legacy to defend their journey: "You did the same thing, why not me?" The reason for this is perhaps that these individuals do not wish to attract attention in terms of expected patriarchal societal roles that would jeopardize their journey toward becoming an entrepreneur, whereby they also play familial roles.

Another tactic along the same line was to minimize the importance of child care by arguing that "as long as there is professional help there is no problem" and that "I can do both." This also may be the reason why these individuals claim strong parental skills. It is unsurprising then that our findings show that parental role reward was high across all samples. This is possibly due to the cultural context where motherhood is praised most among all other societal roles. There is no need to claim the opposite hurriedly, and rather, it is more advisable to bargain with the expectation. Bargaining with this expectation can be found in an idiomatic Turkish expression: "*Çoçuk da yaparım kariyer de*" [I can have both children and career at the same time]. In the mass media, the idiomatic expression became the symbol of those women who fit Profile 1, namely those with the highest ESE, entrepreneurial intention, and innovation SE compared with Profile 2 individuals, who solely focus on "work" and Profile 3 individuals who form "either or family" clusters in our research.

Education, as we realized in our interviews, has been used as another key confronting tool in the face of patriarchy and environmental resistance. This tool, crystallized in the statements such as "why did I study at University if I won't make use of what I've learned?", may explain the unexpectedly high level of education in our sample. Thus, education was another key weapon in women's struggle for their entrepreneurial journey.

Considering the results about the relationship of different clusters and their SE beliefs, the segmentation makes quite a sense. Yet, as we do not have enough data to drive conclusions about the causality, we end up with a chicken-and-egg question there. Women's life role choices based on their values may have led to the formation of their beliefs about their capacity to perform some entrepreneurial behavior or vice versa. At that point, even the previous entrepreneurial experience ratio being the highest in "either or family" profile seems not to affect the efficacy beliefs. One explanation for this may be experienced entrepreneurs becoming more objective and/or realistic, and less idealistic and/or romantic about entrepreneurship and the struggles involved in that journey. As established by Fiske and Taylor (1991), people with previous experience can fall into mental traps of their prior practices and formed biases and may not be successful in leveraging what they have been expected to learn. In other words, "prior entrepreneurial experience" with the side effects of overconfidence, blind spots, and/or the illusion of control may be a burden (Uçbasaran, Westhead, & Wright, 2001).

Moreover, having an entrepreneur in the family, extended and/or immediate, seems to be an important factor. In addition to the supportive environment provided as they know the "journey," it may be the role model impact. Women with entrepreneurs in their immediate family group's higher and significantly more importance attribution to family roles may be due to successful previous/present role models successfully managing both worlds. Interestingly, looking at the descriptive statistics (see Table 6), one recognizes that the "work" profile has the lowest presence of entrepreneur ratio in both the immediate and the extended family. This may single the importance of the role model. Yet, the close ratios of entrepreneurial presence in the other two profiles may signal the performance, that is, in managing both worlds of work and family, of role model, more than its mere presence. Yet, this promising avenue needs more research before coming up with conclusions.

Consequently, our study, in the context of a developing economy, confirms that WFI experiences and coping strategies have prominent implications (Jennings & McDougald, 2007) and women respond non-homogeneously.

The practical implication of this, especially considering the "either or family" profile, for the families, communities, and/or public around these current and aspiring women entrepreneurs would be to aim "creating an 'efficacy-enhancing environment' as an environment perceived to be more supportive will increase ESE because individuals assess their entrepreneurial capacities in reference to perceived resources, opportunities, and obstacles existing in the environment" (Chen et al. 1998, p. 296). Our findings showing the positive impact of a supportive environment are parallel to this assertion.

Limitations and Future Research

This study which is one of the very few examples of research made in an emerging economy setting about WFI and women entrepreneurship, utilizing the ESE and LRSS scales for the first time in the specific context, like all the research output, has a number of conceptual and methodological limitations which nevertheless provide fruitful avenues for future research as well.

First and foremost, among the limitations of this study is the reliance on self-report cross-sectional data from a limited sample. By all means, adding the entrepreneurial performance as a DV and exploring the link between clusters and other related variables, and performance will be a promising future research venue. In that direction, the measurement of different variables by different respondents or through archival or objective data may yield more powerful results. In parallel, a longitudinal study setup may permit an analysis of causal relationships among the variables.

Last but not least, although we reflected a little, based on some descriptive statistics, future research may focus on the link between marital/parental status or past entrepreneurial experience and SE beliefs to better understand whether and how personal experiences influence the SE of the entrepreneurs. Moreover, the "success" of the role model in the family in managing work and family may be another important research avenue.

All in all, cautious interpretation should be in order. Yet, despite all these limitations, the information provided by this study may be valuable to current or aspiring women entrepreneurs in developing economies like Turkey. Yet, exploratory studies like this, made for understanding

nonhomogeneous women's response to roles and challenges in the society will shed light not only on the experiences of women but also on the experiences of all entrepreneurs (Mirchandani, 1999) and will inspire future interest and encourage validation of the findings presented.

Appendix A

Finalized Versions of Adapted Survey Items

Parental role commitment (PRC) items
PRC-2: I expect to devote a significant amount of my time and energy to the rearing of children of my own.
PRC-3: I expect to be very involved in the day-to-day matters of rearing children of my own.
PRC-5: I do not expect to be very involved in childrearing. [Reversed]

Homecare role commitment (HRC) items
HRC-2: I expect to devote the necessary time and attention to have a neat and attractive home.
HRC-3: I expect to be very much involved in caring for a home and making it attractive.
HRC-4: I expect to assume the responsibility for seeing that my home is well kept and well run.

Marital role commitment (MRC) items
MRC-1: I expect to commit whatever time is necessary to make my marriage partner feel loved, supported, and cared for.
MRC-2: Devoting a significant amount of my time to being with or doing things with a marriage partner is not something I expect to do. [Reversed]
MRC-3: I expect to put a lot of time and effort into building and maintaining a marital relationship.

Occupational role commitment (ORC) items
ORC-2: I expect to make as many sacrifices as are necessary to advance in my work/career.
ORC-3: I value being involved in a career and expect to devote the time and effort needed to develop it.
ORC-4: I expect to devote a significant amount of my time to building my career and developing the skills necessary to advance in my career.
ORC-5: I expect to devote whatever time and energy it takes to move up in my job/career field.

Marketing Self-Efficacy (MARSE) Items

MARSE-1: Setting and meeting market share goals
MARSE-2: Setting and meeting sales goals
MARSE-3: Setting and meeting profit goals
MARSE-4: Establishing product position in the market
MARSE-5: Conducting a market analysis
MARSE-6: Expand a business

Innovation Self-Efficacy (INNSE) Items

INNSE-1: Creating new venture and developing new ideas
INNSE-2: Creating new products and services

Management Self-Efficacy (MANSE) Items

MANSE-3: Managing time by setting goals
MANSE-4: Defining organizational roles, responsibilities, and policies
MANSE-5: Establishing and achieving goals and objectives

Risk-Taking Self-Efficacy (RTSE) Items

RTSE-1: Taking calculated risks
RTSE-2: Making decisions under uncertainty

RTSE-3: Taking responsibility for ideas and decisions
RTSE-4: Working under pressure and conflict

Financial Control Self-Efficacy (FCSE) Items

FCSE-1: Performing financial analysis
FCSE-2: Developing financial systems and internal controls
FCSE-3: Controlling cost

Appendix B

Semi-Structured Interview Guide

Personal information
Education
High school/university?
Department? How was that department chosen?

Past work experience
What was the reason for leaving the previous job?
Whom were working with, females or males?
Whom prefers to work with, females or males?
Whether there was any trouble in past work experience due to being a female?

General description of the start-up
What types of businesses were done at the very beginning?
What is the volume of business?
What about the employees?
Any subcontracted outsource paid or unpaid help available?
Any unpaid or paid family member contributing to the business?
Had any economic issues upon starting the business?
How were such issues resolved? Any support?
If money was borrowed, was it paid back?
Where do the profits spend on?
Living expenses?
Savings for growing the business?
Future plans and ideas?
What are the husband's ideas for the future of the business?
Supportive for savings to grow the business?
Is there anyone who is referred to as "if it weren't for him or her I would have never been able to start this business?"

Family information
How was starting a business perceived?
Are there any entrepreneurs in the family?
How did these individuals decide to start a business?
Were the entrepreneurial family members supportive? What was the reaction against their disposition?
Were there any gender-based differences in reactions?
Educational, work and social class, and capital accumulation through the ownership history of family members?
Whether the family is supportive of education? Especially for girls? To what extent?

Parents
Relationship of parents?
Role division at home? Authoritarian figure at home?
Parents work hours and hours devoted to the family?

Marital status: Husband or significant other

Married?
How did the couple meet?
Significant other's education/work related to the started business?
Whether significant other was supportive, and to what extent? The material, emotional, and so on?
Would have started the business even if the spouse was not supportive?
If the workload is 100 units, how much is the contribution of the spouse?

Children
To what extent does the spouse participate in child care?
If no kids, any plans to have?
If future plans include having kids, any commitment to continue the business after parental leave?
If future plans include having kids, who are planned to be the primary caregivers?
If future plans include having kids, what is expected to change?
Role division at home?
Primary bread earner and budget maker?
Spouses' work hours/hours spent at home

Relationship with in-laws
Expectations of in-laws
Attitudes of in-laws to start-up ownership?

Friends
Close friends?
Any entrepreneur friends?
Any supportive friends? Type of support?

Ownership
House owner or renter?
Live-in with family?
Any savings?
Monetary support of family?
Fixed expenditures?
Monetary support provided to family members?

Entrepreneurial experience
Why is entrepreneurship chosen? What were past experiences resulting in this decision?
Past work experiences and any problems experienced that may have resulted in choosing to decide on entrepreneurship?
How was life altered once the business was started?
Feeling any different as a woman?
Any expectations?
Aspire to own a big business? Or prefers to be a small business owner?
Any problems experienced as a female?
Whether had to change the language, physical appearance, and so on?
Any support received because of being female?
Any strategies developed as a female entrepreneur?
Whether being explicit about marital status or keeps it confidential?
Daily/weekly routines?
Any independent office? Or home-office?
What are expectations from her as a female?

Related thoughts?
"If I were a male" thoughts occurring, and when?
Wants her child(ren) to become an entrepreneur?

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