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The Price of Entrepreneurial Satisfaction for Chinese Women Entrepreneurs: Work and Family Stress, Emotional Exhaustion and Coping Strategies

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Doctor of Management

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July, 2023



BUSINESS
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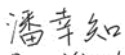
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PAN Xingzhi

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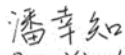
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Abstract

For women entrepreneurs, the stressors brought by work role and family role will have an impact on their career, family, physical and mental health. Coordinating work and family roles is great challenge for women entrepreneurs. This study aims to explore how work and family stressors affect women entrepreneurs' entrepreneurial satisfaction, and the moderating role of coping strategies in the process.

Based on conservation of resources theory, this study developed the hypothesized model. Using 174 valid questionnaires collected through two time points, regression analysis was used to test the research model. The results showed that: (1) Job involvement, family involvement and time committed to family are negatively related to entrepreneurial satisfaction, while flexibility is positively related to entrepreneurial satisfaction; (2) Emotional exhaustion mediates the relationship between work and family stressors and entrepreneurial satisfaction; (3) Prioritizing entrepreneurship behavior strategy mitigates the positive relationship between job involvement and emotional exhaustion while it accentuate the negative relationship between flexibility and emotional exhaustion; (4) Prioritizing entrepreneurship behavior strategy moderates the mediating effect of emotional exhaustion on the relationship between job involvement and entrepreneurial satisfaction and the relationship between flexibility and entrepreneurial satisfaction; (5) Reactive role behavior strategy mitigates both the positive relationship between family involvement and emotional exhaustion, and the positive relationship between time committed to family and emotional exhaustion; (6) Reactive role behavior strategy moderates the mediating effect of emotional exhaustion on the relationship between family involvement and entrepreneurial satisfaction and the relationship between time committed to family and entrepreneurial satisfaction.

Keywords: work stressors, family stressors, emotional exhaustion, entrepreneurial satisfaction, coping strategy

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Resumo

Particularmente para as mulheres envolvidas em projetos empreendedores, os fatores de stress trazidos pela componente profissional e pela componente familiar têm um impacto ao nível da sua carreira, família, e saúde física e mental. Assim, coordenar a componente familiar e profissional é um enorme desafio para as mulheres empreendedoras. Este estudo tem como objetivo explorar como os fatores de stress, que advêm das componentes profissional e pessoal, afetam a satisfação das mulheres empreendedoras no seu trabalho e em particular, pretende explorar o papel moderador das estratégias para lidar com o stress.

Baseado na teoria da conservação de recursos, este estudo desenvolveu um modelo teórico. Utilizando 174 respostas válidas obtidas em dois momentos distintos, desenvolvemos uma regressão para testar o modelo desenvolvido. Os resultados mostraram o seguinte: (1) o envolvimento familiar e o tempo despendido com a família estão negativamente relacionados com a satisfação empreendedora, enquanto que a flexibilidade está positivamente relacionada com a satisfação empreendedora; (2) a exaustão emocional é um fator mediador na relação entre fatores de stress laborais e familiares e a satisfação empreendedora; (3) a estratégia de comportamento empreendedor atenua a relação positiva entre envolvimento no trabalho e a exaustão emocional, enquanto acentua a relação negativa entre a flexibilidade e a exaustão emocional; (4) priorizar a estratégia de comportamento empreendedor modera o efeito mediador da exaustão emocional na relação entre envolvimento no trabalho e satisfação empreendedora e na relação entre flexibilidade e satisfação empreendedora; (5) a estratégia de comportamento do papel reativo atenua tanto a relação positiva entre o envolvimento familiar e a exaustão emocional, e a relação positiva entre tempo despendido com a família e a exaustão emocional; (6) a estratégia de comportamento de papel reativo modera o efeito mediador da exaustão emocional na relação entre envolvimento familiar e satisfação empresarial e na relação entre tempo despendido com a família e a satisfação empreendedora.

Palavras-chave: fatores de stress no trabalho, fatores de stress familiares, exaustão emocional, satisfação empreendedora, estratégias de enfrentamento

JEL: M1; M13

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摘要

对于创业女性而言，工作角色和家庭角色带来的压力会对她们的事业、家庭、身心等都产生一定的影响。如何协调工作角色和家庭角色对于创业女性是一大挑战。因此，本研究旨在探索工作和家庭压力源如何影响创业女性的创业满意度，以及应对策略在压力源影响创业女性情绪耗竭过程中的调节作用。

本研究根据资源保存理论，构建理论模型和研究假设。本研究通过两次数据收集获得了174份创业女性的有效问卷，并采用回归分析对研究假设模型进行检验，得到以下结论：（1）工作卷入、家庭卷入、投入家庭的时间与创业满意度负相关，灵活性与创业满意度正相关；（2）情绪耗竭中介了工作和家庭压力源与创业满意度之间的关系；（3）优先创业行为策略调节了工作卷入、灵活性和情绪耗竭之间的关系，高水平的优先创业行为策略会弱化工作卷入与情绪耗竭之间的正向关系，强化灵活性与情绪耗竭之间的负向关系；（4）优先创业行为策略调节了情绪耗竭在工作卷入、灵活性与创业满意度间的中介作用；（5）反应性角色行为策略调节了家庭卷入、投入家庭的时间和情绪耗竭之间的关系，高水平的反应性角色行为策略会弱化家庭卷入与情绪耗竭之间的正向关系，以及会弱化投入家庭的时间与情绪耗竭之间的正向关系；（6）反应性角色行为策略调节了情绪耗竭在家庭卷入、投入家庭的时间与创业满意度间的中介作用。

关键词：工作压力源，家庭压力源，情绪耗竭，创业满意度，应对策略

JEL: M1; M13

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Acknowledgements

During nearly three years, countless phone conversations with my supervisor and more than fifty emails have occurred between the submission of my proposal and the completion of my thesis. It has been ten years since I started my own business, and I have met a wide variety of entrepreneurial women. In my experience, balancing work and home obligations has a profound impact on a woman's career, family, health, and mental well-being. While studying for my PhD, I was also privileged to become a mother, thus completing my transition to the identity of an entrepreneur and mother.

In particular, I would like to express my gratitude to the joint program of doctor of management organized by the ISCTE University Institute of Lisbon and the University of Electronic Science and Technology of China. It allowed me to extend my interest in the topic further and to develop an academic text during the period of "Entrepreneurship + study". It is my pleasure to acknowledge the assistance provided by my Portuguese tutor, Professor Ma Shaozhuang, who has provided me with numerous constructive suggestions in the selection and completion of my thesis. In addition to providing me with careful guidance, he also empowered me when I was confused and depressed. Thanks to my Chinese tutor Professor Chen Lu. Even with my nagging, she managed to assist me with many details in her busy schedule.

I would like to thank all the partners who participated in my entrepreneurship survey. Without them, there would be no research results today. In addition, I am grateful for my family's support. I am inspired by their silent and selfless dedication that provides me with the confidence and perseverance to take on another challenge.

Even if I encounter great difficulties in my entrepreneurial career in the future, I believe I will "meet with great difficulties but pull through", live up to expectations, and remain firm throughout. Additionally, I would like to empower women who need assistance in order to grow together. Let's cheer for entrepreneurial women!

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致谢

从论文开题到完工，在与导师 50 多次的邮件沟通和已数不清次数的电话探讨中，近三年的时间悄然逝去。创业十年以来，我接触了形形色色的创业女性，深知工作角色和家庭角色的协调对于女性事业、家庭、身心的影响有多大。而在攻读博士学位这重要的几年里，我也很荣幸地升级为母亲，完成了向“创业者+母亲”这一新身份的转变。

感恩葡萄牙里斯本大学学院与中国电子科技大学合办的管理学博士学位项目，让我有幸将这一感兴趣的选题，在“创业+求学”期间深度延展并形成学术文字。感恩我的葡方导师马绍壮教授，从选题到论文成稿，他提供了很多宝贵的建设性建议，除了悉心指点，还在我迷茫和沮丧的时候给我赋能。感恩我的中方导师陈璐教授，在繁忙的工作中，在我的叨扰下，依然在很多很多细节上无微不至地帮助我。

感恩所有参与我创业调查的合作伙伴，没有她们，就没有今天的研究成果。感恩我家人的支持，正是他们默默无私的付出，才使我有信心和毅力完成人生的又一大挑战。

在今后的创业生涯中，无论遇到多大困难，我想我都会“关关难过关关过”，不负期待，永远坚定。我也愿意赋能需要帮助的女性们，一起成长进步。为创业女性加油！

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Chapter 1: Introduction

This chapter presents the research background, research purpose and questions, research implications, research method, research content, and the summary of the study.

1.1 Research background

1.1.1 Practical background

Entrepreneurship is a significant approach for women to participate in economic activities and increase women's economic empowerment (J. Wu, 2019). Women's entrepreneurship has made significant contributions to innovation, employment and wealth creation (Brush & Cooper, 2012). In the past few centuries, entrepreneurs have been dominated by men. With the changes in the overall world economy, such as the prosperity of small and medium-sized enterprises, the development of the service industry, the development of information technology, and the growing awareness of women, the proportion of female self-employment has been increasing. In 2018, the Chinese government issued the Opinions on Promoting High-quality Development of Innovation and Entrepreneurship to create an upgraded version of Mass Entrepreneurship and Innovation, proposing to "further promote women's actions in innovation and entrepreneurship, encourage and support more women to participate in innovation and entrepreneurship practice", which indicates that female entrepreneurship has entered the top-level design of the central government and needs to be further promoted and implemented. In fact, Chinese women's entrepreneurship and employment are choices in the context of economic change embedded in the framework of national strategy, industrial adjustment and technological progress.

Compared with male entrepreneurship, encouraging female entrepreneurship has the following two important meanings: First, traditionally, women have been regarded as the main burden of family responsibilities. As a result, women face great restrictions and obstacles when they want to get out of the family, enter the job market or even start their own businesses, which directly leads to the low overall female labor participation rate and makes female human resources idle. Women account for half of the global population. If such a huge human resource can be effectively used, it will certainly contribute to the revitalization of the overall economy

and the development of national economy. This is why many governments are actively focusing on female entrepreneurship or employment orientation. At the same time, many international organizations are calling for addressing the main causes of the constraints and demands women face in economic activity. Secondly, women account for the majority of the poor population, and are often economically disadvantaged. They are the main undertakers of housework. The problem of female poverty involves a wide range of aspects, including education, society and economy. In the past, most governments adopted social welfare measures to help. However, with the advent of the era of knowledge-based economy, it is necessary to actively promote women's economic autonomy and improve the environment through entrepreneurship and other measures. This is the only way to solve the problem.

According to the "2018/2019 Women's Entrepreneurship Report" released by The Global Entrepreneurship Monitor (GEM), approximately 231 million women in the 59 economies are starting or operating new businesses. Globally, the total amount of women's entrepreneurial activities is 10.2%, about three quarters of that of men. Among them, the entrepreneurial activity index of Chinese women is higher than the global average level, which shows the active degree of Chinese women in entrepreneurial activities (Global Entrepreneurship Research Association, 2019). According to the data from the think tank of *China Entrepreneurs*, by the end of 2016, among the 86 Chinese listed companies listed in major global stock markets (Shanghai, Shenzhen, Hong Kong, New York, London) with a market value of more than 100 billion yuan, 109 of the board members were women, accounting for 11.32%; There were 109 female executives, accounting for 10.75 percent. Among the 96 Chinese listed companies with a market value of more than 50 billion yuan and less than 100 billion yuan, 95 of the board members are women, accounting for 9.77%; There were 134 female executives, accounting for 11.92%.

In 2018, the Development Research Center of The State Council of China and the China Women entrepreneurs Association jointly conducted the first nationwide large-scale questionnaire survey on women entrepreneurs and collected 2,505 valid questionnaires. The survey results show that the current situation and characteristics of the development of Chinese women entrepreneurs are as follows: First, with the arrival of the new economic era and the emergence of new ways of production and life, the opportunities for innovation, entrepreneurship and career development are also increasing. The majority of women entrepreneurs are self-employed, and most of them are engaged in the service industry; Second, from the perspective of enterprise size, the majority of enterprises run by female entrepreneurs are small and medium-sized, and nearly half of them have registered capital of less than 5

million yuan. Although the number of companies run by women is relatively small, the survey found that in the context of greater economic downturn pressure, companies run by women perform better; Third, women entrepreneurs are more likely to recruit women into the workforce and more likely to promote female executives. In the enterprises led by male entrepreneurs and female entrepreneurs, the number of executives and the total number of employees is close to each other, but the proportion of female employees and the proportion of female middle and senior managers in the enterprises led by female entrepreneurs is higher than that in the enterprises led by male entrepreneurs; Fourth, in terms of work goal value orientation, female entrepreneurs believe that first of all, they should prove their self-worth and realize the meaning of life, and at the same time, they should better help others realize their value; Fifth, in terms of self-perceived happiness, the overall happiness of women entrepreneurs is higher than that of entrepreneurial men.

Although Chinese women entrepreneurs have made some progress in their career development, they still face a series of obstacles in the process. One is that women entrepreneurs face more severe pressures from both family and work than men. Research on occupational stress has showed that compared with men, women face greater pressure from both work and family domains (Gilbert-Ouimet et al., 2020; Muasya, 2020), this is due to traditional gender stereotypes. According to the traditional stereotype of gender roles, “men take the lead outside and women take the lead inside”, and women should play the role of “good wife and good mother” in society. Their duties should be “caring for husband and children”, and their relationship with men should be master-subordinate. The traditional stereotype of gender role has such a huge impact on women’s life, which makes the society still maintains double expectations on women’s role. On the one hand, women are expected to actively participate in social work and pay for the society. On the other hand, they do not forget their expectations of the family role they play. Therefore, women entrepreneurs not only face the burden of entrepreneurship, but also shoulder heavy family responsibilities. Male entrepreneurs, on the other hand, tend to be work-oriented and face less work-family conflict. This means that women entrepreneurs take on more responsibilities and time in their marriages and families, leaving them with less time to start their own businesses.

Second, the problem of burnout faced by women entrepreneurs is more prominent than that of men, which makes it difficult for them to better start businesses. Some studies have shown that compared with men, female employees are subject to greater role conflicts and pressures, and have higher levels of burnout and emotional exhaustion (G. Huang et al., 2021). With limited time and energy, women entrepreneurs who perform each role at the same time often

leads to conflicts between work and family roles. Long-term dual stress can have a series of negative physical, psychological and behavioral effects on women entrepreneurs. If these negative effects cannot be effectively mitigated, women entrepreneurs are prone to emotional exhaustion, decreased job engagement, and decreased job fulfillment (Peltokorpi, 2020). Physical and mental fatigue, decreased ability to work, loss of enthusiasm for work, deterioration of interpersonal relations and other symptoms are typical manifestations of burnout.

Third, the coping strategies of women entrepreneurs in the process of entrepreneurship are insufficient. A lack of coping strategies or poor choices can make it difficult for women entrepreneurs to balance work and family, or even add to their burdens. Jennings and McDougald (2007) argued that gender difference of entrepreneurs has a certain impact on the relationship between work-family conflict and entrepreneurial performance. When faced with a higher level of work-family conflict, female entrepreneurs are more inclined to adopt work-family coping strategies that limit business growth, while male entrepreneurs will choose work-family coping strategies that promote business growth and promote higher entrepreneurial performance. It can be seen that the coping strategies of women entrepreneurs are crucial for their entrepreneurial growth and business development. Therefore, how to choose appropriate strategies to cope with the pressure of family and entrepreneurship is a major challenge faced by women entrepreneurs (Y. Zhou et al., 2020).

As mentioned above, in the case of limited time and energy, female entrepreneurs often have to bear more pressure from both work and family. For female entrepreneurs, the stressors from family and work will have a certain impact on their career development, family well-being, psychological and physical health (Y. Q. Huang, 2008). The work and family stressors will cause female entrepreneurs to have obstacles in fulfilling their family roles, and will also affect the entrepreneurial process of women (De Clercq et al., 2021). How to coordinate “family roles” and “entrepreneurial roles” is one of critical issues for women’s entrepreneurship. Therefore, exploring the impact of work and family stressors on women’s entrepreneurship have positive practical significance for stimulating women’s entrepreneurial willingness, supporting women’s entrepreneurial behavior, and promoting gender equality in the entrepreneurship domain.

1.1.2 Theoretical background

In the development of theory, scholars have studied the work and family stressors of employees

in general, but there are relatively few studies on the work and family stressors of women's entrepreneurship. Scholars suggested that female entrepreneurs experience more pressures from both work and family domains than men (De Clercq et al., 2021; L. L. Li et al., 2019; J. M. Zhang & Zhou, 2019a). Most scholars have discussed the influence of job stressors on female entrepreneurship, including the influence of job involvement and working hours on work-family conflict and entrepreneurial intention of female entrepreneurs (L. L. Li et al., 2019). Some scholars have discussed the influence of family stressors on women's willingness to start a business, and believe that women's entrepreneurship is greatly influenced by family factors, such as whether they can flexibly arrange family time (DeMartino & Barbato, 2003; J. M. Zhang & Zhou, 2019b). However, few studies have linked work and family stressors to entrepreneurial satisfaction.

Entrepreneurial satisfaction in this study refers to women entrepreneurs' career satisfaction defined by "how happy one is with one's career or how successful an individual believes she has been in her career to date" (Allen et al., 2004). Studies have shown that work and family stressors faced by women entrepreneurs will affect their life satisfaction and marriage satisfaction (Poggesi et al., 2019). Therefore, work and family stressors may also have a certain impact on women entrepreneurs' satisfaction. However, there are few empirical studies on whether, what and how work and family stressors affect women's satisfaction with entrepreneurship. Therefore, this study needs to introduce appropriate mediating variables and moderating variables to further explore the mechanism and boundary conditions between work and family stressors and entrepreneurial satisfaction.

Emotional exhaustion refers to physical and psychological symptoms of depression and lack of confidence (C. Maslach & Jackson, 1981). Studies have proved that compared with male employees, female employees are under greater demands and restrictions in work and family, and face greater pressure from both work and family (Matthews et al., 1998; Mirowsky & Ross, 1995), which leads to more emotional exhaustion (Hertzberg et al., 2016; X. T. Ma, 2017). Therefore, it is necessary to explore the mediating role of emotional exhaustion between work and family stressors and entrepreneurial satisfaction. In addition, coping strategies refer to individuals' efforts to change their own perceptions and behaviors in order to meet external and/or internal needs that may consume or exceed personal resources (Lazarus & Folkman, 1984). Scholars have found that the impact of work and family stressors on women will be influenced by different coping strategies (Recuero & Segovia, 2021; Sousa et al., 2018). This study believes that it is necessary to explore the moderating role of coping strategies in the process of the influence of work and family stressors on the emotional exhaustion of women

entrepreneurs.

Therefore, this study believes that it is necessary to deeply analyze the mechanism of women entrepreneurs' work and family stressors on entrepreneurial satisfaction, and discuss the mediating role of emotional exhaustion and the moderating role of coping strategies. On the one hand, this research can make up for the deficiencies in the women's entrepreneurship domain. On the other hand, through the analysis of the stressors from work and family domains faced by female entrepreneurs, it can provide female entrepreneurs with strategies for resolving work and family stressors.

1.2 Research purpose and questions

This research intends to conduct theoretical discussion and empirical tests on the mechanism and boundary mechanism of work and family stressors on entrepreneurial satisfaction, so as to better understand women's entrepreneurial behavior, stimulate women's entrepreneurial willingness, and improve women's entrepreneurial performance.

This research has the following three research purposes: firstly, to reveal the relationship between work stressors, family stressors and entrepreneurial satisfaction; secondly, to construct a mediating and moderating model of work and family stressors and entrepreneurial satisfaction; and finally, to empirically examine our theoretical model and hypotheses using data collected by field survey, and to discuss the theoretical and practical implications for women's entrepreneurship study.

Specifically, this research discusses the following three research questions:

- 1.how do job stressors and family stressors affect entrepreneurial satisfaction of Chinese female entrepreneurs?***
- 2.how does emotional exhaustion mediate between stressors and entrepreneurial satisfaction?***
- 3.how do coping strategies moderate the relationship between stressors and emotional exhaustion?***

First, women entrepreneurs take on multiple roles in the business and at family, often as founders or partners in the business, or as partners and mothers in the family. Women entrepreneurs need to fulfill their roles at work and family, which can lead to pressure from two different domains. On the one hand, as women, they are still the main nurturers and caregivers in the family, and they will face the interference of work on the family, the relationship with children, the guilt and anxiety for children and other pressures (Sullivan & Meek, 2012); On

the other hand, as entrepreneurs, they are responsible for the survival and success of the company as well as the welfare of the employees. In this process, they will be under pressure from overwork, time pressure and constant fatigue. Accordingly, scholars have made a lot of efforts to explore the impact of work and family stressors on female entrepreneurship. For example, Parasuraman et al. (1996) believed that pressure from both work and family would significantly affect the success of women entrepreneurs. J. M. Zhang and Zhou (2021) found that family demands would have a negative impact on women's entrepreneurial performance through the study of women entrepreneurs in western China. However, existing studies lack the integration of the framework of work and family stressors, and rarely explore how work and family stressors affect women entrepreneurs' satisfaction. Therefore, we integrated the framework of work and family stressors to analyze the influencing mechanism of work and family stressors on women entrepreneurs' satisfaction.

Second, previous studies have shown that when entrepreneurs face stressors from work and family, it is difficult to meet the needs of work and family at the same time, and they will consume a lot of time, energy and emotional resources. In this case, entrepreneurs will feel pressure, depression, anxiety and other negative emotions, leading to emotional exhaustion (Quiun et al., 2022). Compared with men, women are faced with more difficulties in satisfying their work and family roles, so they are more susceptible to stress and emotional exhaustion (Hertzberg et al., 2016), which will affect their subsequent work performance. When discussing the relationship between women entrepreneurs' stressors and entrepreneurial outcomes, previous scholars analyzed work-family conflict and work-family enrichment (J. M. Zhang & Zhou, 2021) as mediators, and rarely considered the role of women entrepreneurs' emotional exhaustion. Therefore, we introduce emotional exhaustion into our model to explore how emotional exhaustion plays a mediating role between women entrepreneurs' work and family stressors and entrepreneurial satisfaction.

Third, scholars have found that the relationship between stressors and emotional exhaustion is influenced by individual coping strategies. For example, Day and Livingstone (2001) examined the role of different coping strategies in alleviating the impact of work stressors on emotions. Bhagat et al. (1995) found that problem-centered coping strategies moderated the relationship between stressors, emotional exhaustion and depersonalization, and emotion-centered coping strategies moderated the relationship between stressors and depersonalization. In addition, scholars have found that the impact of work and family stressors on women varies with different coping strategies (Recuero & Segovia, 2021; Sousa et al., 2018). For example, Shimanoe et al. (2015) believes that, in the face of burnout, men use more positive coping

strategies, while women use negative coping strategies. Caruso et al. (2017) found that women are more likely than men to use asking for social support as a strategy to deal with burnout. Therefore, in order to clarify how coping strategies of women entrepreneurs play a role in the process of the influence of stressors on emotional exhaustion, we introduced coping strategies as a variable to investigate the boundary effect of coping strategies in the process of the influence of work and family stressors on emotional exhaustion of women entrepreneurs.

1.3 Research method

This study proposed a hypothesis model through literature and theoretical review, adopted questionnaire survey to collect data, and then verified the research hypothesis with statistical analysis, so that the research results have more theoretical and practical significance.

This study made comprehensive use of academic data resources and social survey information, including but not limited to Chinese and foreign database resources in the library (including CNKI and Web of Science databases), Google search engine, Baidu search engine, survey reports of relevant institutions, and so on. This study collected domestic and foreign literature resources related to the topic of this study in breadth, depth and pertinence, and constructed literature analysis resource pool. This study systematically combed and summarized the literature and data on the status quo of women entrepreneurs, work and family stressors, emotional exhaustion, entrepreneurial satisfaction and coping strategies. Based on these literature and data, as well as the theoretical model and research hypothesis of this study, we determined the measurement scale corresponding to the variables involved in this study, selected the maturity scale widely recognized by the academic community, and designed the questionnaire according to research question. First of all, we communicated with the startup company to gain their trust and understanding, and adopted the form of absolute confidentiality to ensure the effectiveness of the questionnaire. We distributed and collected the questionnaire online, and collected the questionnaire at two time points.

In the application of statistical analysis, the data analysis methods adopted in this study include descriptive statistical analysis, reliability test, exploratory factor analysis, confirmatory factor analysis, correlation analysis, variance analysis and regression analysis, common method deviation test. In these ways, the research model and related hypotheses were verified, and the research results were analyzed in depth to ensure the effectiveness of data analysis.

1.4 Thesis structure and technical roadmap

This research explored the influence of work and family stressors on entrepreneurial satisfaction, and the mediating role of emotional exhaustion in the process of work and family stressors on entrepreneurial satisfaction. In addition, this study examined the moderating effect of coping strategy in the process of stressors affecting emotional exhaustion. This research is divided into six chapters, and the main contents of each chapter are as follows:

Chapter 1: Introduction. This chapter introduces the research background, research purpose and questions, research implications, thesis structure, and the summary of the study.

Chapter 2: Literature review. This chapter reviews the literature on work and family stressors, emotional exhaustion, entrepreneurial satisfaction, and coping strategy. This chapter summarizes the concept, dimensions and measurement, and related empirical research. In addition, according to related theoretical research, this study defines the work and family stressors, emotional exhaustion, entrepreneurial satisfaction, coping strategy, and builds the theoretical model of this research on this basis. According to the research model proposed, through theoretical derivation, this chapter introduces the concept of each variable in this study, and proposes hypotheses;

Chapter 3: Research methods. First, this research introduces the selection and collection process of questionnaire samples. Second, elaborates the questionnaire design, including the definition of measurement scales for variables such as work and family stressors, emotional exhaustion, entrepreneurial satisfaction, coping strategy. Finally, this study clarifies the research methods, including descriptive statistical analysis, correlation analysis, variance analysis and regression analysis;

Chapter 4: Results. This chapter reports the main statistical analysis results of this study, including descriptive statistical analysis, correlation analysis, variance analysis, and hypothesis testing results;

Chapter 5: Discussion. According to the results of empirical research, we summarize the research conclusions, and in-depth analysis of the basic situation of the research results and the results of hypothesis testing. In addition, we describe the theoretical contributions and countermeasures of this research, and put forward the research limitations and future prospects.

The technical roadmap is shown in Figure 1.1.

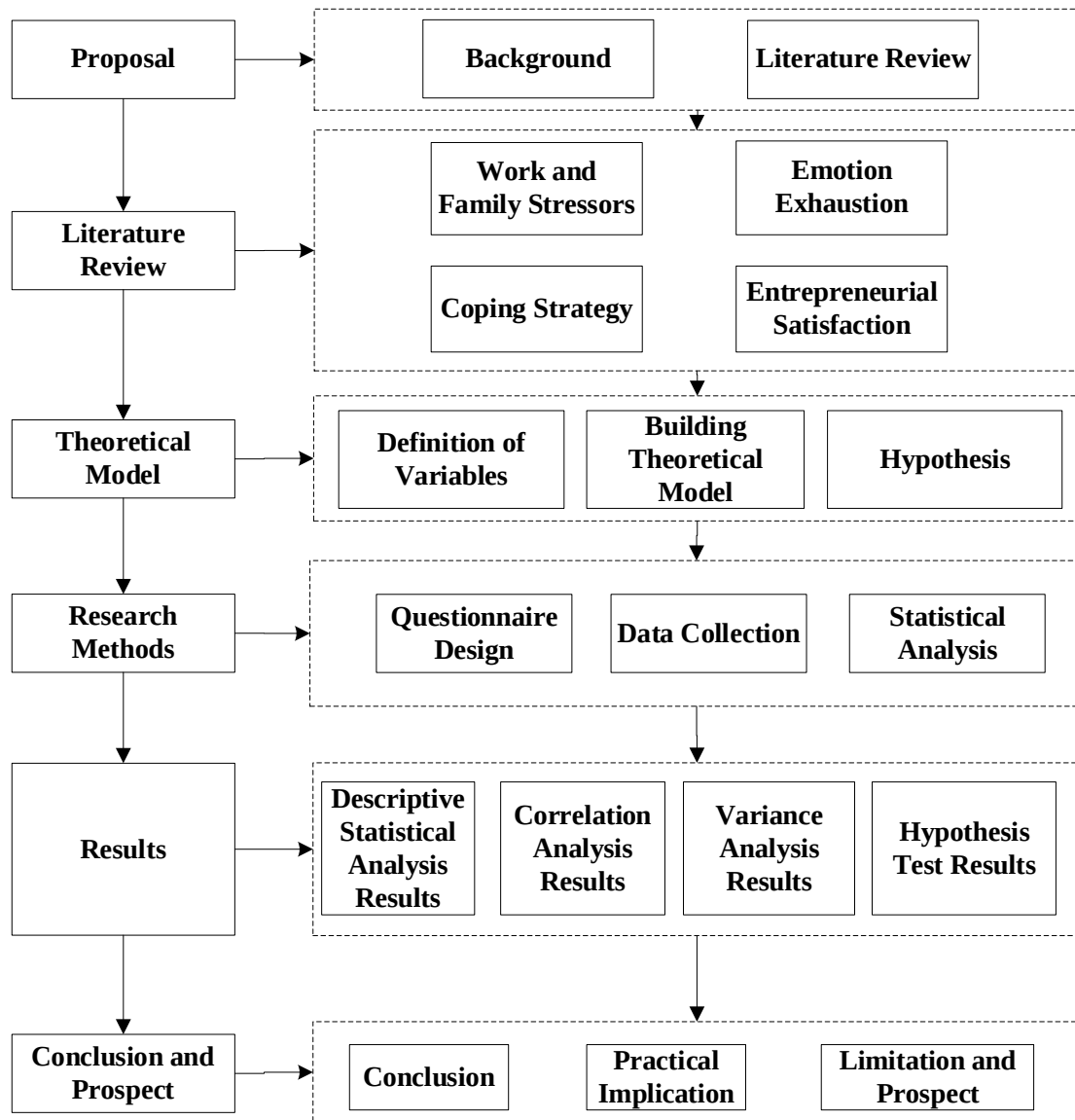


Figure 1.1 Technical roadmap

1.5 Summary

This chapter discusses the practical and theoretical background of women's entrepreneurship. Based on the discussion of the relationship between work and family stressors, emotional exhaustion, and entrepreneurial satisfaction, three research questions are discussed. This chapter mentions the research significance, including theoretical and practical significance, and introduced research method, research content and technical roadmap.

In short, women entrepreneurs face great challenges in managing their work role and family role. This study aims to explore how work and family stressors affect women entrepreneurs' entrepreneurial satisfaction, and how the different coping strategies may moderate the

relationship between their work and family stressors and their entrepreneurial satisfaction. By so doing, this study advances our knowledge of the role of work and family stressors in women's entrepreneurial satisfaction and contribute to entrepreneurship literature with unique women sample from a developing country, China.

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Chapter 2: Literature Review

This chapter reviewed the literature on work and family stressors, emotional exhaustion, entrepreneurial satisfaction, and coping strategy. Based on the review, hypotheses were proposed and theoretical model developed.

2.1 Work and family stressors

What happens in an individual's work (family) domain will affect their attitudes, perceptions, and behaviors in the family (work) domain (Brook & Brook, 1989). In the past few decades, crossover studies on work and family life have developed rapidly. Contemporary research on work and family explores the dynamic interaction between these two main roles (Eby et al., 2010). Broadly speaking, work-family interaction refers to the experience of the family (work) domain affecting the work (family) domain. Work is defined as an instrumental activity that provides goods and services to support life (Piotrkowski et al., 1987), and usually refers to paid work (Burke & Greenglass, 1987). Family is made up of individuals who are related to it through biological connection, marriage, or adoption. Unlike contribution to work roles, the instrumental purpose of family roles activities is to maintain the integrity of the family unit and improve the welfare of all members (Edwards & Rothbard, 2000). Individual work-family interaction will increase their role needs to a certain extent. Role theory starts from the perspective of the scarcity hypothesis (Marks, 1977) and believes that people's time and energy are limited; therefore, the more role needs increase, the more the role demand increases, the higher the role conflict faced by the individual. The dynamic interaction of employees' work and family brings pressure from both work and family domains to employees. The pressure from both work and family domains is incompatible in some respects (Greenhaus & Beutell, 1985). Stressors in the work area (such as job needs) and family area (such as childcare needs) can cause stress to individuals, leading to stress symptoms such as fatigue, irritability, and tension (Greenhaus & Beutell, 1985).

Therefore, discussing the stressors from both work and family domains faced by female entrepreneurs in the process of entrepreneurship will help to intervene in the work and family conflicts of female entrepreneurs at the source, reduce their work and family stress feelings, and reduce the harm caused by work and family stressors. Therefore, this study reviews the

literature on work and family stressors, to better analyze the work and family stressors faced by female entrepreneurs.

2.1.1 Work and family stressors

2.1.1.1 Work stressors

Work stressors refer to factors that may cause stress responses in the work situation, such as negative arousal, physical symptoms, or psychological disorders (R. L. Kahn & Byosiene, 1992). Work stressors can be divided into different categories, including physical stress, task-related stress, role stress, social stress, occupation-related stress, traumatic events, and stress change process (Sonnetag & Frese, 2012). Work stressors that have received extensive research attention include role stressors, task-related stressors and social stressors.

The role stressor is the most concerned work stressors by scholars. Within the framework of stressors, role conflict, role ambiguity, and role overload are regarded as the main sources of stress (R. L. Kahn et al., 1964). Specifically, role conflict refers to the degree of personal experience of incompatible role pressure (Beehr, 1995; Kopelman et al., 1983); role ambiguity refers to the lack of necessary information about responsibilities and goals required by a specific role (specificity and predictability) or lack of role clarity (Beehr & Glazer, 2005; Cooper et al., 1988; Schuler, 1980); and role overload refers to the feeling that individuals have too many role tasks and do not have enough time to complete them (Bacharach et al., 1990; Caplan et al., 1975; R. Kahn, 1980).

Task-related stressor includes the length and difficulty of commuting to and from work, the number and frequency of overtime, working hours and shift schedules, lack of work autonomy, task challenges, workload, and insufficient supervisor support, and other interference and contextual restrictions that may interfere with task performance (Baltes & Heydens-Gahir, 2003; Byron, 2005). Social stressor refers to stress incidents caused by social relations, such as disrespect, violence, harassment, and abusive supervision by colleagues or leaders in the workplace.

Some scholars have discussed the job involvement and flexibility as stressors in the work area (Greenhaus & Beutell, 1985; Poggesi et al., 2019). Job involvement refers to the importance of work to the individual and the individual's psychological input in the role of work (Parasuraman & Simmers, 2001). It is generally regarded as the antecedent of work affecting the family (Byron, 2005; Michel et al., 2010) because individuals are highly emotionally involved in work, they may reduce their involvement in the family due to limited

mental and physical energy resources (Adams et al., 1996; Frone et al., 1992).

Many scholars have conducted in-depth research on the antecedent variables and outcome variables of job involvement with female entrepreneurs as the research object. For example, Rothbard (2001) found that women's negative emotions at work can significantly reduce their attention to family. Koyuncu et al. (2006) found that the job involvement of female managers is affected by demographic variables and the characteristics of the working environment. J. M. Zhang and Zhou (2019a) proposed that in developing countries and poverty-stricken areas, female entrepreneurs will have a stronger sense of frustration and boredom during the job involvement process.

Flexibility refers to flexible work arrangements, defined as "external options that allow work to be done outside of standard working hours and/or space boundaries" (Shockley & Allen, 2007). As an effective way of time management, flexible work arrangement is a positive stressor in the workplace, which can increase individuals' sense of control over work and help them better plan time and carry out work, thus reducing individuals' feeling of pressure (Clough et al., 2020; Poggesi et al., 2019). The more flexible an individual's working schedule is, the more able they are to meet the demands of both work and family roles; conversely, the less flexible the working schedule is, the more difficult it is for them to fulfill the dual roles of work and family (Greenhaus et al., 1989). Flexible working hours can effectively motivate female entrepreneurs and help them combine work roles with family roles (Still & Timms, 2000).

Scholars discussed the effects of female entrepreneurs' work flexibility on them, including positive and negative effects. L. L. Li et al. (2019) believed that work flexibility can help women work on the one hand, but on the other hand, it also puts pressure on women in taking on family responsibilities. Many scholars have conducted a systematic analysis of the internet time use of female entrepreneurs, and believe that women's use of the internet during entrepreneurship can help them start their businesses (Ding & Yuan, 2019; H. H. Liu et al., 2019; J. Q. Ma et al., 2020; Zhao & Yue, 2019).

2.1.1.2 Family stressors

Similar to work stressors, family stressors refer to factors in the family environment that may cause stress reactions. Family stressors can also be divided into family role stressors, stressor-related to family tasks, and family relationship stressors. Among them, family roles stressor includes family roles conflict, family roles ambiguity, and family roles overload, which are considered to be the main sources of pressure in the family domain (Carlson & Perrewé, 1999; Greenhaus & Beutell, 1985; Parasuraman & Granrose, 1992). The stressor related to family

tasks includes the number and age of children and the workload of parents. The stressor of family relationship includes lack of support from spouses or other family members and the degree of tension in the marriage relationship (Baltes & Heydens-Gahir, 2003; Byron, 2005).

The most relevant family stressor variables analyzed by scholars are still family involvement and time committed to family (Greenhaus & Beutell, 1985; Poggesi et al., 2019). Family involvement refers to the degree of personal attention and psychological involvement in the family. When an individual participates in the family, it means that responding to family needs may take a lot of time or require high levels of mental or physical energy (Edwards & Rothbard, 2000; Hargis et al., 2011). The high requirements from the family are likely to lead to restrictions on the resources (including physical and mental power) that can be used to involve in the work domain, so it is likely to seriously interfere with work.

Scholars research the emotional changes and family work conflicts faced by female entrepreneurs in family involvement. Rothbard (2001) suggested that for women, positive emotions in the family can significantly increase women's attention to work. J. M. Zhang and Zhou (2021) conducted a questionnaire survey on 359 women entrepreneurs from Yunnan, Guizhou, Sichuan and Guangxi (western provinces of China), and found that the number of women entrepreneurs aged 31-45 was the largest, accounting for 45.1%, and 47.6% of them had started their businesses for less than 3 years. 41.5 percent of the women who started their own businesses were four to 10 years old. Their research results show that family has both positive and negative impacts on women's entrepreneurial success, and contradictory demands from family and work will lead to family and work conflicts, thus hindering the realization of high performance. At the same time, the resources provided by the family can lead to family work enrichment, thus improving individual entrepreneurial performance. Among them, higher family resilience ability can buffer the negative impact of family-work conflict on women's entrepreneurial performance, while when the permeability of family-work boundary is low, the positive impact of family work enrichment on entrepreneurial performance is greater. L. L. Li et al. (2019) investigated the daily work and life of 20 young female entrepreneurs in China from the perspective of gender, and analyzed how entrepreneurial activities and private life together formed the "Time-poor" problem of young female entrepreneurs. On the one hand, the working patterns of young female entrepreneurs free them from the squeeze of institutional time. Flexible working hours and goal-driven working patterns have greatly empowered their lives. On the other hand, young women entrepreneurs are still trapped in the shackles of traditional gender stereotypes. Economic empowerment does not give them complete freedom in their private lives. Faced with the double burden of work and family, they are unable to

balance their time in the public and private sectors. The contrast suggests a degree of empowerment for young women entrepreneurs in the booming private economy. At the same time, "Time-poor" also reveals the price young women pay for the development of market economy under the social environment of gender inequality.

Similar to time committed to work, time committed to family refers to the time that an individual involves in the family. The time an individual spends in one domain (family) limits his ability to participate effectively in activities in another domain (work) (Michel et al., 2011). Especially, when the family needs a lot of time, it is difficult for individuals to keep a lot of available time for work. Therefore, studies have shown that the more time an individual spends in the family, the more conflicts the family has with work (Byron, 2005; L. Lu et al., 2006; Michel et al., 2010). Scholars have researched the family time management of female entrepreneurs. Some scholars have investigated the impact of flexible family time arrangements on entrepreneurship (J. M. Zhang & Zhou, 2019a), and some scholars have studied the impact of the different marital statuses of female entrepreneurs on family time (L. L. Li et al., 2019; Welsh et al., 2014).

2.1.2 Consequences of work and family stressors

Some studies have conducted a lot of discussion on the consequences of work and family stressors. The stressors experienced by employees in work and family environments will have a certain impact on employees' cognition, emotions, work and family outcomes.

Work and family stressors are important antecedents of individual stress, and their influence on individual career satisfaction has been widely discussed and confirmed. Some scholars discussed the relationship between two-dimensional work stressors and career satisfaction, and found that hindrance stressors are negatively related to career satisfaction (N. P. Podsakoff et al., 2007), challenge stressors are positively related to career satisfaction (Cavanaugh et al., 2000; N. P. Podsakoff et al., 2007). Some scholars discussed the impact of overall work stressors and time stressors on career satisfaction and found that for individuals with a stronger source of internal control, internal stress has less impact on career satisfaction (Rudolph et al., 2016), and time-related work stressors (such as frequent or excessive overtime) will negatively affect career satisfaction (Klarissa et al., 2020).

In terms of the impact of work and family stressors on career satisfaction, some scholars have also researched the group of female entrepreneurs. Parasuraman et al. (1996) believe that female entrepreneurs tend to participate more in the family and less in the work. The conflict

between the family and the work will significantly negatively affect career satisfaction. They examine the influence of work and family variables on the career success and psychological well-being of 111 men and female entrepreneurs. The results show that work-domain variables account for significant variation in time commitment to work, whereas family-domain variables explain substantial variation in time commitment to family. Time commitment to work and time commitment to family play an important role in mediating the effects of gender, work and family characteristics, and role demands on work-to-family conflict and family-to-work conflict. These two types of work-family conflict in turn mediate the effects of time commitment to work and family and selected work and family variables on entrepreneurs' career success and life stress.

J. M. Zhang and Zhou (2021) studied Chinese women entrepreneurs and found that family demands have a negative impact on their career satisfaction, while family resources have a positive impact on their career satisfaction. Rout et al. (1999) found that the work and family stressors of professional women are negatively related to career satisfaction. This study examines Indian career women's work and family roles, sources of stress, ways of coping, and well-being in the light of cultural expectations in India and the West. A number of different instruments were included to measure career, mental health, job stressors, coping behavior, demographic characteristics, domestic responsibility and satisfaction. Data were collected, using two earner stressor questionnaires (a coping behavior questionnaire and a mental health and career questionnaire), from 100 career women in India and 60 in the US (New York) and England. In-depth interviews were conducted with 15 career women in India and 15 women in England. The results showed that women in India had more somatic symptoms than those in the West, who expressed their anxiety directly rather than suppressing it. Fewer women in India than in the West reported that they shared responsibilities for domestic work and childcare with their spouses. Major work-family pressures are similar for women in both groups: overload, time pressures, constant fatigue, work interfering with relations with children, and guilt and anxiety over children while at work. Lifestyle differences between women in India and the West nevertheless exist and may impinge in various ways on women's experiences of work and family. Although this study has led to many interesting findings, the results are still inconclusive and should be treated with caution. Due to the small size of the sample, this study needs further broadening, as it should incorporate the experiences of non-Western women, including those living at the junction of two cultures.

Currently, scholars' research on work and family stressors is focused on exploring their consequences, especially its negative effects. In general, the higher the individual's work

(family) stressors, the lower their career satisfaction, and the individual may experience more emotional exhaustion, which will also produce greater work and family conflicts. Scholars have done more research on the effects of work stressors on work and family outcomes, personal cognition, and emotions, but there are few studies on family stressors. Future research should be devoted to enriching literature and discovering the unique effects of work and family stressors.

2.1.3 Measurement of work and family stressors

There are many tools for the measurement of work and family stressors. The most common is to use role stressors as the main content of work and family stressors (R. L. Kahn & Byosiore, 1992; Parasuraman & Granrose, 1992), including role conflict, role ambiguity, and role overload. In addition, some scholars have designed the work and family stressors scale from the perspective of concepts related to work and family tasks and social relations. For example, Frone et al. (1992) selected the three variables of work stress, lack of autonomy, and role ambiguity as the main sources to measure work stressors. The work stress dimension assesses the frequency of individuals' high job demands due to heavy work load and responsibilities, the lack of autonomy dimension assesses the frequency of individuals' perception that their autonomous work is limited, and the role ambiguity dimension assesses the frequency of individuals' confusion about daily tasks, expectations, and work-related goals. While the measurement of family stressors was investigated from the perspectives of the marital relationship and parental needs. The marital relationship dimension assesses the lack of spousal support and the degree of tension or conflict in the relationship, and the parental needs dimension assesses the degree of parents' work load and children's bad behavior.

Fox and Dwyer (1999) used the job environment scale, inventory of stressful events, and supervisor support to assess work stressors. The job environment scale is used to study job stress and measure known stressors inherent in the job itself, inventory of stressful events assesses the frequency of stressful events occurring at work, and supervisor support assesses the supervisor support felt by employees at work. The family stressor scale asked participants to rate how often and to what extent they experienced marital tension, lack of emotional support from their spouse, parental stress, spouse's failure to help with household chores, child rearing responsibilities, and inability to care for children. Parasuraman and Granrose (1992) took family conflict and parent-child relationship as two dimensions to measure family role stressors. Sonnentag and Frese (2012) measure job stressors by measuring time pressure and situational

constraints. Poggesi et al. (2019) measured work stressors from job involvement and flexibility and measured family stressors from family involvement and time committed to family. Finally, some scales allow employees to self-report their objective workload (Fox et al., 1993).

We adopted the items to measure the work stressors and family stressors from Poggesi et al. (2019). The reasons for this are based on three aspects: in terms of the research target, the scales selected in this study is in line with the research object of this research, that is, the female entrepreneurs; in terms of the research context, the scales selected in this study is suitable for the environment faced by female entrepreneurs, that is, the environment facing pressure from both work and family roles; in terms of the reliability and validity of the scales, the research results of each scale show that the scale has good reliability and validity.

2.2 Emotional exhaustion

Stressors in the work area (such as job needs) and family areas (such as childcare needs) can put pressure on individuals and cause people to produce stress symptoms such as fatigue, irritability, and tension (Greenhaus & Beutell, 1985). Compared with men, women face greater pressure from both work and family domains (Mirowsky & Ross, 1995), causing them to show tension, anxiety, and fatigue. In severe cases, it will lead to emotional exhaustion (Hertzberg et al., 2016). Emotional exhaustion is the core concept of burnout, which refers to people's physical and psychological states such as depression and exhaustion caused by work pressure and tension (C. Maslach & Jackson, 1981). Scholars have confirmed that emotional exhaustion plays a role in stress transmission between work and family (Ilies et al., 2020; Nauman et al., 2020; Rheume, 2022). Individual emotions will further affect work and family conflicts (Trzebiatowski & Triana, 2020).

For female entrepreneurs who suffer from emotional exhaustion at work for a long time, emotional exhaustion will not only endanger their physical and mental health, but also lead to conflicts between their work and family. Therefore, discussing the emotional exhaustion of female entrepreneurs can be adjusted from the psychological state, thereby reducing the conflicts that female entrepreneurs face from the family and work domains so that they can better carry out entrepreneurial activities and create the performance.

2.2.1 Burnout and emotional exhaustion

Burnout was first proposed by Freudenberg (1974). He found that long-term and high-intensity work of service industry workers would cause excessive consumption of resources

and energy, which would lead to a sense of failure and exhaustion. After that, scholars began to define the concept and dimensions of burnout. The three dimensions of burnout proposed by C. Maslach and Jackson (1981) have been unanimously recognized by scholars. They believe that burnout is divided into emotional exhaustion, depersonalization, and low accomplishment. Generally speaking, burnout refers to a negative state produced by individuals coping with work pressure, which will cause the exhaustion of resources of an individual's physiology, psychology, and emotion.

Emotional exhaustion refers to people's physical and psychological symptoms such as depression and lack of confidence due to a strong workload (C. Maslach & Jackson, 1981). Many scholars have defined emotional exhaustion from different perspectives. For example, C. A. Maslach and Leiter (1997) believe that emotional exhaustion is the state of exhaustion of emotion resources and physical fatigue caused by people's excessive use of emotion resources. Wright and Hobfoll (2004) believe that emotional exhaustion is a state of emotion tension caused by the overuse of individual resources, and is the individual's stress response to various stressors. It can be seen that scholars have formed a consistent view on the definition of emotional exhaustion.

The research of emotional exhaustion is closely related to the research of burnout. Emotional exhaustion is the core concept of burnout (C. Maslach & Jackson, 1981), and it is also the first stage and the main symptoms of burnout (Cordes & Dougherty, 1993; Taris et al., 2005). C. Maslach and Jackson (1981) defined burnout as emotional exhaustion, depersonalization or dehumanization, and diminished personal accomplishment, which occurs frequently in people doing interpersonal work. This definition identifies three dimensions of burnout, namely emotional exhaustion, depersonalization or dehumanization, and diminished personal accomplishment. And it also limits burnout to occupations that work primarily with people (e.g., nurses, teachers.), rather than with objects (e.g., front-line production workers) or information (e.g., programmers). However, from the actual content of the three dimensions of burnout, it can be extended from a wider scope, and then extended to the general field of work to reconstruct its concept.

Maslach's first dimension, emotional exhaustion, is considered the most representative indicator of burnout. It is characterized by a lack of energy and a feeling that emotional resources have been exhausted. In addition, emotional exhaustion is often accompanied by frustration and stress, so employees feel psychologically unable to commit to their work. In fact, emotional exhaustion is a dimension very similar to the stress response (e.g., exhaustion, depression and anxiety) in traditional occupational stress studies, which has been confirmed by

many studies. More importantly, emotional exhaustion has similar job stressors (e.g., workload and role problems) as well as similar attitude and behavior outcomes (e.g., turnover intention and absenteeism) to general stress response. Therefore, it can be said that exhaustion, like stress response, is not unique to interpersonal workers, but is a universal psychological phenomenon.

Depersonalization or dehumanization, the second dimension of burnout, would see the object it serves as a “thing” rather than a “person”. Employees tend to treat colleagues or customers with indifference. Dehumanization has the nature of a defensive behavior, which is essentially a reactive or protective action that attempts to avoid unwanted job demands or reduce perceived threats. That is, dehumanization is a defensive reaction of interpersonal workers in the face of excessive stress or exhaustion. A similar tendency to react defensively may arise when people in non-interpersonal service industries are faced with the same state of exhaustion. But that response can relate less to the individuals they come into contact with at work. It manifests itself in terms of alienation from work, disengagement, or cynicism.

Diminished personal accomplishment is characterized by a tendency to have a negative opinion of oneself, feelings of helplessness, and low self-esteem. Employees may feel the decline of work ability and the increase of the sense of powerlessness, lose the sense of work accomplishment, evaluate themselves with a negative attitude, and the satisfaction of their work is also reduced. Theoretically, emotional exhaustion and dehumanization are thought to be the core dimensions of burnout, and diminished personal accomplishment is relatively unimportant. However, some scholars believe that personal accomplishment is a person’s personality trait, which reflects people’s adjustment to the working situation. It is natural for people to have subjective evaluation of self-efficacy in a certain work situation. Even for people engaged in non-interpersonal work, it is natural for them to have a sense of ineffectiveness or lack of achievement when they are faced with a sense of exhaustion and have a tendency to distance themselves from work.

Scholars have gradually shifted their attention from ordinary employees to female employees, but few studies have been conducted on the emotional exhaustion of female entrepreneurs. Compared with male employees, female employees bear greater requirements and restrictions at work and family and face greater pressure from both work and family domains (Matthews et al., 1998; Mirowsky & Ross, 1995), which will lead to more emotional exhaustion of professional women (Hertzberg et al., 2016; X. T. Ma, 2017).

The definition of emotional exhaustion of female entrepreneurs in this study follows the concept of emotional exhaustion proposed by C. Maslach and Jackson (1981), which refers to the physical and psychological symptoms of depression, lack of confidence, and other physical

and psychological symptoms of female entrepreneurs due to a strong workload.

2.2.2 Emotional exhaustion in the study of work and family stressors

In recent years, emotional exhaustion has often been studied as a mediating variable to explain its role in the process of affecting work and family. Scholars have confirmed that emotional exhaustion plays a role in stress transmission between work and family (Ilies et al., 2020; Nauman et al., 2020; Rheume, 2022). This research is classified according to different research domains and summarizes the mediating role of emotional exhaustion in the research domains of work and family stressors and female employees.

In the process of studying the result variables of work and family stressors, scholars study emotional exhaustion as an important intermediary variable, which includes employee behavior such as network idle behavior, active behavior, as well as employees' negative tendencies such as leaving.

Work pressure is the most direct cause of emotional exhaustion of employees. Factors including role pressure, overloaded work, entrepreneurial pressure, and other factors will affect employees' emotional exhaustion (G. Huang et al., 2021). H. Wu et al. (2019) believed that employees working in high-pressure workplaces might experience physical, cognitive, or emotional exhaustion. In terms of role pressure, T. Nie and Qiu (2019) based on the stressor-emotion model, they use PLS statistical analysis with a sample of 323 employees in China and explore the cognition mechanism of organizational justice, role pressure and cyberloafing of employees. The study finds that organizational justice and role stress influence cyberloafing employees in the workplace through the mediating effect of emotional exhaustion. They also confirm the moderating effect of positive followership characteristics on relations between role stress and cyberloafing of employees. Yao and Zhang (2020) found that emotional exhaustion played a mediating role between time pressure consistency and employees' turnover intention. Y. J. He and Yu (2020) found that emotional exhaustion played a completely mediating role in the influence of electronic communication during non-working hours on time banditry behavior. In terms of family stressors, Ye et al. (2021) found that family rejection as a new stressor can lead to emotional exhaustion of employees. Studies have shown that compared with men, female employees experience greater role conflict and pressure, higher burnout and higher emotional exhaustion (G. Huang et al., 2021). In terms of research objects, scholars have gradually focused on female employees.

Scholars researched the emotional exhaustion of female employees in the family and work

domains. However, there is a lack of research in the women's entrepreneurship domain. S. X. Zhang (2018) found that marital status, children, daily working hours, education level, working years and age were significantly related to work boundary strength, emotional exhaustion and job withdrawal behavior (psychological withdrawal and behavioral withdrawal). Among them, the female employees who are married and have children have stronger perception of the intensity of work boundary, the degree of emotional exhaustion and the behavior of job withdrawal is deeper than those who are unmarried and do not have children. The longer the employees' daily working hours, the more serious the work boundary longer strength perception, emotional exhaustion, and withdrawal behavior. Female employees with higher educational background job have better performance than those with less educational background on the observed variables. The older and longer working years are, the more obvious withdrawal behaviors are.

Belkin et al. (2020) found that electronic communication during non-working hours has a significant positive impact on employee emotional exhaustion. This article extends existing literature by examining organizational expectations for email monitoring (OEEM) during nonwork hours as an antecedent of employee low work detachment, emotional exhaustion, diminished work-life balance, and increased turnover intentions. Adapting the conservation of resources perspective, they theorize that OEEM leads to negative individual and organizational outcomes via two different paths: lack of work detachment, and emotional depletion. The findings of a study with time-separated data collected from a large sample of 570 working adults support their predictions that OEEM decreases employee work-life balance through both low work detachment and emotional exhaustion, while the indirect effect of OEEM on employee turnover intentions is mediated by employee emotional exhaustion, and by work detachment through emotional exhaustion. They also find that decrease in work-life balance is negatively related to employee intentions to leave the company, but that this direct effect is not significant in the full model. Finally, they demonstrate that the time employees spend on work-related emails after-hours is not the main driver of negative outcomes.

W. L. Zhou et al. (2020) found that work stress (workload and role ambiguity) has a significant positive effect on emotional exhaustion. They investigate 346 local government auditors to examine the effect of job stress on burnout. The results show that: 1) Government auditors' job stress has significant impact on burnout. 2) Psychological contract partially mediates the relationship between job stress and burnout of government auditors; 3) Leader-member exchange moderates the relationship between job stress and burnout of government auditors, that is, leader-member exchange alleviates the impact of job stress on burnout of

government auditors. Fan (2018) found that emotional exhaustion of female groups completely mediates between the lack of social support and crying behavior at work. The results of the analysis showed that the effect of psychological flexibility on emotional exhaustion was enhanced in the model of the lack of colleague support as an independent variable of which effect is significant. In the simple slope analysis of psychological flexibility, the researcher found that the lack of support from colleagues in the work will also affect the extent of the impact that psychological flexibility would make. Among all the assumed models, there is a significant full mediation of emotional exhaustion with lack of total social support and lack of supervisor support as predictors respectively. With the lack of family support as a predictor, the moderating effect of psychological flexibility and the mediating effect of emotional exhaustion were not significant.

Peltokorpi (2020) found that when professional women are more embedded in their work, emotional exhaustion is correspondingly higher. This study uses the conservation of resources theory to examine moderating effects of on-the-job embeddedness between the relationships of WFC and four outcomes: voluntary turnover, emotional exhaustion, guilt, and hostility. Data were derived from 724 working mothers in Japan at three points in time over a 14-month time period. Results show that while respondents high on on-the-job embeddedness facing WFC had lower voluntary turnover, they reported more emotional exhaustion, guilt, and hostility.

The research results of Trzebiatowski and Triana (2020) using conservation of resources theory, examine the association between perceived family responsibility discrimination and work-life conflict as mediated by emotional exhaustion. Employee gender and power distance values are tested as moderators of the perceived family responsibility discrimination to emotional exhaustion relationship. Results suggest that male employees who perceive family responsibility discrimination from their supervisor and hold high power distance values experience increased emotional exhaustion and work-life conflict. Female workers who perceive family responsibility discrimination from their supervisor experience increased emotional exhaustion and work-life conflict regardless of whether they have high or low power distance. Findings are consistent with theory-based predictions from conservation of resources theory: resources that are valued and not provided in the work context deplete emotional energies and ultimately trigger work-life conflict.

Bhumika (2020) aims to attempt to explore the nature of relationship between work-life balance and emotional exhaustion experienced by the employed individuals while working from home during the pandemic COVID-19 induced nationwide lockdown in the Indian setting. Data were collected from 180 working professionals in North India who were working from

home during the lockdown. Findings depicted that in comparison to men, women felt more emotional exhaustion due to personal life interference in work during work from home period. Surprisingly, the relationship between work interference with personal life, and emotional exhaustion did not differ by gender. It was found that the participative leadership could contribute to reduction of work interference with personal life, and through such an influence, emotional exhaustion experienced by an employee could be reduced to some extent. S. Z. Ma et al. (2022) aims to explore quarantined individuals' emotional well-being over time and how personal response and life activity predict emotional well-being and its change. They found that women's emotions are more vulnerable to adverse environments such as the epidemic than men.

Regarding the research of family stressors on employees' emotional exhaustion, Ye et al. (2021) found that family rejection can lead to emotional exhaustion of employees. This study focused on family ostracism and investigated its impact on employees' proactive customer service performance (PCSP). Drawing on conservation of resources (COR) theory, this study further examined the mediating role of emotional exhaustion and the moderating role of family centrality. Using time-lagged data from 264 supervisor-follower dyads of two hotels in the mainland of China, this study found that family ostracism negatively affected employees' PCSP by eliciting emotional exhaustion. In addition, the findings indicated that family centrality strengthened the direct effect of family ostracism on emotional exhaustion and the indirect effect of family ostracism on PCSP via emotional exhaustion such that the relationships were stronger when family centrality was high.

2.2.3 Measurement of emotional exhaustion

C. Maslach and Jackson (1981) first developed the Maslach Burnout Inventory (MBI), which divided burnout into three dimensions: emotional exhaustion, depersonalization, and low accomplishment. The scale for measuring emotional exhaustion contains 9 items. Later scholars used the MBI scale extensively and proved that it has good reliability and validity. Schaufeli et al. (1996) developed Maslach Burnout Inventory-General Survey (MBI-GS) based on C. Maslach and Jackson (1981)'s scale. Emotional exhaustion is one of the dimensions, including 5 items, Skaalvik and Skaalvik (2014) verified the scale. Another can be applied to a wide range of measuring tool is by Demerouti et al. (2000) development of Oldengurg burnout inventory (Oldengurg Burnout Inventory, OLBI). OLBI includes two dimensions: exhaustion and disengagement from work. Exhaustion is defined as the result of excessive physical, emotional and cognitive strain. Unlike MBI, OLBI involves not only emotional exhaustion, but also

physical and cognitive exhaustion, which makes it suitable for those in physical and information-processing occupations. Disengagement from work refers to the alienation from one's own work, the negative attitude towards one's own work goal and content, such as having no interest in the work, believing that work is not challenging, or underestimating the value of work, and the mechanical execution of the work, rather than just the attitude towards working people (clients). Therefore, it can be applied to a wider range of domains. This study selected the emotional exhaustion scale developed by C. Maslach and Jackson (1981), which contains 9 items. Scholars have adopted this scale when studying the emotional exhaustion of professional women at work, and they have confirmed that the scale has good reliability and validity (Bear et al., 2014; Fan, 2018; Greaves et al., 2017; X. T. Ma, 2017; Thompson et al., 2010).

2.3 Entrepreneurial satisfaction

Entrepreneurial satisfaction is the career satisfaction of entrepreneurs. Therefore, this study focuses on the overall review of career satisfaction. Career satisfaction refers to employees' sense of pleasure in the occupation they are engaged in and is a positive belief that employees expect to achieve career success (Allen et al., 2004). Career satisfaction has a positive effect on the individual's mental and physical health and is conducive to improving organizational performance (Fernandez-Salinerio et al., 2020). Compared with male employees, the dual stressors of work and family will cause female employees to fall into more serious work and family conflict, and are more likely to reduce career because their work affects their family (Xu & Qi, 2016). For female entrepreneurs, some scholars believed that conflicts from both work and family domains will have a negative impact on the satisfaction of female entrepreneurs at work, marriage, and life (Poggesi et al., 2019). Female entrepreneurs are prone to frustration in the process of seeking a balance between work and family, which arouses their worries that they may not be able to achieve the expected career success and damage their career development (De Clercq et al., 2019).

Compared with ordinary employees and male entrepreneurs, female entrepreneurs experience more stressors and conflicts from both work and family domains that affect career satisfaction. Therefore, analyzing the antecedents of female entrepreneurs' career satisfaction is conducive to fully mobilizing female entrepreneurs' work enthusiasm and giving full play to their work creativity. At the same time, this research provides more targeted guidance for helping female entrepreneurs to improve their career satisfaction and promote career development.

2.3.1 Career satisfaction and entrepreneurial satisfaction

The earliest definition of career satisfaction can be traced back to the book “Job Satisfaction” published by Hoppock (1953). He believed that job satisfaction refers to the practitioner’s psychological and physiological feelings about the professional environment, which is a subjective reaction to the work situation.

Job satisfaction and career satisfaction are both related and different. There is a certain difference between job satisfaction and career satisfaction in terms of content. Job satisfaction has short-term and specific attributes, while career satisfaction emphasizes long-term and strategic characteristics. Job satisfaction is a pleasant and positive emotional state held by employees for their current job (Locke, 1976). Career satisfaction is future time-oriented, has a broader scope, and is more closely related to overall life satisfaction (Moore, 1986). Compared with job satisfaction, career satisfaction focuses more on the employee’s satisfaction with the progress, prospects, and meaning at work (Greenhaus et al., 1990). The more representative definition is the view put forward by Allen et al. (2004). They believed that career satisfaction refers to employees’ sense of satisfaction in the occupation they are engaged in, and is a positive belief that employees expect to achieve career success.

The connotation of career satisfaction is closely related to the concept of career success. The structure of career success includes two interrelated but not interchangeable dimensions: objective and subjective career success (Ng et al., 2005). Regarding the names of these two dimensions, different occupational psychologists have different usages, generally equating career success with objective career success, and equating career satisfaction with subjective career success. Objective career success can usually be measured by remuneration and career status. Unlike objective career success, subjective career success, that is, career satisfaction includes not only the factors of success but also the progress and prospects that have been achieved (Heslin, 2005). The career satisfaction referred to in this study is subjective career success.

The pressure from both work and family domains will cause female employees to fall into more serious work and family conflict, and female employees are more likely to reduce career satisfaction because their work affects their families (Xu & Qi, 2016). Some scholars have reached a consensus that women have lower career satisfaction than men (Akbari et al., 2020; Bonte & Krabel, 2014; Q. H. Huang & Gamble, 2015). Some scholars have also researched the career satisfaction of female entrepreneurs, from a macro perspective such as the nature of the industry (Y. Liu et al., 2019) and a micro perspective such as individual-organization fit (Luo

et al., 2018) were discussed.

It should be pointed out that the entrepreneurial satisfaction in this study refers to the career satisfaction of female entrepreneurs. Thus, the definition of the career satisfaction of female entrepreneurs in this research follows the definition of Allen et al. (2004), that is, the career satisfaction of female entrepreneurs refers to their satisfaction of the entrepreneurial work in which they are engaged in to achieve career success.

2.3.2 Entrepreneurial satisfaction, work/family stressors and emotional exhaustion

2.3.2.1 Work and family stressors and career satisfaction

The influence of work stressors on career satisfaction has been widely discussed by scholars. Dissatisfaction at work comes from work stressors (S. Q. Guo & Tang, 2020; J. F. He et al., 2021). Rudolph et al. (2016) believed that there is a negative relationship between work stressors and career satisfaction. Mu (2020) found that work stress can increase the negative impact of work-family conflict on career satisfaction. Scholars discussed the impact of overtime and commuting time on career satisfaction. Similarly, Klarissa et al. (2020) found that time-related work stressors (such as frequent or excessive overtime) negatively affect career satisfaction. J. F. He et al. (2021) believed that the increase in commuting time will have a negative effect on career satisfaction by affecting the individual's psychological state. In the flexibility domain, scholars have reached a consensus on the view that flexibility can improve career satisfaction. For example, M. D. Wu et al. (2020) found that flexible work plans significantly reduce employees' work-family conflict and turnover intention, and improve perceived job autonomy, career satisfaction, organizational commitment, and job performance. Ray and Pana-Cryan (2021) found that working at home can improve career satisfaction. Q. Nie et al. (2021) found that daily relaxation activities, nutritional intake, and social activities can increase career satisfaction and promote employee organizational citizenship behavior.

Despite rich studies on work stressors' impact on career satisfaction, few studies examined the impact of family stressors on career satisfaction. M. M. Zhang (2014) found that "post-80s" women have higher career satisfaction than "post-80s" men, and "post-80s" with children are more satisfied with their work than "post-80s" without children. Xu and Qi (2016) use the data from the Phase III Chinese Women Social Status Survey to investigate work-family conflict and its impact on career satisfaction. Taken into consideration of the patriarchal and patrilineal family structure in China, the analysis pays special attention to the gender difference in the conflict. They find that both work and family constitute the primary sources for work-family

conflicts. It does not matter which of the two causes the conflict, it results in job dissatisfaction. Women are much more affected than men from work and family pressure and subsequently have negative career satisfaction.

Some scholars have found that there are certain gender differences in career satisfaction. Kim et al. (2009) investigate the moderating roles of gender and organization level in the relationship between role stress and career satisfaction for hotel employees. A survey instrument that included measures of career satisfaction, role stress (conflict and ambiguity) and demographic information was used to collect information from hotel employees in Republic of Korea. Data from 320 respondents, representing a 64% of response rate, were analyzed. Findings show that the effect of role stress on career satisfaction is significantly stronger for female employees and supervisory employees than male employees and non-supervisory employees.

Q. H. Huang and Gamble (2015) collected data from over 1,800 employees at 22 foreign-invested and locally owned retail stores in eight Chinese cities. This study firstly explores whether, like their counterparts in Western countries, female employees have higher levels of career satisfaction than their male colleagues. Secondly, it distinguishes the key differential predictors of female and male employees' career satisfaction levels. This study extends gender role theory on career satisfaction by showing how traditional values, the structure of work and a nation's dominant gender ideology combine to shape women and men's career satisfaction and work experiences in a transitional context.

Some scholars have also researched the group of women entrepreneurs. J. M. Zhang and Zhou (2021) divide family factors into demands and resources and develop a conceptual framework to explore the mediating effects of family-work relationships and the moderating roles of two boundary attributes in the relationship between family and female entrepreneurial performance. Their research conducted in western China reveals that family demands have a negative effect on female entrepreneurial performance while family resources have a positive effect; family-work relationships partially mediate the effects that family demands and resources have on female entrepreneurial performance; women whose families have greater flexibility are less likely to suffer from the negative effect of family-work conflict on their performance; and those whose family boundaries are less permeable are more likely to achieve higher performance with the help of family-work enrichment.

2.3.2.2 Emotional exhaustion and career satisfaction

The research on the influence of emotional exhaustion on career satisfaction has also attracted

the attention of many scholars. Scholars investigated the mediating role of emotional exhaustion in the mechanism of the impact of related variables on career satisfaction, and reached a consensus on the view that emotional exhaustion would have a negative impact on career satisfaction.

J. H. Zhang et al. (2018) found that emotional exhaustion plays a mediating role between job insecurity and career satisfaction. Tian et al. (2019) found that the surface acting of emotional labor can reduce employees' career satisfaction and increase turnover intention through the mediating role of burnout, while the deep acting of emotional labor can increase employees' career satisfaction and reduce turnover intention through the mediating role of burnout. The research results of showed that emotional intelligence has a moderating effect on employees' deep and surface acting on customers' perceptions of positive and negative feedback, which will affect employees' emotional exhaustion and career satisfaction, thereby affecting their turnover intention. M. S. Lee and Han (2020) believed that person-job fit positively affects career satisfaction and emotional exhaustion, and emotional exhaustion negatively affects career satisfaction. C. F. Chen and Hsu (2020) found that emotional exhaustion has a negative impact on career satisfaction. Y. Z. Lu et al. (2021) believed that mindfulness will increase over time, and time will also have an indirect effect on emotional exhaustion, work engagement, and career satisfaction through mindfulness. Research by X. Li et al. (2021) found that emotional exhaustion plays a part in the mediating role between the perceived over-qualification and career satisfaction.

Some scholars have also conducted targeted research on women. For example, Pandey and Singh (2016) found that surface acting of emotional labor is associated with higher career satisfaction, burnout plays a part of the mediating role in this relationship, deep acting of emotional labor is related to lower career satisfaction, and burnout completely mediates this relationship. J. F. Xie et al. (2021) found that the burnout of nurses is negatively related to career satisfaction, and they are more likely to feel emotional exhaustion than men.

2.3.3 Measurement of entrepreneurial satisfaction

For the measurement of career satisfaction, Greenhaus et al. (1990) used a scale to measure career satisfaction, including income, promotion, acquisition of new skills, career achievement, and career progress. This study adapted the career satisfaction scale compiled by Greenhaus et al. (1990), which includes 5 items. In the female entrepreneurs and professional women research domains, the scale has been proven to have good reliability and validity (David et al.,

2019; Offermann et al., 2020; J. M. Zhang & Zhou, 2021).

2.4 Coping strategy

Entrepreneurship refers to the process of forming a new organization (Y. Zhou et al., 2020). With the rise of entrepreneurship, entrepreneurs will face the needs for entrepreneurial role. More participation in entrepreneurship will increase the conflict between entrepreneurs' work roles and family roles (Byron, 2005; Edwards & Rothbard, 2000). R. L. Kahn et al. (1964) proposed based on the role theory that work and family conflict is a type of role conflict, which refers to the conflict between roles in the work and family domains. With the development of the social economy and the transformation of family structure, the contradiction between work and family becomes more and more obvious, especially for professional women (Lyu & Fan, 2020). Compared with men, women face greater pressure from the family domain (Gilbert-Ouimet et al., 2020), causing them to show tension, anxiety, and tiredness. In severe cases, they will also experience emotional exhaustion (Hertzberg et al., 2016).

Female entrepreneurs are still the main bearers of family responsibilities, including children's childbirth, upbringing, and education. Therefore, the family role and the role of entrepreneurs are prone to conflicts (De Clercq et al., 2021; L. L. Li et al., 2019; J. M. Zhang & Zhou, 2019a). In this process, the coping strategy will have a significant impact on entrepreneurial results (Y. Zhou et al., 2020), therefore, it is imperative to examine coping strategy. Faced with family pressure, female entrepreneurs can take the initiative to work harder to meet the requirements of roles in the work and family domains, which is the so-called reactive role behavior strategy (Hall, 1972; Jennings & McDougald, 2007; Kirchmeyer, 1993). Similarly, female entrepreneurs can also act passively and give up resolving conflict by only satisfying the needs of the entrepreneurial role, that is, prioritizing entrepreneurship behavior strategy (Greenhaus et al., 2001; Jennings & McDougald, 2007).

Therefore, this study examined how family stressors affect the emotional exhaustion of female entrepreneurs under the moderating role of two different coping strategies (reactive role behavior strategy and prioritizing entrepreneurship behavior strategy), to provide suggestions on how to choose coping strategies for female entrepreneurs.

2.4.1 Coping strategy typology

Hall (1972) took the lead in studying work and family conflict management at the individual level, and developed a taxonomy of role conflict response, including three management types:

(1) structural role redefinition, which changes other people's external and structural expectations of themselves to make them more consistent with their interests and goals; (2) personal role redefinition, which changes one's perception of the role one assumes, different from the structural role redefinition, the personal role redefinition changes the perception of expectations, not the expectations themselves; (3) reactive role behavior, it is just an attempt to improve role performance through role behavior, to better meet role needs. Lazarus and Folkman (1984) defined coping strategy as trying to change one's cognition and behavior to meet external and/or internal needs that may consume or exceed personal resources. At the same time, they also distinguished between problem-focused coping strategy and emotion-focused coping strategy. Some scholars have also proposed a dichotomy to distinguish between positive and negative coping strategies (Palupi & Findyartini, 2019). Recuero and Segovia (2021) believed that positive, active, or problem-focused coping strategy is defined as rational strategy aimed at solving problems or controlling the situation, and negative, passive, or emotion-focused coping strategy tends to reduce emotional discomfort and ignore or try to tolerate this situation.

Greenhaus et al. (1987) developed specific strategies based on the above classification. Job-related problem-oriented strategies include: changing the working environment, seeking work help, and adjusting the level of responsibility. Family-related problem-oriented strategies include: seeking help with housework and childcare, renegotiating labor distribution, relinquishing some family roles, and increasing communication with spouses. Emotion-oriented strategies include: seeking emotional support, redefining one's performance standards, reassessing one's job and career success, acknowledging one's inability to perform all roles perfectly, and prioritizing roles.

Amatea and Fong-Beyette (1987) proposed active strategy and passive strategy: active strategy refers to actively solving problems, while passive strategy refers to avoidance or delay. Therefore, they classified four kinds of coping strategy: active affective orientation, active problem orientation, passive affective orientation, and passive problem orientation.

Rotondo et al. (2003) proposed four kinds of individual strategy for coping with work and family stressors: direct action strategy, seeking help strategy, positive thinking strategy, and avoidance strategy. Direct action strategy refers to that individuals adopt specific behaviors to reduce or eliminate conflicts. Seeking help strategy refers to that individuals reduce or eliminate conflicts by seeking cooperation or help from others. Positive thinking strategy refers to that individuals treat stressors in an optimistic way of thinking by controlling their cognition, thus reducing conflicts. Avoidance strategy refers to an individual reducing conflict by ignoring the

existence of conflict. The first two strategies are to reduce or eliminate conflicts by changing the environment in which problems arise and are considered problem-centered strategies, while the last two strategies are to reduce or eliminate the impact of conflicts by controlling and managing individuals' cognition or emotions and are considered emotion-centered strategies.

Somech and Drach-Zahavy (2007) further classified coping strategy into eight types: family perfection strategy, family due diligence strategy, family preference strategy, family empowerment strategy, job perfection strategy, job due diligence strategy, job preference strategy, and job empowerment strategy. Some scholars have studied short-term coping strategy, which include postponing or giving up having children, lowering expectations of housework or hiring domestic staff to share housework and child care. In terms of work, they limit working hours, refuse promotions, and reduce business trips (Jennings & McDougald, 2007).

Organizational strategies for coping with work and family stressors are usually expressed in the form of family-friendly policy programs, which can be roughly divided into three types: (1) Physical leave: policies and benefits to reduce working hours to take care of the family, including maternity leave, emergency leave, flexible leave, and so on. (2) Flexible working arrangement: without reducing the average weekly working time, employees can arrange their own working time to make them more flexible, including flexible working time, compressed working week, remote working, job sharing, and so on. (3) Workplace social support: employees who have children or the elderly to take care of should be provided with certain workplace social support (e.g., childcare centers, childcare counseling services, elderly relatives care services), so that they do not have to be distracted from these issues and put the maximum energy in the work.

Furthermore, scholars began to define the individual's reactive role behavior strategy and prioritizing entrepreneurship behavior strategy in the entrepreneurial context. Reactive role coping strategy refers to the process by which individuals struggle to cope with stress. It is also called "active coping strategy" and "problem-focused coping strategy" (Lazarus & Folkman, 1984; Patzelt & Shepherd, 2011). Prioritizing entrepreneurship behavior strategy refers to the coping process of individuals trying to get rid of an unpleasant situation. It is a passive coping strategy, also known as "avoidance coping strategy" and "emotion-focused coping strategy" (Örtqvist et al., 2007; Patzelt & Shepherd, 2011). The coping strategies are shown in Table 2.1.

Table 2.1 Classification of coping strategies

Source	Classification
Hall (1972)	(1) Structural role redefinition: changing others' external and structural expectations of yourself to align them more closely with your own interests and goals. (2) Personal role redefinition: unlike structural role redefinition, personal role redefinition changes the perception of expectations rather than the expectations. (3) Reactive role behavior: only through character behavior to try to improve character performance, so as to better meet the needs of the role.
Lazarus and Folkman (1984)	(1) Problem-focused coping strategy: rational strategy aimed at solving a problem or controlling a situation, which is passive. (2) Emotion-focused coping strategy: tend to reduce emotional discomfort, ignore or try to tolerate the situation.
Greenhaus et al. (1987)	(1) Job-related problem-oriented strategy: changing the working environment, seeking work help, adjusting the level of responsibility; (2) Family-related problem-oriented strategy: seeking help with housework and childcare, renegotiating labor distribution, relinquishing some family roles, and increasing communication with spouses; (3) Emotion-oriented strategy: seeking emotional support, redefining personal performance standards, reassessing personal work and career success, admitting that one can't play all one's roles perfectly, role ranking, and so on.
Amatea and Fong-Beyette (1987)	Active strategy and passive strategy are proposed: active strategy refers to actively solving problems, while passive strategy refers to avoiding or delaying. There are four types of coping strategy: active emotion-oriented coping strategy, active problem-oriented coping strategy, passive emotion-oriented coping strategy, and passive problem-oriented coping strategy.
Rotondo et al. (2003)	(1) Direct action strategy refers to the use of specific behaviors by individuals to reduce or eliminate conflicts; (2) Seeking help strategy means that individuals reduce or eliminate conflicts by seeking cooperation or help from others; (3) Positive thinking strategy means that individuals treat stressors in an optimistic way of thinking by controlling their cognition, thus reducing conflicts; (4) Avoidance strategy means that individuals reduce conflicts by ignoring or ignoring the existence of conflicts.
Somech and Drach-Zahavy (2007)	Eight coping strategies are proposed: family perfection strategy, family due diligence strategy, family preference strategy, family empowerment strategy, job perfection strategy, job due diligence strategy, job preference strategy, and job empowerment strategy.
Jennings and McDougald (2007)	(1) Coping strategy in terms of family: delaying or giving up having children, lowering expectations of housework or hiring domestic staff to share housework and child care, and so on; (2) Coping strategy in terms of work: limiting working hours, refusing promotion or reducing business trips, and so on.

Y. Zhou et al. (2020) defined the reactive role behavior strategy in the entrepreneurial process as “the entrepreneurs work hard to fulfill both entrepreneurship and family role demands and reduce the work and family stressors”, and prioritizing entrepreneurship behavior

strategy in the entrepreneurial process is defined as “the entrepreneurs ignore the work and family stressors and prioritize entrepreneurial role demands rather than family ones”. The research object of this research is female entrepreneurs, so this research used the definitions of reactive role behavior strategy and prioritizing entrepreneurship behavior strategy from Y. Zhou et al. (2020).

2.4.2 Coping strategy, work/family stressors and emotional exhaustion

2.4.2.1 Work and family stressors and coping strategy

Some scholars pointed out that the relationship between stressors and coping strategies should be considered (Lazarus & Folkman, 1984). Some scholars have explored the moderating role of coping strategy in the process of stressors on burnout. Further, some scholars have studied the relationship between work and family stressors and coping strategies. Shelton (2006) constructed a theoretical model and divided work-family management strategy into three categories: role elimination, role reduction, and role sharing. Based on this, the author proposed some hypotheses: (1) Work-family conflict management strategy has a significant impact on entrepreneurial performance; (2) High-growth-oriented female entrepreneurs can reduce the level of work-family conflict more effectively than low-growth-oriented female entrepreneurs by choosing work-family management strategy that matches their internal demands and external resources; (3) Among the three work-family conflict management strategies, role sharing is preferred, since this strategy can reduce work-family conflict and increase the involvement of the two roles for female entrepreneurs.

Jennings and McDougald (2007) tried to combine research on entrepreneurship with literature on work-family interaction to prove the impact of work and family factors on the economic performance of new enterprises, and developed a conceptual model to show the path and mechanism of the impact of work-family interaction on entrepreneurial performance. This paper makes the following hypothesis: gender difference of entrepreneurs has a certain impact on the relationship between work-family conflict and entrepreneurial performance. When faced with a higher level of work-family conflict, female entrepreneurs are more inclined to adopt work-family handling strategy that limits the growth of enterprises. Male entrepreneurs, on the other hand, choose work-family strategies that promote business growth, leading to higher entrepreneurial performance.

Some scholars have explored the moderating role of coping strategies in the process of stressors' influence on burnout. For example, Bhagat et al. (1995) proposed that problem-

centered coping strategies moderated the relationship between stressors and emotional exhaustion and depersonalization, while emotion-centered coping strategies moderated the relationship between stressors and depersonalization. Day and Livingstone (2001) found the interaction of stressors and coping strategies on health. Sirgy et al. (2020) investigated the moderating effect of coping strategy on work-family spillover and subjective well-being, and assumed that work-family spillover had a predictive effect on work and family satisfaction, which in turn had a positive predictive effect on subjective well-being. The authors also hypothesized that problem-centered coping strategy can better mitigate the impact of negative work-family spillovers on life domain satisfaction than emotion-centered coping strategy. Data were collected by surveying a representative sample of fully employed US adults (N=827) and hypotheses were tested using SEM and regression. The results showed that the impact of negative spillover from home to work on subjective well-being is weaker in individuals using high level of problem-centered coping strategy, while the impact of negative spillover from home to work on subjective well-being is weaker in individuals using low level of emotion-centered coping strategy.

Yang et al. (2020) proposed three behavioral coping strategies related to family needs. (1) The use of social support refers to the use of tangible assistance from family members and service providers (for example, hiring cleaning services, or asking family members to help take care of the children); (2) restricting leisure activities means reducing participation in non-work activities (such as leisure and hobbies); (3) reducing overloaded work means delaying, reducing or refusing to participate in more work activities to save time or energy to take on family responsibilities. They assumed that similar group members would adopt similar strategy to cope with family needs. Results from a sample of 3,640 employees from 471 workgroups showed a consistent positive relationship between the focus person's ability to cope with family demands and the overall coping level of their team in terms of using coping strategy such as social support, limiting leisure time activities, and reducing overload. This is in stark contrast to the overall level of coping in one's outgroup. In addition, when individuals perceived a higher level of family supportive supervisor, their coping strategy was more positively related to the coping of group members in terms of the use of social support and coping strategies that limited leisure time activities. The results showed that group members who had experienced similar living conditions adopted similar strategy in coping with family demands, while family supportive supervisors reinforced the contagion of coping behaviors.

There is evidence that women's family needs are greater, while men's work needs are greater. Therefore, women face more pressure from the family domain (M. M. Quinn & Smith,

2018). According to gender research data from the Organization for Economic Cooperation and Development in 2016, Chinese women spend about three times as much time taking care of their families as men. Specifically, the average daily household chores time for Chinese women is 2.6 hours, while for men it is only 48 minutes. Scholars began to further explore the coping strategies of professional women when facing family stressors. Sousa et al. (2018) found that women believe that their potential to succeed at work is limited by family needs. Family priority over work gives work-centered women a sense of sacrifice, loss, and guilt. They also found that women use more types of coping strategies than men. Scholars have found that for women, the problem-focused coping strategy will only work if they succeed in effectively controlling potential stressors, and the lack of control over changes in the work environment may also be seen as a trigger for the negative impact of coping strategies (Recuero & Segovia, 2021). Arena et al. (2021) research results showed that the avoidance coping strategy used by pregnant employees throughout the working hours makes women more likely to believe that completing pregnancy-related tasks will interfere with their ability to complete work tasks.

2.4.2.2 Emotional exhaustion and coping strategy

Scholars have confirmed that failure to deal with stress properly can trigger burnout (Recuero & Segovia, 2021). Scholars have further studied the relationship between coping strategy, burnout, and emotional exhaustion, and found that different coping strategies will affect emotional exhaustion to varying degrees.

Shin et al. (2014) conducted a meta-analysis with 36 relevant studies, composed of 9,729 participants, to examine the relationships between various coping strategies and 3 dimensions of burnout symptoms. Results revealed that problem-focused coping correlated negatively with 3 dimensions of burnout symptoms, whereas emotion-focused coping correlated positively with the 3 dimensions. Whereas seeking social support, reappraisal, and religious copings among emotional coping strategies were negatively related to burnout symptoms, acceptance was positively related to burnout symptoms. The results of moderation analysis suggest that types of vocation affected the relationships between coping strategies and burnout symptoms.

Palupi and Findyartini (2019) suggested that coping mechanisms are divided into five groups: problem-focused, emotion-focused, dysfunctional coping, adaptive, and maladaptive coping. The burnout dimension includes emotional exhaustion, cynicism, and decreased academic performance that may be influenced by gender. This study aims to elaborate on the relationship between gender and coping mechanisms with burnout events in first-year medical students. In conclusion, there was no significant relationship between gender and burnout.

However, maladaptive/dysfunctional coping had a positive relationship with emotional exhaustion and cynicism. On the other hand, adaptive coping had a negative relationship with cynicism and a positive relationship with perception of personal accomplishment.

Taylor et al. (2021) used a structural model approach to examine key concepts of workaholism, burnout, work-family interface, and coping strategies within the context of recreational employees. The study's sample consisted of 466 campus recreation employees. Results show a positive, direct relationship between respondents' workaholism and burnout. Results also show that the positive relationship between workaholism and burnout was significantly, partially (serial) mediated by work-family/family-work conflict and emotion-based coping strategies, but was non-significant by work-family/family-work conflict and task-focused strategies. This suggests their participants became dependent on emotion-focused coping strategies due to their work obligations and dedication to the job. Findings also suggest that employees within the recreation field are less likely to feel the negative associations of burnout from family-work conflict as compared to work-family conflict. This study advances previous findings by illustrating specific coping strategies and their impact on the relationship between workaholism and burnout. Results from the current study illustrate those employees who engage in emotion-coping strategies may experience higher levels of burnout as compared to those who utilize task-based coping strategies.

Many scholars have discussed gender differences and found that there are differences in coping strategies between men and women. Shimanoe et al. (2015) held the view that when facing burnout, men use more positive coping strategies, while women use negative coping strategies. Caruso et al. (2017) found that compared with men, women use social support (negative coping) as a strategy to cope with burnout. The research results of Menendez-Espina et al. (2019) illustrate that coping strategies play a moderating role in the relationship between job insecurity and mental health. However, the aggravating role of disengagement coping strategies is more relevant than the buffering role of engagement strategies. On the other hand, women implement a greater number of coping strategies, with more positive results for mental health. Also, in the relationship between job insecurity and mental health the most important strategies are the ones related to social interaction inside and outside an organization, and these are the main ones used by women. It therefore follows that strengthening rich social relationships inside and outside the working environment is a guarantee of well-being.

Some scholars have also found that some coping strategies will bring adverse effects. For example, Gonzalez-Morales et al. (2010) investigated the role of gender in the benefits of coping (direct action and social support seeking) on the core dimensions of burnout (exhaustion

and cynicism) using a longitudinal design. Specifically, the study examined these relationships on teachers, which is typically a female-dominated occupation. Data were gathered during the first term and again during the last term of the academic year. The Time 2 sample was composed of 141 male and 303 female teachers from 100 Spanish primary and secondary schools. Lagged and concurrent longitudinal designs were tested using random coefficient models. Concurrent interactive effects of gender in the relationship among coping strategies and cynicism as well as exhaustion were found. Direct action coping was beneficial only for men. Social support seeking coping was not beneficial for women; moreover, it was found to be detrimental for men. Recuero and Segovia (2021) discovered that for female employees, there is a significant positive relationship between behavioral coping strategy, emotion coping strategy, and burnout (emotional exhaustion and depersonalization). Arena et al. (2021) found that when pregnant women use avoidance coping strategy instead of active coping strategy, they endure greater negative results.

The research of scholars on coping strategy focused on the family stressors and emotional exhaustion research domains. In the family stressors domain, scholars have studied the relationship between family stressors and different coping strategies. Furthermore, they have also explored the coping strategies of professional women when facing family stressors. In the emotional exhaustion domain, scholars have found that different coping strategies affect emotional exhaustion to varying degrees, and discussed gender differences. Currently, scholars have done more research on the coping strategies of professional women, but there is a lack of research on female entrepreneurs. Future research can further refine the research objects and analyze whether female entrepreneurs' use of different coping strategies will have different impacts on them.

2.4.3 Measurement of coping strategy

Hall (1972) proposed a behavioral model for coping with role conflicts based on the three levels of the role process, including structural role redefinition, personal role redefinition, and reactive role behavior. Under these three types, 16 specific behavior strategies are identified and classified. Lazarus and Folkman (1984) distinguished between problem-focused coping strategy and emotion-focused coping strategy, each including three dimensions, and each dimension uses 4 items to measure. Lo et al. (2003) found that giving up time committed to family is also a coping behavior. Therefore, Y. Zhou et al. (2020) based on the findings of Lo et al. (2003) and further studied prioritizing entrepreneurship behavior strategy, dividing family

time abandoning into two dimensions to measure the strategy of prioritizing entrepreneurship behavior. This study selected the group of female entrepreneurs as a sample. Therefore, Y. Zhou et al. (2020)'s scale is used for the measurement of reactive role behavior strategy and prioritizing entrepreneurship behavior strategy.

2.5 Theoretical background

Conservation of resources theory (COR) was formally proposed by Hobfoll (1989). This theory explains individual behaviors under pressure situations from the perspective of resource gain and loss, and operationally defines the abstract concept of pressure. The theory holds that individuals tend to strive to acquire, maintain, protect and cultivate the resources they value (Hobfoll, 1989).

To better understand conservation of resources theory, it is necessary to accurately define what resources cover. Resources refer to the things, states and energies that individuals hope to obtain, as well as the ways to obtain them (Hobfoll, 1989, 2001). ten Brummelhuis and Bakker (2012) further developed the theory and divided resources into four types: object resources (e.g., cars and houses), conditions resources (e.g., marriage, work, family, and social network), personal resources (e.g., self-efficacy, self-esteem, optimism, and social power), and energy resources (e.g., mood, physical strength, cognitive ability, attention, and time).

Hobfoll et al. (2018) proposed two important principles of conservation of resources theory. The first principle is called the primacy of resources loss. This principle states that an individual is more psychologically affected by the loss of resources than by the gain of the same amounts of resources. In addition to the magnitude of the impact, resource loss is also more significant in the speed and duration of the impact. That is, the effects of resource loss and resource acquisition are asymmetrical, and the impact of resource loss on the pressure process is greater. As a result, even a small loss can cause significant and even life-threatening harm over time. For example, when employees face abusive management from superiors, they will have greater work pressure and perceive the loss of their own resources. Therefore, they may avoid further loss of resources by reducing interaction with superiors (Whitman et al., 2014). The second principle is called resource investment. That is, individuals tend to invest resources to prevent the occurrence of resource loss, recover from the loss and obtain resources. In other words, individuals with more resources are more likely to avoid losing them and acquire new resources. On the contrary, individuals with less resources are more likely to suffer the loss of resources and have less access to new resources. Individuals will invest in resources in order to acquire

new resources, recover from losses, and prevent further resource losses (Wheeler et al., 2012). Therefore, resource investment is regarded as one of the ways to cope with resource loss.

Further, resource investment is divided into two types: direct replacement of resources (e.g., direct savings to make up for income loss) and indirect investment of resources (e.g., increasing skills, confidence, and other resources to make up for income loss caused by no income gain). The study by Halbesleben and Bowler (2007) also found that although emotional exhaustion made employees' in-role performance lower, their organizational citizenship behaviors toward leaders and colleagues increased. Based on conservation of resources theory, they believed that this was because employees want to invest resources through organizational citizenship behavior, so as to obtain more new resources in a mutually beneficial way and at the same time help to mitigate additional resource loss. Ng and Feldman (2012) found in their research on workplace voice behavior that, on the one hand, voice behavior would cause resource loss, and the instinct of resource preservation made employees less likely to engage in this behavior when the resource stock was low. On the other hand, voice behavior would bring resource benefits to employees and can be one of the ways of resource investment. This result showed that the process of resource investment was complex and driven by multiple psychological factors, which needed further analysis and exploration.

According to COR theory, there are two kinds of spiral effects on resources (Hobfoll et al., 2018): loss spiral and gain spiral. Loss spiral refers to the fact that individuals who lack resources or consume resources will continue to invest their own resources to prevent the loss of resources, resulting in a gradual increase in the loss of final resources. Gain spiral means that individuals with relatively rich existing resources have more opportunities to invest resources, obtain new resources, increase their own resource stock, and breed more resource growth, forming a spiral. Since the magnitude and speed of resource gain in the gain spiral is smaller than that of resource loss, development is usually smaller and slower.

This study takes COR theory as the theoretical background for the following four reasons.

First, COR theory has been used to explain the formation process of emotional exhaustion in previous studies, and it has become the main theory to understand the process of emotional exhaustion (L. M. Guo et al., 2022; Marchand & Vandenberghe, 2016). In addition, COR theory has been gradually applied to the field of entrepreneurship to explain the impact of entrepreneurial pressure and entrepreneurial resources on entrepreneurs (J. A. Chen et al., 2016; X. J. Wang & Wang, 2020).

Second, according to Hobfoll (2001), individual burnout will occur when individuals lack resource gains in their work or suffer slight resource losses over time. Individuals who face

stressors from the work and home domains are often at risk of depletion of internal resources. Therefore, individuals need to invest more resources to prevent further resource losses. However, once the initial losses occur, individuals become more vulnerable to further resource losses (Hobfoll, 2001). The short-term loss of resources does not necessarily have an impact. But when the loss continues, there will be accelerated negative effects and individuals will be exposed to the loss spiral. The spiral of loss can lead to stress and eventually physical and mental exhaustion (Hobfoll, 2001).

Third, positive emotions are an individual's precious resource stock (W. Wei & Ni, 2020). Individuals dealing with stressors from work and family will expend high levels of energy and other resources, resulting in resource imbalance, which may directly affect their mood. When employees' emotional resources are depleted, it will lead to a series of negative results. For example, female entrepreneurs' satisfaction in the process of starting a business may also be diminished.

Fourth, differences between individuals will cause employees to consume their emotional resources to varying degrees when they experience work and family stressors (Shin et al., 2014). Therefore, when individuals' coping strategies are different, the influences of stressors on emotional exhaustion may vary to some extent.

Therefore, based on conservation of resources theory, this study explored how work stressors and family stressors affect female entrepreneurs' satisfaction with entrepreneurship, and introduced emotional exhaustion as a mediator to explore the mechanism of work stressors and family stressors on entrepreneurial satisfaction. In addition, to further enrich the research on the mechanism of influence on work and family stressors, this study introduced coping strategy as a moderator to test the boundary conditions between work and family stressors and emotional exhaustion.

2.6 Hypotheses

Based on conservation of resources theory and research findings in literature, this study hypothesized the relationship among work stressors, family stressors, emotional exhaustion, entrepreneurial satisfaction, and coping strategy.

2.6.1 The effect of stressors on entrepreneurial satisfaction

The effect of work stressors and family stressors on career satisfaction has been widely discussed by scholars. Career satisfaction is a kind of subjective psychological reaction arising

from career (Allen et al., 2004). Smith and Lazarus (1993) argued that individuals constantly scan their surroundings to determine “what their relationship to the environment means for personal well-being”. Since career satisfaction is characterized by individuals’ evaluation of their career, stressor experiences are likely to lead to a corresponding decrease in career satisfaction. In addition, career satisfaction is employees’ emotional orientation towards work, which can be regarded as the overall feeling towards work or the related attitude towards all aspects of work (Hoboubi et al., 2017). Its influencing factors are reflected in the work itself, salary, promotion, relationship between colleagues, values, and organizational management (T. Li, 2019). According to conservation of resources theory, the resource stock will affect individuals’ satisfaction and positive behavior (Y. P. Li et al., 2017). When work and family stressors consume too much of individuals’ resources, the individuals’ resource stock will be correspondingly reduced and their career satisfaction will also be affected. Therefore, we believe that work and family stressors will affect female entrepreneurs’ entrepreneurial satisfaction.

According to conservation of resources theory (Hobfoll, 1989), job involvement is a working mode that consumes a large amount of energy, time, and other resources of individuals. Continuous high level of job involvement means high energy consumption, which may have a direct negative impact on the physical and mental symptoms of individuals (e.g., feeling tired and depressed) (Griffin et al., 2010), which will further undermine the job enthusiasm and career satisfaction of individuals. For female entrepreneurs, high level of job involvement and long time work will not only consume their physical and mental energy, making it difficult for them to recover from work (Z. B. Li et al., 2013), but also may lead to excessive consumption of their attention resources, resulting in deviations in their entrepreneurial decision-making and affecting their entrepreneurial satisfaction. Therefore, this study proposes the following hypothesis:

H1a: Job involvement is negatively related to entrepreneurial satisfaction.

In terms of the relationship between flexibility and career satisfaction, scholars have basically reached a consensus that flexible work arrangement can improve work-related well-being (Q. Nie et al., 2021; Ray & Pana-Cryan, 2021). Flexibility refers to flexible work arrangements, defined as “external options that allow work to be completed outside the boundaries of standard traditional work hours and/or space” (Shockley & Allen, 2007). Based on the existing literature, job flexibility increases career satisfaction in three main ways.

Firstly, flexible work arrangements enable individuals to have more autonomy in their work, which can improve their career satisfaction. For example, M. D. Wu et al. (2020) adopted the

meta-analysis method and quantitatively reviewed the influence of flexible work plans on employee psychology and behavior based on 112 independent samples of 99 empirical studies from 1983 to 2020, and explored the moderating effects of family responsibilities and employee types on these relationships. The results showed that flexible work plans significantly reduced work-family conflict and turnover intention, and improved perceived job autonomy, career satisfaction, organizational commitment, and job performance. The meta-analysis of the moderating effects showed that for employees with greater family responsibilities, the relationship between flexible work plan and work-family conflict and the relationship between perceived job autonomy and career satisfaction were more significant. Compared with managers and professionals, flexible work plans had a greater impact on perceived job autonomy, career satisfaction, organizational commitment, turnover intention, and job performance of general employees.

Secondly, job flexibility can improve satisfaction by reducing employees' work-family conflicts and the negative influence of family on work. For example, Rhee et al. (2020) examined the prevalence of workplace flexibility and the mechanism by which workplace flexibility affects turnover intention through work-family and family-work conflicts and the career satisfaction of low-wage workers in South Korea. Participants included 250 low-wage workers earning less than 2 million won (\$1,900) a month. The findings suggested that low-wage workers have limited access to workplace flexibility which indirectly reduced their intention to leave their jobs by reducing work-family conflict and increasing career satisfaction.

Finally, flexible work arrangements lead to less work stress, more time off, and more satisfaction. For example, Ray and Pana-Cryan (2021) evaluated the prevalence of job flexibility and its relationship with worker' happiness in the United States, considering the change and importance of job flexibility. Based on the data from the General Social Survey on Quality of Work Life (GSS-QWL) from 2002 to 2018, the study adopted descriptive statistics and regression analysis to assess reported job stress, career satisfaction, healthy days, and activity limitation days among workers with job flexibility. The findings suggested that the prevalence of flexibility at work was remained relatively stable. Working at home increased job stress by 22 percent and career satisfaction by 65 percent. Time off reduced work stress by 56 percent, activity restriction days by 24 percent, and career satisfaction more than doubled. Changing an individual's schedule reduced the likelihood of job stress by 20 percent and increased the likelihood of career satisfaction by 62 percent. It can be seen that flexible working arrangement can, to a certain extent, enable employees to have rest and replenish energy when they need it, and improve their career satisfaction.

Female entrepreneurs face greater stressors from both family and work (De Clercq et al., 2021). Therefore, job flexibility can help female entrepreneurs balance the resource input of family and work, thus helping them to carry out their entrepreneurial work smoothly. And in this process, their entrepreneurial satisfaction can be improved to a certain extent. According to conservation of resources theory (Hobfoll et al., 2018), individuals are eager to strive to preserve, maintain, and obtain those valuable resources. For this reason, female entrepreneurs often focus on avoiding potential resource losses and actively building new resources. According to conservation of resources theory, resources specifically include physical substances, favorable conditions, individual characteristics, and energy resources (Hobfoll et al., 2018). It should be noted that job flexibility is an important way to help female entrepreneurs avoid energy loss and gain energy resources (Q. Nie et al., 2021; Ray & Pana-Cryan, 2021). Energy resources include physiological energy and energy activation, which can be embodied as relational energy, mental energy, and spiritual energy. In general, any activity is associated with a loss or increase in physiological energy and energy activation, rather than a particular type of activity involving only a particular type of energy. Female entrepreneurs at the workplace consume energy, physical strength, and other physical and mental resources in the process of coping with work tasks. When physical and mental resources continue to be consumed, female entrepreneurs will experience physical and mental discomfort. In view of this, the flexibility of work can help them effectively manage their physical and mental energy, and reduce the energy resource loss in the execution of tasks. At the same time, female entrepreneurs' physical and mental energy can be replenished to a certain extent, and even restored to the previous level of resources, which is conducive to the formation of positive work experience and thus improve career satisfaction. Accordingly, the study presents the following hypothesis:

H1b: Flexibility is positively related to entrepreneurial satisfaction.

Scholars generally believe that family stressors are negatively related to satisfaction in one's work (Ford et al., 2007; Xu & Qi, 2016). Family stressors include family involvement and time committed to family (Poggesi et al., 2019). Family involvement refers to the degree of individuals' emphasis on family and psychological involvement in family. When individuals devote themselves to their family, it means that responding to the needs of their family may require a large amount of time or a high level of mental or physical energy (Edwards & Rothbard, 2000). Time committed to family refers to the time that individuals invest in their family. The time individuals committed to one domain (family) limits their ability to participate in activities productively in another domain (work) (Michel et al., 2011). Individuals need a lot

of time to respond to the family needs and pay a high level of mental or physical energy depending on the family environment and their role in the family (Poggesi et al., 2019). Therefore, the involvement of family roles and time committed to family, as factors that may deprive individuals' resources, will trigger individuals' stress (Park & Jang, 2017). In other words, excessive involvement in family roles depletes resources individuals value (e.g., the need for achievement, time and energy in the workplace), and this depletion of resources is likely to extend to the individuals' dissatisfaction with the job.

Previous studies suggest that stressors from family roles would conflict with roles in the workplace, thus reducing individuals' overall satisfaction from work (Frone et al. (1992). This study hypothesizes that stress caused by excessive involvement of family roles is related to workplace constraints, and such stress should be negatively related to career satisfaction. Accordingly, the study presents the following hypothesis:

H1c: Family involvement is negatively related to entrepreneurial satisfaction.

Women's family demands have a more significant impact on work outcomes than men's (J. M. Zhang & Zhou, 2021). Family demands have a greater influence on work for women than for men. Becoming a mother forces women to put more effort into entrepreneurship. According to conservation of resources theory (Hobfoll et al., 2018), individuals have a fixed amounts of time and energy. Therefore, time and energy spent in one area affects time and energy spent in another area. Therefore, female entrepreneurs are under greater pressure in their career, and family pressure will affect their satisfaction in entrepreneurship. It is agreed that women have the additional burden of child care and often choose to work at home or take their children with them at work, Therefore, balancing work and family limits women's entrepreneurial work time and progress to some extent (Langevang et al., 2015). For female entrepreneurs, work-family conflict is especially acute and work-family balance is particularly difficult. Female entrepreneurs are self-employed and engaged in the creation, operation, and development of enterprises. It is a systematic engineering with high risks, great randomness, and strong complexity. Female entrepreneurs typically spend their days managing employees, mobilizing funds, dealing with countless competitors, putting in more time and energy than the average employee, and facing more acute work-family conflicts, child care, household chores, and other chores. Therefore, female entrepreneurs' excessive energy and time committed to family roles will consume a lot of their resources, which will further affect their resources investment in the field of entrepreneurship. When resources in the field of entrepreneurship are insufficient, their entrepreneurial satisfaction decreases accordingly. Therefore, this study puts forward the following hypothesis:

H1d: Time committed to family is negatively related to entrepreneurial satisfaction.

2.6.2 The mediating role of emotional exhaustion

Emotional exhaustion, a key dimension of burnout, refers to the fatigue state caused by excessive use of psychological and emotional resources. Emotional exhaustion is a state of low mood and no vitality, which is a result of stress response when individuals face the work or family stressors (Maslach et al., 2001). According to conservation of resources theory, individuals have the motivation to preserve existing resources, and at the same time, they will constantly obtain new resources to achieve their goals (Hobfoll, 1989, 2001). Researches in the field of work and family based on the perspective of resources generally believe that individuals will have a sense of exhaustion when one of the fields of work or family increases the demand for their resource input exceeding the range of what they can bear (DiRenzo et al., 2011). Existing researches showed that entrepreneurial stress, role stress, overwork, working hours, family exclusion and other factors will affect employees' emotional exhaustion (C. F. Chen & Hsu, 2020; G. Huang et al., 2021; Mockli et al., 2020). Existing studies have proved that, compared with men, female employees are subject to greater role conflicts and pressures, and have higher levels of burnout and emotional exhaustion (G. Huang et al., 2021).

According to conservation of resources theory (Hobfoll, 1989), individuals facing work and family stressors tend to consume a lot of resources to cope with the pressure, but their stock resources are limited. Individuals who feel the threat of resource depletion will spend resources to seek resource supply from elsewhere, which will imperceptible them into a spiral of resource loss and eventually lead them into negative emotions such as urgency and anxiety. Continuous accumulation of negative emotions will lead to their emotional exhaustion. In addition, individuals who are unable to balance work and family, to fulfill both work and family responsibilities, and to properly allocate limited resources such as time and energy often face work and family stressors. Therefore, individuals will experience negative emotions such as stress, depression and anxiety (Mostafa, 2022; Ye et al., 2021). When individuals have no additional resources, they will further consume their emotional resources to restrain the negative emotions, and eventually suffer from emotional exhaustion.

Scholars have discussed the relationship between job involvement and burnout. Specifically, early studies believed that job involvement and burnout are two extreme manifestations of work state (Y. F. Wang & Qin, 2009). In addition, such studies regard job involvement as a positive work or emotional state, which is conducive to improving individuals' organizational

commitment and retention intention (R. Li & Ling, 2007). However, they ignored the possible negative effects of job involvement, such as emotional exhaustion. A high degree of job involvement means a high level of work demand, namely the demand for physical, psychological, organizational and social factors in order to maintain a good level of job performance (Demerouti et al., 2001). In this process, individuals may pay some costs (e.g., work time and energy) and such high intensity of pay may lead to role conflict and further harm individuals' physical and mental health (S. L. Li et al., 2022). Job involvement is a process of energy consumption (Griffin et al., 2010). And female entrepreneurs must spend a lot of time and energy in the entrepreneurial process to meet the entrepreneurial needs. However, female entrepreneurs have limited mental and physical energy resources at work, and a high level of job involvement will cause them to be forced to get involved in work and consume the cognitive and psychological resources of the job role (Poggesi et al., 2019), which may lead to female entrepreneurs' emotional exhaustion. Thus, considering the above discussion and hypothesis 1a, this study proposed the following hypothesis.

H2a: Emotional exhaustion mediates the relationship between job involvement and entrepreneurial satisfaction.

Job flexibility is a motivating work resource, and it is the degree of freedom employees have to make important decisions at work (Shockley & Allen, 2007). Previous studies confirmed that a high level of job autonomy was negatively related to various indicators of burnout (including emotional exhaustion) (Spagnoli & Molinaro, 2020). First, higher job flexibility means that female entrepreneurs have a more flexible work environment and better resource supply. The flexible arrangement of work time can effectively encourage female entrepreneurs to start businesses, help female entrepreneurs to combine their job roles with their family roles, and effectively reduce work pressure and insecurity (Still & Timms, 2000). Second, job flexibility can help female entrepreneurs better arrange work and life, help them recover energy, reduce the consumption of mental and physical resources, and reduce emotional exhaustion (J. M. Zhang & Zhou, 2019b). Third, job flexibility is conducive to female entrepreneurs to actively pursue entrepreneurial value, promote the improvement and application of individuals' entrepreneurial skills, and reduce female entrepreneurs' uncertainty and pressure in the entrepreneurial process (W. Y. He & Chen, 2022).

Thus, considering the above discussion and hypothesis 1b, this study proposed the following hypothesis.

H2b: Emotional exhaustion mediates the relationship between flexibility and entrepreneurial satisfaction.

On the other hand, family stressors can also lead to emotional exhaustion among female entrepreneurs. Specifically, first, when female entrepreneurs' work is affected by the urgent family needs, they may repeatedly think about how to solve this situation, which will take up a lot of energy and time (Oren & Levin, 2017). In this process, their personal energy resources are exhausted and they feel emotionally exhausted (R. W. Quinn et al., 2012). Second, due to the involvement of family matters and excessive investment of family time, female entrepreneurs do not have enough resources to cope with normal daily work (Bhumika, 2020), which will increase their uncertainty and pressure in work, and lead to negative emotions such as anxiety and tension. When they try to overcome these negative emotions, they will further deplete emotional resources and lead to emotional exhaustion. Third, when female entrepreneurs devote too much time and energy to family affairs, they may feel that they lack family support in the process of entrepreneurship, which leads to their inability to properly balance family and entrepreneurship. This can further lead to negative emotions such as frustration and disappointment (De Clercq et al., 2022).

From the perspective of conservation of resources theory, both family involvement and time committed to family deplete individual's resources which may lead to emotional exhaustion, and sequentially result in decreased career satisfaction and work engagement (Sun & Pan, 2008). For example, C. F. Chen and Hsu (2020) used the job-demand resource model and took bus drivers as research objects to discuss the impact of job characteristics on emotional exhaustion and the impact of emotional exhaustion on job outcomes (including career satisfaction, life satisfaction, organizational commitment, and turnover intention). Using self-reported survey data from 320 Taiwanese bus drivers, the study showed that work-family conflict was positively related to emotional exhaustion. Emotional exhaustion had a negative impact on both career satisfaction and organizational commitment. Career satisfaction was positively related to life satisfaction, while organizational commitment was negatively related to turnover intention.

In the study on female employees, J. F. Xie et al. (2021) found that compared with male employees, female employees were more likely to feel emotional exhaustion, which would negatively affect their career satisfaction. S. Lee et al. (2013) found that with the increase of female labor force and dual-income families, the conflict between work and family becomes more and more obvious, which leads to a series of negative results, such as employees will experience work stress and emotional exhaustion. According to resource conservation theory, this is because individuals will strive to obtain and retain resources, but when they perceive excessive demand or insufficient resources, emotional exhaustion will occur.

Jensen (2016) found that role stressors are one of the most frequently studied job stressors

in the occupational health literature, and the increase of role stressors may bring negative effects to individuals. For example, both job role conflict and work-family conflict have been associated with several types of dysfunctional outcomes, and job role conflict has been shown to be positively correlated with job dissatisfaction and psychological stress. They argue that incompatible expectations from multiple roles are considered psychologically uncomfortable, and they may trigger negative emotional responses. For example, stressors can lead to work-family conflict, which can lead to emotional exhaustion. They further demonstrated that conflict between family and work roles is positively correlated with emotional exhaustion, which is characterized by a lack of energy and the complete depletion of emotional resources by work. Scholars have successively found a correlation between work-family conflict and emotional exhaustion (Liu et al., 2015). Moreover, more and more evidence show that emotional exhaustion is dysfunctional for individuals and will lead to a decline in individual satisfaction with their career (X. Li et al., 2021).

The entrepreneurial environment is volatile and changeable, with high uncertainty, high risk, fierce competition, and often plagued by lack of resources. In such an uncertain entrepreneurial environment, female entrepreneurs face much more challenge than male counterparts due to their family roles. As discussed earlier, female entrepreneurs tend to involve in family affairs more and committed more time to family due to their gender roles. Both family involvement and time committed consume female entrepreneurs' resources and energy, resulting to exhaustion. When female entrepreneurs feel emotional exhaustion, energy and other resources are consumed, and it is difficult to give full play to their entrepreneurial initiative and enthusiasm in the entrepreneurial field, which will weaken their entrepreneurial satisfaction. Therefore, the following hypotheses are proposed in this study:

H2c: Emotional exhaustion mediates the relationship between family involvement and entrepreneurial satisfaction.

H2d: Emotional exhaustion mediates the relationship between time committed to family and entrepreneurial satisfaction.

2.6.3 The moderating role of coping strategy

As mentioned above, work and family stressors can lead to emotional exhaustion among female entrepreneurs. According to conservation of resources theory (Hobfoll, 1989), there are individual differences in the ability of individuals to deal with negative emotions and pressure, so the impact of emotional exhaustion on individuals will also be different. When individuals

face the pressure of resource loss, this pressure will be significantly reduced if they realize that they have replacement resources. Coping strategy can alleviate the process of resource consumption and help individuals relieve emotional exhaustion caused by stressors (Shin et al., 2014). If the level of individuals' coping strategy is high, it can alleviate the negative impact of work and family stressors to a certain extent. Therefore, to explore the role of coping strategy in the process of the influence of stressors on emotional exhaustion, this study takes prioritizing entrepreneurship behavior strategy as the boundary condition for the influence of work stressors on emotional exhaustion and reactive role behavior strategy as the boundary condition for the influence of family stressors on emotional exhaustion.

Lazarus and Folkman (1984) defined coping strategy as "efforts to change one's own perceptions and behaviors in order to meet external and/or internal needs that may consume or exceed one's resources". In the face of work stressors, female entrepreneurs can give up conflict resolution by only meeting the needs of entrepreneurial roles, which is prioritizing entrepreneurship behavior strategy (Greenhaus et al., 2001; Jennings & McDougald, 2007). In the face of family stressors, female entrepreneurs will try to meet the requirements of both work and family roles at the same time, which is reactive role behavior strategy (Hall, 1972; Jennings & McDougald, 2007; Kirchmeyer, 1993).

Prioritizing entrepreneurship behavior strategy refers to that entrepreneurs prioritize entrepreneurship in order to achieve business success (Jennings & McDougald, 2007). To meet this growing demand for entrepreneurial activity that requires more time and effort on the part of entrepreneurs, female entrepreneurs must become more involved in their entrepreneurial roles. Such investment in entrepreneurial role resources can help female entrepreneurs to clarify the focus of entrepreneurship, better deal with entrepreneurial matters, improve entrepreneurial efficiency (Y. Zhou et al., 2020), and avoid putting their time and energy into too many unnecessary work affairs, which can reduce the positive impact of job involvement on emotional exhaustion and the negative effect of increased flexibility on emotional exhaustion to a certain extent.

When female entrepreneurs have a higher level of prioritizing entrepreneurship behavior strategy, they are more sensitive to the changes of entrepreneurial matters, can quickly identify the changes and development of entrepreneurial matters, and actively cope with them (Jennings & McDougald, 2007). When they are affected by job involvement, they can be more sensitive to the changes in their emotions, deal with problems rationally and quickly, reduce unnecessary waste of time and energy, adjust their emotions quickly, and control their emotions more easily (Menendez-Espina et al., 2019). Therefore, when female entrepreneurs have negative emotions

such as frustration and tension due to job involvement, they can control their emotions and fully mobilize their entrepreneurial vitality to digest these negative emotions on their own, reduce the consumption of emotional resources, and thus reduce the positive impact of job involvement on emotional exhaustion. In addition, the level of emotional exhaustion of female entrepreneurs is reduced when their work arrangements are flexible, while prioritizing entrepreneurship behavior strategy can enhance this process. Specifically, female entrepreneurs who implement prioritizing entrepreneurship behavior strategy can clarify the focus of their current work, improve the speed of entrepreneurial decision-making, identify problems in the process of entrepreneurship, and formulate solutions to better access to resources, improve entrepreneurial efficiency, and meet the needs of entrepreneurial roles (Y. Zhou et al., 2020). This can help female entrepreneurs build up confidence in entrepreneurship, better cope with emotional changes, slow down the consumption of emotional resources, and enhance the negative impact of flexible work arrangement on emotional exhaustion.

On the contrary, when female entrepreneurs have a low level of prioritizing entrepreneurship behavior strategy, their ability to deal with entrepreneurial matters will be worse. When female entrepreneurs are in the situation of insufficient internal support resources and no external support resources, their emotional control ability will also be weakened, so they cannot quickly deal with the emotional exhaustion caused by job involvement. In addition, even though flexible work arrangements can reduce emotional exhaustion to some extent, when female entrepreneurs are unable to implement prioritizing entrepreneurship behavior strategy, their self-management ability in the entrepreneurial process will be weakened (Jennings & McDougald, 2007; Y. Zhou et al., 2020). In other words, female entrepreneurs have difficulty in prioritizing tasks and assigning tasks flexibly according to work time, which leads to less maximum utilization of role resources, which mitigates the debilitating effect of job flexibility on emotional exhaustion. Accordingly, the following hypotheses are proposed in this study:

H3a: Prioritizing entrepreneurship behavior strategy moderates the positive relationship between job involvement and emotional exhaustion, such that a weaker positive relationship occurs under high prioritizing entrepreneurial behavior strategy.

H3b: Prioritizing entrepreneurship behavior strategy moderates the negative relationship between flexibility and emotional exhaustion, such that a stronger negative relationship occurs under high prioritizing entrepreneurial behavior strategy.

As mentioned above, job involvement has a negative effect on entrepreneurial satisfaction through emotional exhaustion, and prioritizing entrepreneurship behavior strategy moderates the positive effect of job involvement on emotional exhaustion. This study suggests that the

indirect effect of job involvement on entrepreneurial satisfaction through emotional exhaustion can also be moderated by prioritizing entrepreneurship behavior strategy. Specifically, female entrepreneurs with higher prioritizing entrepreneurship behavior strategy are less likely to have emotional exhaustion due to job involvement, thus affecting entrepreneurial satisfaction. Flexibility has a positive effect on entrepreneurial satisfaction through emotional exhaustion, and prioritizing entrepreneurship behavior strategy moderates the negative effect of flexibility on emotional exhaustion. This study believes that the indirect effect of flexibility on entrepreneurial satisfaction through emotional exhaustion will also be moderated by prioritizing entrepreneurship behavior strategy. Specifically, female entrepreneurs with higher prioritizing entrepreneurship behavior strategy are easier to reduce emotional exhaustion due to flexibility and thus improve entrepreneurial satisfaction. Accordingly, the following hypotheses are proposed in this study:

H3c: Prioritizing entrepreneurship behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between job involvement and entrepreneurial satisfaction, such that a weaker indirect effect occurs under high prioritizing entrepreneurship behavior strategy.

H3d: Prioritizing entrepreneurship behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between flexibility and entrepreneurial satisfaction, such that a stronger indirect effect occurs under high prioritizing entrepreneurship behavior strategy.

Reactive role behavior strategies provide individuals with resources to deal with the relationship between family and work, can help individuals balance family and work, provide individuals with more resources to meet their entrepreneurial roles and family roles at the same time, and enable individuals to obtain more resources (Hall, 1972; Kirchmeyer, 1993). Therefore, individuals with more resources can better relieve the pressure brought by conflicts and contradictions and reduce the speed of loss spiral. It is also more likely to acquire more resources through resource investment, increasing the speed of the gain spiral.

Female entrepreneurs with higher levels of reactive role behavior strategies are less likely to consume excessive emotional resources due to family stressors. Specifically, when female entrepreneurs adopt the reactive role behavior strategy, it means that they can make plans for entrepreneurial matters and family activities in advance, so that they have the ability to deal with both (Y. Zhou et al., 2020). On the one hand, when female entrepreneurs are influenced by family stressors, reactive role behavior strategies supplement female entrepreneurs' resources to make up for the loss of resources, slow down the consumption rate of female entrepreneurs'

resources in the “loss spiral” (Hobfoll et al., 2018), and buffer the role pressure and negative emotions. Thus, the positive effects of family stressors on emotional exhaustion of female entrepreneurs were hindered. On the other hand, when female entrepreneurs are faced with family stressors, reactive role behavior strategies not only help female entrepreneurs prevent the pressure caused by family stressors in advance by increasing the stock of individual resources, but also make it easier for female entrepreneurs to carry out cross-domain transfer of role resources and make more use of role resources in entrepreneurship. In this way, reactive role behavior strategy increases the accumulation speed of resources in the “gain spiral” (Hobfoll et al., 2018), and also alleviates the positive influence of family stressors on the emotional exhaustion of female entrepreneurs.

On the contrary, when female entrepreneurs have a low level of reactive role behavior strategy, it means that they are difficult to meet the needs of both entrepreneurial and family roles, and it is difficult to balance entrepreneurial and family affairs (Hall, 1972; Jennings & McDougald, 2007; Kirchmeyer, 1993), which can enhance the positive effect of family stressors on emotional exhaustion. Specifically, on the one hand, female entrepreneurs lack the corresponding support resources when balancing entrepreneurship and family, and cannot make the corresponding plan in advance to deal with the possible conflicts between the two. On the other hand, the lack of reactive role behavior strategies will greatly reduce the efficiency of female entrepreneurs in dealing with family affairs. They will devote more time and energy to family roles, which will accelerate the consumption of their limited resources and lead to a higher level of emotional exhaustion.

To sum up, this study puts forward the following hypotheses:

H4a: Reactive role behavior strategy moderates the positive relationship between family involvement and emotional exhaustion, such that a weaker positive relationship occurs under high prioritizing entrepreneurial behavior strategy.

H4b: Reactive role behavior strategy moderates the positive relationship between time committed to family and emotional exhaustion, such that a weaker positive relationship occurs under high prioritizing entrepreneurial behavior strategy.

As mentioned above, family stressors have a negative impact on entrepreneurial satisfaction through emotional exhaustion, and reactive role behavior strategies moderate the positive impact of family stressors on emotional exhaustion. This study suggests that the indirect effect of family stressors on entrepreneurial satisfaction through emotional exhaustion can also be moderated by reactive role behavior strategies. Specifically, female entrepreneurs with higher reactive role behavior strategy are less likely to suffer from emotional exhaustion due to family

stressors, thus affecting entrepreneurial satisfaction. Accordingly, this study believes that:

H4c: Reactive role behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between family involvement and emotional exhaustion., such that a weaker indirect effect occurs under high prioritizing entrepreneurship behavior strategy.

H4d: Reactive role behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between time committed to family and emotional exhaustion, such that a weaker indirect effect occurs under high prioritizing entrepreneurship behavior strategy.

To sum up, the theoretical assumptions of this study are shown in Table 2.2.

Table 2.2 Research hypotheses

Hypotheses
H1a: Job involvement is negatively related to entrepreneurial satisfaction.
H1b: Flexibility is positively related to entrepreneurial satisfaction.
H1c: Family involvement is negatively related to entrepreneurial satisfaction.
H1d: Time committed to family is negatively related to entrepreneurial satisfaction.
H2a: Emotional exhaustion mediates the relationship between job involvement and entrepreneurial satisfaction.
H2b: Emotional exhaustion mediates the relationship between flexibility and entrepreneurial satisfaction.
H2c: Emotional exhaustion mediates the relationship between family involvement and entrepreneurial satisfaction.
H2d: Emotional exhaustion mediates the relationship between time committed to family and entrepreneurial satisfaction.
H3a: Prioritizing entrepreneurship behavior strategy moderates the positive relationship between job involvement and emotional exhaustion, such that a weaker positive relationship occurs under high prioritizing entrepreneurial behavior strategy.
H3b: Prioritizing entrepreneurship behavior strategy moderates the negative relationship between flexibility and emotional exhaustion, such that a stronger negative relationship occurs under high prioritizing entrepreneurial behavior strategy.
H3c: Prioritizing entrepreneurship behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between job involvement and entrepreneurial satisfaction, such that a weaker indirect effect occurs under high prioritizing entrepreneurship behavior strategy.
H3d: Prioritizing entrepreneurship behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between flexibility and entrepreneurial satisfaction, such that a stronger indirect effect occurs under high prioritizing entrepreneurship behavior strategy.
H4a: Reactive role behavior strategy moderates the positive relationship between family involvement and emotional exhaustion, such that a weaker positive relationship occurs under high prioritizing entrepreneurial behavior strategy.
H4b: Reactive role behavior strategy moderates the positive relationship between time committed to family and emotional exhaustion, such that a weaker positive relationship occurs under high prioritizing entrepreneurial behavior strategy.
H4c: Reactive role behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between family involvement and emotional exhaustion., such that a weaker indirect effect occurs under high prioritizing entrepreneurship behavior strategy.
H4d: Reactive role behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between time committed to family and emotional exhaustion, such that a weaker indirect effect occurs under high prioritizing entrepreneurship behavior strategy.

In addition, based on conservation of resources theory, a theoretical model is constructed in this study. The theoretical model of this study is shown in Figure 2.1:

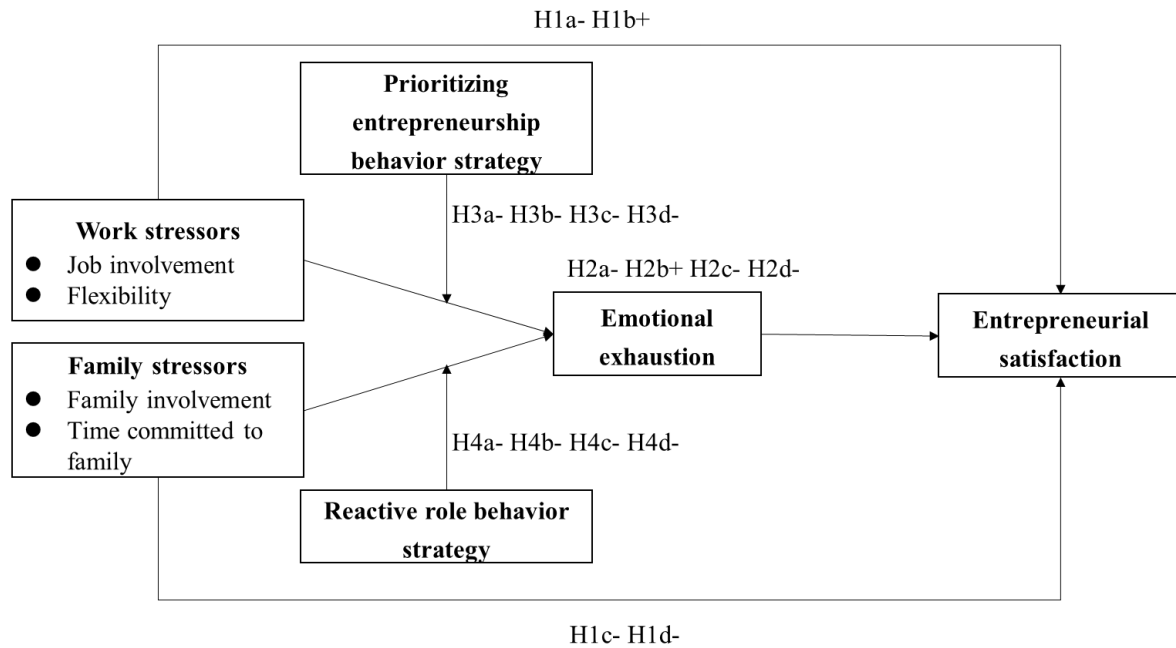


Figure 2.1 Theoretical model

2.7 Summary

This chapter reviews and summarizes the literature on job stressors and family stressors, emotional exhaustion, entrepreneurial satisfaction and coping strategies, including the concept of variables, empirical studies and measurements of variables. In addition, conservation of resources theory adopted in this study is summarized, and the research hypothesis of this study is put forward according to the deduction of the theory.

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Chapter 3: Research Methods

This chapter presents the participants and procedure, the measurement of variables, and the reliability and validity analysis of the scale.

3.1 Participants and data collection

This study investigates female entrepreneurs from the Internet, real estate, education, and other industries. They should meet the following conditions (Poggesi et al., 2019): 1) They run the business with their husbands or with other partners; 2) They actively participate in business and manage daily business activities.

First, we approached our contacts through personal connections to find out if the female entrepreneurs were willing to participate in the survey. Secondly, for the enterprises willing to participate, we further asked the contacts to provide the list of the female founders of the enterprise and their contact information and record their corresponding email addresses. Next, we generated a network link to the pre-designed questionnaire on a professional online survey service (www.wjx.cn), including the basic information of the participants and the variables measured in this study. Several rounds of testing were conducted to ensure that the online questionnaire could present smoothly on different browsers and software, and participants could simply click on the link to begin answering the questionnaire. Before sending out the questionnaire, we took the initiative to communicate with the participants that the purpose of the survey was limited to the academic field, which meant that it would not be used for commercial or other purposes in any form. And we promised to keep the contents of the questionnaire confidential and ensure that the participants were aware of the above contents.

We conducted our first survey in July 2022. In the first wave, female entrepreneurs completed their basic personal information and measures of work stressors, family stressors, and coping strategy. We sent the online questionnaire links to 245 female entrepreneurs and received 191 responses. We conducted our second survey in August 2022. In the second wave, female entrepreneurs assessed their emotional exhaustion levels and satisfaction levels. We distributed questionnaires to those 191 female entrepreneurs and received responses from 174 female entrepreneurs (71.02% response rate). Among the 174 female entrepreneurs, 82.2% had a bachelor's degree or above; average age was 39.54 years ($SD=6.33$); average time of

entrepreneurship was 7.42 years (SD=5.83); 74.1% were married; 48.9% came from the industry that combines traditional industries with the Internet.

3.2 Measures

As indicated in the conceptual model and research hypotheses in Chapter 2, the key variables of this study include work stressors (job involvement, flexibility), family stressors (family involvement, time committed to family), coping strategy (prioritizing entrepreneurship behavior strategy, reactive role behavior strategy), emotional exhaustion, and entrepreneurial satisfaction. The measures were originally developed in English and were measured on 6-point Likert scale (1 = very disagree, 2 = disagree, 3 = slightly disagree, 4 = slightly agree, 5 = agree, and 6 = very agree).

3.2.1 Work stressors

(1) Job involvement

In this study, the scale developed by Kanungo (1982) was used to measure job involvement, including the following 8 items.

1. *The most important things that happen to me involve my present job;*
2. *I am very much involved personally in my job;*
3. *I live, eat and breathe my job;*
4. *Most of my interests are centered around my job;*
5. *I have very strong ties with my present job which would be very difficult to break;*
6. *Most of my personal life goals are job-oriented;*
7. *I consider my job to be very central to my existence;*
8. *I like to be absorbed in my job most of the time.*

(2) Flexibility

This study used the scale developed by Greenhaus et al. (1989) to measure flexibility, which contains two items:

1. *My work schedule is flexible;*
2. *I can make adjustments concerning the time I go to work and the time I leave work.*

3.2.2 Family stressors

(1) Family involvement

In this study, the scale of Poggesi et al. (2019) was used to measure family involvement, including the following 8 items.

1. *The most important things that happen to me involve my present family;*
2. *I am very much involved personally in my family role;*
3. *I live, eat and breathe my family;*
4. *Most of my interests are centered around my family;*
5. *I have very strong ties with my present family which would be very difficult to break;*
6. *Most of my personal life goals are family-oriented;*
7. *I consider my family to be very central to my existence;*
8. *I like to be absorbed in my family most of the time.*

(2) Time committed to family

In this study, the scale developed by Poggesi et al. (2019) was used to measure the time devoted to the family. Two self-reported behaviors were used to measure time committed to family.

1. *In a working day, how much time do you spend on childcare?*
2. *In a working day, how much time do you spend on housework?*

3.2.3 Emotional exhaustion

In this study, the scale of emotional exhaustion developed by C. Maslach and Jackson (1981) was selected, including 9 items, such as "I feel emotionally drained from my work", "I feel used up at the end of the workday", "I feel fatigued when I get up in the morning and have to face another day on the job", "Working with people all day is really a strain e for me", "I feel burned out from my work", "I feel frustrated by my job", "I feel I'm working too hard on my job", "Working with people directly puts too much stress on me" and "I feel like I'm at the end of my rope".

3.2.4 Entrepreneurial satisfaction

This study adapted the career satisfaction scale from Greenhaus et al. (1990), including 5 items.

1. *I am satisfied with the success I have achieved in entrepreneurship;*
2. *I am satisfied with the progress I have made toward meeting my overall entrepreneurial*

goals;

3. *I am satisfied with the progress I have made toward meeting my goals for entrepreneurial income;*
4. *I am satisfied with the progress I have made toward meeting my goals for entrepreneurial performance improvement (e.g., market share, brand awareness and social influence);*
5. *I am satisfied with the progress I have made toward meeting my goals for the development of entrepreneurial knowledge and skills.*

3.2.5 Coping strategy

The scale of Y. Zhou et al. (2020) was used in this study to measure reactive role behavior strategy and prioritizing entrepreneurship behavior strategy.

Reactive role behavior strategy includes 3 items.

1. *increase my efficiency by scheduling and organizing role activities from family and entrepreneurship carefully;*
2. *use no conscious strategy to deal with the various demands of both family and entrepreneurship roles;*
3. *work hard to do everything expected of me.*

Prioritizing entrepreneurship behavior strategy consists of three items.

1. *Establish personal sets of priorities and rules for dealing with the responsibilities of various roles;*
2. *To succeed in entrepreneurship, I lessen family involvement;*
3. *To succeed in entrepreneurship, I rarely take a hand on family affairs.*

3.2.6 Control variable

Following prior researches (X. Wei et al., 2015; Y. Zhou et al., 2020), we included demographics (i.e., age, education level, marriage, industry, and time of entrepreneurship) as control variables. Specifically, age and time of entrepreneurship were self-reported in years. Unmarried participants were coded 1, married participants were coded 2, and other participants were coded 3. The industry is divided into three categories (1= traditional industry, 2 = Internet industry, 3 = combination of traditional industry and Internet industry) Education level was divided into four levels (1 = High school diploma or below, 2 = College diploma, 3 = A

bachelor's degree, 4 = A master's degree or above).

3.3 Reliability and validity analysis

3.3.1 Exploratory factor analysis and reliability analysis

This study tested the reliability and validity of each scale. Reliability analysis is to test the reliability of the measured data and conclusions of the designed scale, that is to say, whether the measuring tools could stably measure the degree of the things it is to measure. The reliability analysis of the scale includes internal reliability analysis and external reliability analysis. Internal reliability analysis focuses on whether a set of items measure the same feature and whether these items have high internal consistency. High internal reliability means that a set of items have a high degree of consistency, the corresponding items are meaningful, and the obtained evaluation results are credible. External reliability analysis refers to whether the evaluation results are consistent when the same batch of assessed objects are repeatedly measured at different times. If there is a strong relationship between the two evaluation results, it indicates that the concept and content of items are clear and not fuzzy, and the obtained evaluation results are credible on the premise that the evaluation object did not intentionally conceal them. This research used the commonly used Cronbach's alpha to evaluate the reliability. When Cronbach's alpha is greater than 0.9, the scale has a high internal reliability. When Cronbach's alpha is greater than 0.8 and less than 0.9, the scale has an acceptable internal reliability. When Cronbach's alpha is greater than 0.7 and less than 0.8, the scale has some problems, but still has a certain reference value. When Cronbach's alpha is less than 0.7, the scale has a big problem and should be redesigned.

Exploratory factor analysis is used to test the structural validity of the scale. Before the analysis, the correlation coefficient matrix, Bartlett sphericity test, and KMO (Kaiser-Meyer-Olkin measure of sampling) test are used to determine whether the variables are suitable for exploratory factor analysis. In general, if the Bartlett sphericity test could be passed and the KMO value is greater than 0.8, the variables are suitable for exploratory factor analysis (KMO value above 0.9 indicates a good fit; Above 0.8 indicates suitable; Above 0.7 indicates normal; Above 0.6 indicates not suitable; Below 0.5 indicates very unsuitable). In addition, factor loading is also an important index to measure the explanatory strength of variables to synthetic factors. Only when factor loading is above 0.3 can the interpretation be meaningful, while 0.5 is an ideal level.

3.3.1.1 Reliability and validity analysis of stressors

The measurement of work-family stressors includes many types. Some scholars designed the work-family stressors scale from the perspective of concepts related to work-family tasks and social relations. Frone et al. (1992) selected work stress, lack of autonomy, and role ambiguity as the main sources of work stress for measurement, while the measurement of family stressors was conducted from the perspectives of marital relationship and parental needs. Fox et al. (1993) considered let employees self-reported their objective workload. Poggesi et al. (2019) measured work stressors and family stressors in terms of job involvement, flexibility, family involvement and time committed to family.

(1) Reliability analysis of work stressors

In this study, the scale developed by Kanungo (1982) was used to measure job involvement, and the scale developed by Greenhaus et al. (1989) was used to measure flexibility. They were measured on 6-point Likert scale (1 = very disagree, 2 = disagree, 3 = slightly disagree, 4 = slightly agree, 5 = agree, and 6 = very agree).

In this study, SPSS 26.0 software was used to analyze the reliability of the work stressors scale, as shown in Table 3.1. For the work stressors scale, the reliability of the job involvement scale was 0.98, and that of flexibility was 0.96. It can be seen that the scale has good reliability.

Table 3.1 Reliability of work stressors scale

Classification		Items	Reliability
Job involvement	WS1	The most important things that happen to me involve my present job.	0.98
	WS2	I am very much involved personally in my job.	
	WS3	I live, eat and breathe my job.	
	WS4	Most of my interests are centered around my job.	
	WS5	I have very strong ties with my present job which would be very difficult to break.	
	WS6	Most of my personal life goals are job-oriented.	
	WS7	I consider my job to be very central to my existence.	
	WS8	I like to be absorbed in my job most of the time.	
	WS9	My work schedule is flexible.	
Flexibility	WS10	I can make adjustments concerning the time I go to work and the time I leave work.	0.96

(2) Validity analysis of work stressors

Exploratory factor analysis was used to test the validity of the scale. Before conducting exploratory factor analysis, it is necessary to evaluate KMO value and conduct Bartlett sphericity test for the scale, which is the premise to judge whether the partial correlation between variables is small. It could be seen from the test that the KMO value of the work stressors scale is 0.895, greater than 0.6. Bartlett sphericity test could test whether the factor model is appropriate. The results showed that the approximate chi-square value of Bartlett

sphericity test was 2550.119, the degree of freedom was 45, and the p value was 0.000, which reached the extremely significant level. Therefore, the work stressors scale was very suitable for exploratory factor analysis.

In this study, we conducted principal component analysis and principal component results were extracted by using varimax method. It can be seen from the analysis results that there were two factors with initial eigenvalue greater than 1, and the extracted two factors can explain the variance of the total population up to 87.640%, higher than the empirical value of 50%, indicating that the two factors extracted from the 10 items have an ideal interpretation of the original data. The eigenvalue of factor 1 was 6.865 and the percentage of explained variance was 68.646%, while the eigenvalue of factor 2 was 1.899 and the percentage of explained variance was 18.994%.

In this study, the factor attribution of each topic was determined according to the rotation component matrix. The exploratory factor analysis results of work stressors in Table 3.2 showed that two factors were obtained through factor analysis. Factor 1 belonged to job involvement, including eight items (e.g., WS1, WS2, WS3, WS4, WS5, WS6, WS7, and WS8). Factor 2 was flexibility, including WS9 and WS10. And all items had factor loads greater than 0.5.

Table 3.2 Structure analysis matrix of work stressors

Items		Factors	
		1	2
WS1	The most important things that happen to me involve my present job.	0.950	
WS8	I like to be absorbed in my job most of the time.	0.944	
WS2	I am very much involved personally in my job.	0.931	
WS6	Most of my personal life goals are job-oriented.	0.930	
WS7	I consider my job to be very central to my existence.	0.929	
WS5	I have very strong ties with my present job which would be very difficult to break.	0.910	
WS4	Most of my interests are centered around my job.	0.904	
WS3	I live, eat and breathe my job.	0.878	
WS9	My work schedule is flexible.		0.981
WS10	I can make adjustments concerning the time I go to work and the time I leave work.		0.981

(3) Reliability analysis of family stressors

Family stressors was assessed with the 10-item scale developed by Parasuraman and Simmers (2001); Poggesi et al. (2019). It consists of two facets: family involvement and time committed to family. Family involvement used a 6-point Likert scale (1 = very disagree, 2 = disagree, 3 = slightly disagree, 4 = slightly agree, 5 = agree, and 6 = very agree). Time committed to family was scored on a 6-point scale (1 = less than 1 hour, 2 = 1-2 hours (inclusive of 2 hours), 3 = 2-3 hours (inclusive of 3 hours), 4 = 3-4 hours (inclusive of 4 hours), 5 = 4-5 hours (inclusive of 5 hours), and 6 = more than 5 hours).

In this study, SPSS 26.0 software was used to analyze the reliability of the family stressors scale, as shown in Table 3.3. For the family stressors scale, the reliability of the family involvement scale was 0.95, and the reliability of time committed to family was 0.90. It can be seen that the scale has good reliability.

Table 3.3 Reliability of the family stressors scale

Classification		Items	Reliability
Family involvement	FS1	The most important things that happen to me involve my present family.	0.95
	FS2	I am very much involved personally in my family role.	
	FS3	I live, eat and breathe my family.	
	FS4	Most of my interests are centered around my family.	
	FS5	I have very strong ties with my present family which would be very difficult to break.	
	FS6	Most of my personal life goals are family-oriented.	
	FS7	I consider my family to be very central to my existence.	
	FS8	I like to be absorbed in my family most of the time.	
Time committed to family	FS9	In a working day, how much time do you spend on childcare?	0.90
	FS10	In a working day, how much time do you spend on housework?	

(4) Validity analysis of family stressors

According to the results, the family stressors scale' KMO value was 0.790, which is greater than 0.6. Bartlett sphericity test can test whether the factor model is appropriate. The results showed that the approximate chi-square value of Bartlett sphericity test was 1731.849, the degree of freedom was 45, and the p value was 0.000, which reached the extremely significant level. Therefore, the family stressors scale was very suitable for exploratory factor analysis.

In this study, we conducted principal component analysis and principal component results were extracted by using varimax method. According to the analysis results, there were two factors with initial eigenvalue greater than 1, and the extracted two factors could explain the variance of the total population up to 76.210%, which was higher than the empirical value of 50%, indicating that the two factors extracted from the 10 items have an ideal interpretation of the original data. The eigenvalue of factor 1 was 5.839 and the percentage of explained variance was 58.387%, while the eigenvalue of factor 2 was 1.782 and the percentage of explained variance was 17.823%.

In this study, the factor attribution of each topic was determined according to the rotation component matrix. According to the results of exploratory factor analysis of family stressors in Table 3.4, two factors were obtained through factor analysis. Factor 1 belonged to family involvement, including eight items (e.g., FS1, FS2, FS3, FS4, FS5, FS6, FS7, and FS8). Factor 2 belonged to the time committed to family, including FS9 and FS10. And all items had factor loads greater than 0.5.

Table 3.4 Structure analysis matrix of family stressors

Items		Factors	
		1	2
FS1	The most important things that happen to me involve my present family.	0.898	
FS6	Most of my personal life goals are family-oriented.	0.875	
FS8	I like to be absorbed in my family most of the time.	0.858	
FS3	I live, eat and breathe my family.	0.857	
FS2	I am very much involved personally in my family role.	0.828	
FS5	I have very strong ties with my present family which would be very difficult to break.	0.827	
FS4	Most of my interests are centered around my family.	0.823	
FS7	I consider my family to be very central to my existence.	0.822	
FS9	In a working day, how much time do you spend on housework?		0.952
FS10	In a working day, how much time do you spend on childcare?		0.942

3.3.1.2 Reliability and validity analysis of emotional exhaustion

In terms of measurement of emotional exhaustion, scholars have developed a series of scales. C. Maslach and Jackson (1981) first developed the Maslach Burnout Inventory (MBI) scale, which divided burnout into three dimensions: emotional exhaustion, depersonalization, and diminished personal accomplishment. The scale measuring emotional exhaustion contained 9 items. Later scholars have widely used the MBI scale and proved that it had good reliability and validity. Schaufeli et al. (1996) developed the Maslach Burnout Inventory-General Survey (MBI-GS) scale for the general people in various industries based on burnout scale developed by C. Maslach and Jackson (1981). Emotional exhaustion was one of its dimensions and contained 5 items. Skaalvik and Skaalvik (2014) verified the scale. Another measurement that could be applied in a wide range of areas is the Oldengurg Burnout Inventory (OLBI) scale developed by Demerouti et al. (2000). OLBI scale included two dimensions: exhaustion and disengagement from work. Exhaustion was defined as the result of excessive physical, emotional, and cognitive strain.

In this study, the emotional exhaustion scale developed by C. Maslach and Jackson (1981) was selected, including 9 items. A 6-point Likert scale was used (1 = very disagree, 2 = disagree, 3 = slightly disagree, 4 = slightly agree, 5 = agree, and 6 = very agree).

In this study, SPSS 26.0 software was used to analyze the reliability of emotional exhaustion scale, as shown in Table 3.5. The reliability of the emotional exhaustion scale was 0.91, which indicated that the scale had good reliability.

Table 3.5 Reliability of emotional exhaustion scale

Classification	Items		Reliability
Emotional exhaustion	EE1	I feel emotionally drained from my work.	0.91
	EE2	I feel used up at the end of the workday.	
	EE3	I feel fatigued when I get up in the morning and have to face another day on the job.	

EE4	Working with people all day is really a strain e for me.
EE5	I feel burned out from my work.
EE6	I feel frustrated by my job.
EE7	I feel I'm working too hard on my job.
EE8	Working with people directly puts too much stress on me.
EE9	I feel like I'm at the end of my rope.

According to the results, the emotional exhaustion scale's KMO value was 0.877, which was greater than 0.6. Bartlett sphericity test can test whether the factor model is appropriate. The results showed that the approximate chi-square value of Bartlett sphericity test was 956.598, the degree of freedom was 36, and the p value was 0.000, which reached the extremely significant level. Therefore, emotional exhaustion scale was very suitable for exploratory factor analysis.

The items belonging to each factor can be judged according to the rotation component matrix. As can be seen from Table 3.6, emotional exhaustion included one dimension and 9 items (e.g., EE1, EE2, EE3, EE4, EE5, EE6, EE7, EE8, and EE9).

Table 3.6 Factor matrix of emotional exhaustion

	Items	Factor loading
EE9	I feel like I'm at the end of my rope.	0.822
EE8	Working with people directly puts too much stress on me.	0.814
EE1	I feel emotionally drained from my work.	0.808
EE5	I feel burned out from my work.	0.779
EE3	I feel fatigued when I get up in the morning and have to face another day on the job.	0.763
EE7	I feel I'm working too hard on my job.	0.763
EE2	I feel used up at the end of the workday.	0.753
EE6	I feel frustrated by my job.	0.717
EE4	Working with people all day is really a strain e for me.	0.658

3.3.1.3 Reliability and validity analysis of entrepreneurial satisfaction

Greenhaus et al. (1990) measured career satisfaction through a one-dimension scale, including income, promotion, acquisition of new skills, career achievement, and overall career progress. This study uses the career satisfaction scale compiled by Greenhaus et al. (1990), which included 5 items. A 6-point Likert scale was used (1 = very disagree, 2 = disagree, 3 = slightly disagree, 4 = slightly agree, 5 = agree, and 6 = very agree).

In this study, SPSS 26.0 software was used to analyze the reliability of the entrepreneurial satisfaction scale, as shown in Table 3.7. The reliability of the entrepreneurial satisfaction scale was 0.95, indicating that the scale had good reliability.

Table 3.7 Reliability of entrepreneurial satisfaction scale

Classification		Items	Reliability
Entrepreneurial satisfaction	ES1	I am satisfied with the success I have achieved in entrepreneurship.	0.95
	ES2	I am satisfied with the progress I have made toward meeting	

	my overall entrepreneurial goals.
ES3	I am satisfied with the progress I have made toward meeting my goals for entrepreneurial income.
ES4	I am satisfied with the progress I have made toward meeting my goals for entrepreneurial performance improvement (e.g., market share, brand awareness and social influence).
ES5	I am satisfied with the progress I have made toward meeting my goals for the development of entrepreneurial knowledge and skills.

Through testing, it can be seen that entrepreneurial satisfaction scale's KMO value was 0.807, which was greater than 0.6. Bartlett sphericity test can test whether the factor model is appropriate. The results showed that the approximate chi-square value of Bartlett sphericity test was 898.996, the degree of freedom was 10, and the p value was 0.000, which reached the extremely significant level. Therefore, the entrepreneurial satisfaction scale was very suitable for exploratory factor analysis.

According to the rotation component matrix, the factors belonging to each problem can be judged. As can be seen from Table 3.8, entrepreneurial satisfaction consists of one dimension and included 5 items (e.g., ES1, ES2, ES3, ES4, and ES5).

Table 3.8 Factor matrix of entrepreneurial satisfaction

	Items	Factor loading
ES4	I am satisfied with the progress I have made toward meeting my goals for entrepreneurial performance improvement (e.g., market share, brand awareness and social influence).	0.940
ES5	I am satisfied with the progress I have made toward meeting my goals for the development of entrepreneurial knowledge and skills.	0.911
ES3	I am satisfied with the progress I have made toward meeting my goals for entrepreneurial income.	0.898
ES1	I am satisfied with the success I have achieved in entrepreneurship.	0.892
ES2	I am satisfied with the progress I have made toward meeting my overall entrepreneurial goals.	0.886

3.3.1.4 Reliability and validity analysis of coping strategy

In terms of the measurement of coping strategy, Lazarus and Folkman (1984) divided coping strategy into problem-centered coping strategy and emotion-centered coping strategy, which respectively include three dimensions and each dimension is measured with four items. Lo et al. (2003) found that give up family time was also a kind of coping behavior. Therefore, Y. Zhou et al. (2020) further studied the prioritizing entrepreneurship behavior strategy based on the findings of Lo et al. (2003), and divided give up family time into two dimensions to measure prioritizing entrepreneurship behavior strategy.

This study selected female entrepreneurs as the research object and adopted the scale developed by Y. Zhou et al. (2020) to measure reactive role behavior strategy and prioritizing

entrepreneurship behavior strategy. Reactive role behavior strategy scale was adapted from the scale developed by Hall (1972), including 3 items. Prioritizing entrepreneurship behavior strategy scale also included three items. All the scales were measured on a 6-point Likert scale (1 = very disagree, 2 = disagree, 3 = slightly disagree, 4 = slightly agree, 5 = agree, and 6 = very agree).

In this study, SPSS 26.0 software was used to analyze the reliability of the coping strategy scale, as shown in Table 3.9. In the coping strategy scale, the reliability of reactive role behavior strategy was 0.89, and that of prioritizing entrepreneurship behavior strategy was 0.93. It could be seen that the scale had good reliability. According to the results, the coping strategy scale's KMO value was 0.754, which was greater than 0.6. Bartlett sphericity test can test whether the factor model is appropriate. The results showed that the approximate chi-square value of Bartlett sphericity test was 631.854, the degree of freedom was 15, and the p value was 0.000, which reached the extremely significant level. Therefore, the coping strategy scale was very suitable for exploratory factor analysis.

Table 3.9 Reliability of coping strategy scale

Classification		Items	Reliability
Reactive role behavior strategy	CS1	increase my efficiency by scheduling and organizing role activities from family and entrepreneurship carefully.	0.89
	CS2	use no conscious strategy to deal with the various demands of both family and entrepreneurship roles.	
	CS3	work hard to do everything expected of me.	
Prioritizing entrepreneurship behavior strategy	CS4	establish personal sets of priorities and rules for dealing with the responsibilities of various roles.	0.93
	CS5	to succeed in entrepreneurship, I lessen family involvement.	
	CS6	to succeed in entrepreneurship, I rarely take a hand on family affairs.	

In this study, we adopted principal component analysis and principal component results were extracted by using varimax method. According to the analysis results, there were two factors with initial eigenvalue greater than 1, and the extracted two factors could explain the variance of the total population up to 82.958%, higher than the empirical value of 50%, indicating that the two factors extracted from the six items were ideal for the interpretation of the original data. Among them, the eigenvalue of factor 1 was 2.904 and the percentage of explained variance was 48.405%, while the eigenvalue of factor 2 was 2.073 and the percentage of explained variance was 34.554%.

In this study, the factor attribution of each topic was determined according to the rotation component matrix. The exploratory factor analysis results of coping strategies in Table 3.10 showed that two factors were obtained through factor analysis. Factor 1 belonged to the prioritizing entrepreneurship behavior strategy, including CS4, CS5, and CS6. Factor 2 was

reactive role behavior strategy, including CS1, CS2, and CS3. And all items had factor loads greater than 0.5.

Table 3.10 Structure analysis matrix of coping strategy

	Items	Factors	
		1	2
CS4	establish personal sets of priorities and rules for dealing with the responsibilities of various roles.	0.913	
CS6	to succeed in entrepreneurship, I rarely take a hand on family affairs.	0.913	
CS5	to succeed in entrepreneurship, I lessen family involvement.	0.913	
CS2	use no conscious strategy to deal with the various demands of both family and entrepreneurship roles.		0.915
CS1	increase my efficiency by scheduling and organizing role activities from family and entrepreneurship carefully.		0.896
CS3	work hard to do everything expected of me.		0.892

3.3.2 Confirmatory factor analysis

To evaluate the distinctness of the key constructs, we conducted a confirmatory factor analysis (CFA) with Mplus 8.0 and the results are shown in Table 3.11. The baseline model of this study is an eight-factor model, including job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion, entrepreneurial satisfaction.

Alternative model 1 is a six-factor model, which combines job involvement and flexibility into one factor, and family involvement and time committed to family into one factor. Alternative model 2 is a four-factor model, which combines job involvement, flexibility and prioritizing entrepreneurship behavior strategy into one factor, and family involvement, time committed to family and reactive role behavior strategy into one factor. Alternative model 3 is a two-factor model, which combines job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy and emotional exhaustion into one factor. Alternative model 4 is a one-factor model, which combines all variables into one factor. The results of confirmatory factor analysis showed that the eight-factor model had the best fitting ($\chi^2_{(692)} = 1042.93$, $CFI = 0.95$, $TLI = 0.95$, $RMSEA = 0.05$, $SRMR = 0.05$), which was superior to the six-factor model ($\chi^2_{(710)} = 2238.70$, $CFI = 0.79$, $TLI = 0.77$, $RMSEA = 0.11$, $SRMR = 0.11$; $\Delta\chi^2_{(18)} = 1195.77$, $p < 0.001$), four-factor model ($\chi^2_{(714)} = 2462.97$, $CFI = 0.76$, $TLI = 0.74$, $RMSEA = 0.12$, $SRMR = 0.13$; $\Delta\chi^2_{(22)} = 1420.04$, $p < 0.001$), two-factor model ($\chi^2_{(719)} = 3687.61$, $CFI = 0.59$, $TLI = 0.56$, $RMSEA = 0.15$, $SRMR = 0.20$; $\Delta\chi^2_{(27)} = 2644.68$, $p < 0.001$) and one-factor model ($\chi^2_{(720)} = 4165.11$, $CFI = 0.53$, $TLI = 0.49$, $RMSEA = 0.17$, $SRMR = 0.16$; $\Delta\chi^2_{(28)} = 3122.18$, $p < 0.001$). As can be seen from the results in Table 3.11, the main variables in this study have good discriminative validity.

Table 3.11 Confirmatory factor analysis comparing alternative model

Models	χ^2	<i>d.f.</i>	CFI	TLI	RMSEA	SRMR
Eight-factor model (JI, FL, FI, TCF, PE, RR, EE, ES)	1042.93	692	0.95	0.95	0.05	0.05
Six-factor model (JI+FL, FI+TCF, PE, RR, EE, ES)	2238.70	710	0.79	0.77	0.11	0.11
Four-factor model (JI+FL+ PE, FI+TCF+RR, EE, ES)	2462.97	714	0.76	0.74	0.12	0.13
Two-factor model (JI+FL+ PE+FI+TCF+RR+EE, ES)	3687.61	719	0.59	0.56	0.15	0.20
One-factor model (JI+FL+FI+TCF+PE+RR+EE+ES)	4165.11	720	0.53	0.49	0.17	0.16

Notes: N = 174; +: combining factors as one factor; JI: Job involvement; FL: Flexibility; FI: Family involvement; TCF: Time committed to family; PE: Prioritizing entrepreneurship; RR: Reactive role; EE: Emotional exhaustion; ES: Entrepreneurial satisfaction.

3.4 Assessment of common method bias

Since we use the same data source for different variables, so it is necessary to test the common method bias. Therefore, we add a common method factor (P. M. Podsakoff, Mackenzie, S. B., Lee, J. Y., & Podsakoff, N. P., 2003) to the eight-factor model to build a new alternative model. According to the analysis results, the eight-factor model is significantly better than the alternative model ($\chi^2_{(712)} = 1203.42$, $CFI = 0.93$, $TLI = 0.93$, $RMSEA = 0.06$, $SRMR = 0.19$; $\Delta\chi^2_{(20)} = 160.49$, $p < 0.001$). Therefore, there is no serious problem of common method bias in this study.

3.5 Analytical strategy

The analytical strategy in this study includes descriptive statistical analysis, correlation analysis, variance analysis and regression analysis. Through empirical research, the hypothetical relationship between job stressors, family stressors, emotional exhaustion, coping strategies and entrepreneurial satisfaction was tested, and then our theoretical model was verified. The detailed analysis results are shown in the Results section of Chapter 4.

3.6 Summary

This chapter describes the process of research samples and data collection, introduces the measurement scales of each major variable, analyzes the reliability and validity of each measurement scale, and tests the common method deviation of this study. In addition, we

describe the analysis methods of this study, including descriptive statistical analysis, correlation analysis, variance analysis and regression analysis.

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Chapter 4: Results

This chapter reports the results of major statistical analyses, including descriptive statistical analysis, correlation analysis, variance analysis, and regression analysis for testing research hypotheses.

4.1 Descriptive statistical analysis

This study conducted descriptive statistical analysis on the effective questionnaires collected, as shown in Table 4.1. In terms of age, women between 31 and 40 years old accounted for more than half of the total number of entrepreneurs, 50.6%, followed by women between 41 and 50 years old, accounting for 37.9%. In terms of education level, women with a master's degree or above account for 47.1%, followed by women with a college degree, accounting for 35.1%. In terms of marital status, married women took up the highest proportion, accounting for 74.1%; In terms of industry status, the female entrepreneurs who work in the combination of traditional industry and Internet industry account for 48.9%; In terms of entrepreneurial time, 77.6% of women who started a business less than 10 years ago.

Table 4.1 Descriptive statistical results

Basic information	classification	frequency	percentage%
Age	≤30	11	6.3
	31-40	88	50.6
	41-50	66	37.9
	51-60	9	5.2
Education Level	High school and below	6	3.4
	College degree	25	14.4
	Undergraduate degree	61	35.1
	Master degree or above	82	47.1
Marital status	Unmarried	27	15.5
	Married	129	74.1
	Others (e.g., divorced)	18	10.3
Industry	Traditional industry	50	28.7
	Internet industry	39	22.4
	Combination of traditional industry and Internet industry	85	48.9
Entrepreneurial time	≤10 years	135	77.6
	11-20 years	34	19.5
	21-30 years	5	2.9

4.2 Correlation analysis

We used SPSS 26.0 to calculate the means, standard deviations, and correlations of all variables. As shown in Table 4.2, job involvement, family involvement, and time committed to family were significantly negatively related to entrepreneurial satisfaction ($r = -0.47, p < 0.01$; $r = -0.46, p < 0.01$; $r = -0.41, p < 0.01$), and flexibility was significantly positively related to entrepreneurial satisfaction ($r = 0.41, p < 0.01$). Job involvement, family involvement, and time committed to family were significantly positively related to emotional exhaustion ($r = 0.42, p < 0.01$; $r = 0.40, p < 0.01$; $r = 0.41, p < 0.01$), and flexibility was significantly negatively related to emotional exhaustion ($r = -0.42, p < 0.01$), and emotional exhaustion was significantly negatively related to entrepreneurial satisfaction ($r = -0.47, p < 0.01$). The results therefore supported the further analysis of this study.

Table 4.2 Descriptive statistics and correlation

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1.Age	39.54	6.33													
2.Edu			0.15*												
3.Marriage			0.33**	0.00											
4.Industry2			-0.30**	0.01	-0.13										
5.Industry3			0.09	0.04	0.12	-0.51**									
6.Duration	7.30	5.66	0.45**	-0.01	0.17*	-0.20**	-0.09								
7.JI	4.03	1.36	0.02	-0.10	-0.07	-0.03	0.06	0.08							
8.FL	3.59	1.51	0.03	-0.04	0.04	-0.06	0.10	0.17*	-0.12						
9.FI	3.30	1.42	-0.01	0.00	-0.08	-0.08	0.00	0.04	0.22**	-0.21**					
10.TCF	3.40	1.56	0.05	-0.07	0.07	-0.10	0.15	0.03	0.03	-0.11	0.13				
11.PE	3.33	1.31	0.04	-0.03	0.06	-0.04	0.10	-0.05	0.06	0.22**	-0.15	-0.10			
12.RR	3.80	1.47	-0.07	0.11	-0.04	0.05	-0.02	-0.12	-0.02	-0.03	0.01	-0.08	0.14		
13.EE	2.50	1.03	0.01	-0.09	0.07	-0.07	-0.04	0.07	0.42**	-0.42**	0.40**	0.41**	-0.21**	-0.18*	
14.ES	3.99	1.04	0.03	0.06	0.05	-0.01	-0.01	-0.03	-0.47**	0.41**	-0.46**	-0.41**	0.08	0.01	-0.47**

Notes: N = 174; * $p < 0.05$; ** $p < 0.01$; Education level: 1 = high school degree or below, 2 = junior college, 3 = bachelor degree, 4 = master degree or above; Marital status: 1 = single, 2 = married, 3 = other (e.g., divorced); Industry 1 is the traditional industry, industry 2 is the Internet industry, and industry 3 is the combination of the traditional industry and the Internet industry. Industry 1 is taken as the reference to set the dummy variable. Dummy variable 1= industry 2, and dummy variable 2= industry 3; JI: Job involvement; FL: Flexibility; FI: Family involvement; TCF: Time committed to family; PE: Prioritizing entrepreneurship; RR: Reactive role; EE: Emotional exhaustion; ES: Entrepreneurial satisfaction.

4.3 Variance analysis

We believe that demographically relevant variables need to be controlled in order to conduct a more normative verification of causality between constructs. By using variance analysis and other methods to process the data of control variables and analyzing control variables at each level, it can be understood whether the overall mean value of observed variables is significantly different. Therefore, in terms of analysis of variance, this study conducted one-way ANOVA regarding age, education level, marital status, industry status and entrepreneurial time of female entrepreneurs.

4.3.1 Variance analysis on age

We used one-way ANOVA to test whether there were significant differences in job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion and entrepreneurial satisfaction under different ages. Specific results are shown in Table 4.3.

As can be seen from Table 4.3, there are no significant differences among different ages in job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion, and entrepreneurial satisfaction.

Table 4.3 Variance analysis on age

Variable	Age	Mean	SD	F
Job involvement	≤30	3.82	1.38	0.23
	31-40	4.04	1.41	
	41-50	4.09	1.32	
	51-60	3.79	1.21	
Flexibility	≤30	4.05	1.11	0.51
	31-40	3.49	1.56	
	41-50	3.66	1.44	
	51-60	3.56	1.98	
Family involvement	≤30	3.61	1.43	0.72
	31-40	3.26	1.38	
	41-50	3.22	1.47	
	51-60	3.85	1.63	
Time committed to family	≤30	2.68	1.66	1.09
	31-40	3.55	1.51	
	41-50	3.34	1.62	
	51-60	3.28	1.39	
Prioritizing entrepreneurship behavior strategy	≤30	2.88	0.98	1.30
	31-40	3.15	1.10	
	41-50	3.40	1.09	

	51-60	2.93	0.98	
	≤30	4.18	1.42	
Reactive role behavior strategy	31-40	3.77	1.53	0.43
	41-50	3.81	1.47	
	51-60	3.44	0.94	
	≤30	2.52	0.95	
Emotional exhaustion	31-40	2.49	1.08	0.00
	41-50	2.51	1.04	
	51-60	2.52	0.70	
	≤30	4.09	0.71	
Entrepreneurial satisfaction	31-40	3.92	1.07	0.25
	41-50	4.05	1.01	
	51-60	4.09	1.31	

4.3.2 Variance analysis on education level

We used one-way ANOVA to test whether there were significant differences in job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion and entrepreneurial satisfaction under different education levels. Specific results are shown in Table 4.4.

As can be seen from Table 4.4, there are no significant differences among different education levels in job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion, and entrepreneurial satisfaction.

Table 4.4 Variance analysis on education level

Variable	Education level	Mean	SD	F
Job involvement	High school and below	4.63	1.51	1.35
	College degree	4.41	1.43	
	Undergraduate degree	3.87	1.41	
	Master degree or above	4.00	1.28	
Flexibility	High school and below	3.42	0.92	0.66
	College degree	3.58	1.61	
	Undergraduate degree	3.80	1.53	
	Master degree or above	3.45	1.50	
Family involvement	High school and below	3.08	1.19	0.05
	College degree	3.34	1.45	
	Undergraduate degree	3.31	1.38	
	Master degree or above	3.29	1.49	
Time committed to family	High school and below	3.42	1.66	0.80
	College degree	3.84	1.37	
	Undergraduate degree	3.29	1.57	
	Master degree or above	3.35	1.59	
Prioritizing entrepreneurship behavior strategy	High school and below	3.17	0.96	0.26
	College degree	3.27	1.18	
	Undergraduate degree	3.12	1.04	
	Master degree or above	3.28	1.11	
Reactive role behavior strategy	High school and below	3.28	1.18	0.70
	College degree	3.64	1.51	

Emotional exhaustion	Undergraduate degree	3.70	1.61	1.41
	Master degree or above	3.95	1.37	
	High school and below	2.67	1.19	
	College degree	2.86	1.20	
	Undergraduate degree	2.37	1.07	
	Master degree or above	2.47	0.93	
Entrepreneurial satisfaction	High school and below	4.13	1.17	1.25
	College degree	3.63	0.89	
	Undergraduate degree	4.09	1.04	
	Master degree or above	4.01	1.06	

4.3.3 Variance analysis on marital status

We used one-way ANOVA to test whether there were significant differences in job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion and entrepreneurial satisfaction under different marital status. Specific results are shown in Table 4.5.

As can be seen from Table 4.5, there are no significant differences among different marital status in job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion, and entrepreneurial satisfaction.

Table 4.5 Variance analysis on marital status

Variable	Marital status	Mean	SD	F
Job involvement	Unmarried	4.37	1.09	1.04
	Married	3.96	1.43	
	Others	4.10	1.17	
Flexibility	Unmarried	3.46	1.42	0.17
	Married	3.60	1.56	
	Others	3.72	1.29	
Family involvement	Unmarried	3.63	1.32	0.89
	Married	3.23	1.43	
	Others	3.27	1.57	
Time committed to family	Unmarried	3.15	1.75	0.49
	Married	3.43	1.53	
	Others	3.58	1.50	
Prioritizing entrepreneurship behavior strategy	Unmarried	3.02	1.20	0.70
	Married	3.23	1.08	
	Others	3.41	1.00	
Reactive role behavior strategy	Unmarried	3.94	1.57	0.16
	Married	3.78	1.47	
	Others	3.72	1.42	
Emotional exhaustion	Unmarried	2.38	1.06	0.37
	Married	2.51	1.06	
	Others	2.65	0.78	
Entrepreneurial satisfaction	Unmarried	3.86	0.99	0.27
	Married	4.01	1.07	
	Others	4.06	0.83	

4.3.4 Variance analysis on industry

We used one-way ANOVA to test whether there were significant differences in job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion and entrepreneurial satisfaction under different industry. Specific results are shown in Table 4.6.

As can be seen from Table 4.6, there are no significant differences among different industry in job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion, and entrepreneurial satisfaction.

Table 4.6 Variance analysis on industry

Variable	Industry	Mean	SD	F
Job involvement	Traditional industry	3.96	1.41	0.31
	Internet industry	3.95	1.31	
	Combination	4.12	1.36	
Flexibility	Traditional industry	3.49	1.67	0.85
	Internet industry	3.40	1.42	
	Combination	3.74	1.45	
Family involvement	Traditional industry	3.48	1.34	1.01
	Internet industry	3.05	1.40	
	Combination	3.30	1.48	
Time committed to family	Traditional industry	3.21	1.47	1.85
	Internet industry	3.14	1.70	
	Combination	3.63	1.52	
Prioritizing entrepreneurship behavior strategy	Traditional industry	3.40	1.14	2.09
	Internet industry	2.93	1.09	
	Combination	3.24	1.04	
Reactive role behavior strategy	Traditional industry	3.71	1.35	0.36
	Internet industry	3.97	1.57	
	Combination	3.76	1.50	
Emotional exhaustion	Traditional industry	2.66	1.06	0.88
	Internet industry	2.39	1.07	
	Combination	2.46	1.00	
Entrepreneurial satisfaction	Traditional industry	4.04	0.94	0.08
	Internet industry	3.95	1.10	
	Combination	3.98	1.07	

4.3.5 Variance analysis on entrepreneurial time

We used one-way ANOVA to test whether there were significant differences in job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion and entrepreneurial satisfaction under different entrepreneurial time. Specific results are shown in Table 4.7.

As can be seen from Table 4.7, regarding the effect of entrepreneurial length on flexibility and family involvement, significant differences were observed.

Specifically, a one-way ANOVA revealed that there was a statistically significant difference in flexibility between at least two groups ($F = 4.42, p < 0.05$).

LSD Test for multiple comparisons found that the mean value of flexibility was significantly different between the group of female entrepreneurs who have been in business for less than 10 years (mean= 3.43) and that of female entrepreneurs who have been in business for 11 to 20 years (mean = 4.01), and that of female entrepreneurs who have been in business for 21 to 30 years (mean = 5.00). In other words, the flexibility experienced by women entrepreneurs who have been in business for 10 years or less is significantly lower than those of women who have been in business for 11 to 20 years and those who have been in business for 21 to 30 years.

In terms of family involvement, a one-way ANOVA revealed that there was a statistically significant difference between at least two groups ($F = 5.72, p < 0.01$).

LSD Test for multiple comparisons found that the mean value of family involvement was significantly different between the group of female entrepreneurs who have been in business for 21 to 30 years (mean = 1.85), and that of female entrepreneurs who have been in business less than 10 years (mean= 3.21) and that of female entrepreneurs who have been in business for 11 to 20 years (mean = 3.85). and. In other words, family involvement experienced by female entrepreneurs who have been in business for 21 to 30 years was significantly lower than those who have been in business for less than 10 years and for 11 to 20 years.

There are no significant differences among different entrepreneurial time in job involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion, and entrepreneurial satisfaction.

Table 4.7 Variance analysis on entrepreneurial time

Variable	entrepreneurial time	Mean	SD	F	LSD
Job involvement	≤10 years	3.95	1.39	1.59	
	11-20 years	4.40	1.20		
	21-30 years	3.80	1.30		
Flexibility	≤10 years	3.43	1.49	4.42*	1 < 2, 3
	11-20 years	4.01	1.48		
	21-30 years	5.00	1.06		
Family involvement	≤10 years	3.21	1.38	5.72**	3 < 1, 2
	11-20 years	3.85	1.45		
	21-30 years	1.85	0.90		
Time committed to family	≤10 years	3.41	1.60	0.04	
	11-20 years	3.40	1.39		
	21-30 years	3.20	1.60		
Prioritizing entrepreneurship behavior strategy	≤10 years	3.14	1.08	1.52	
	11-20 years	3.50	1.07		
	21-30 years	3.33	1.27		

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Reactive role behavior strategy	≤10 years	3.86	1.44	0.65
	11-20 years	3.54	1.61	
	21-30 years	3.73	1.50	
Emotional exhaustion	≤10 years	2.48	0.97	0.55
	11-20 years	2.63	1.28	
	21-30 years	2.18	0.77	
Entrepreneurial satisfaction	≤10 years	4.03	1.05	0.54
	11-20 years	3.82	1.00	
	21-30 years	4.04	0.93	

Notes: N = 174; * $p < 0.05$; ** $p < 0.01$.

4.4 Hypotheses testing

To reduce regression bias, we first constructed two main path models with work stressors (job involvement, flexibility) as independent variables and family stressors (family involvement, time committed to family) as independent variables. To test the mediation hypotheses, we evaluated the indirect effect and 95% biased-corrected confidence intervals using bootstrapping analysis with 5000 bootstrap samples. If the confidence interval did not include 0, the mediating effect would be significant. To test the moderating effect of the prioritizing entrepreneurship behavior strategy, we added the prioritizing entrepreneurship and its corresponding interaction terms on the basis of the work stressor model (prioritizing entrepreneurship behavior strategy * job involvement; prioritizing entrepreneurship behavior strategy * flexibility). Similarly, to examine the moderating effect of reactive role behavior strategy, this study added reactive role behavior strategy and its corresponding interaction terms to the family stressor model (reactive role behavior strategy * family involvement; reactive role behavior strategy * time committed to family). All variables used in creating the interaction terms were centralized to reduce multicollinearity. To test the moderated mediation hypotheses, we calculated the 95% confidence intervals of the mediating effect coefficients under plus or minus one standard deviation of the corresponding moderating variables according to the bootstrap method, which repeated 5000 times.

4.4.1 Work stressors model

Firstly, we referred to the method proposed by Preacher and Hayes (2008). We tested the main path model with work stressors as independent variables and examined the mediating role of emotional exhaustion between work stressors and entrepreneurial satisfaction with Mplus 8.0. Secondly, we examined the moderating effect of prioritizing entrepreneurship behavior strategy on the relationship between work stressors and emotional exhaustion. It should be made clear

that the significance criterion adopted in this study refers to the practice of Greenhaus et al. (1987).

(1) The mediating role of emotional exhaustion between work stressors and entrepreneurial satisfaction

We firstly tested the main path model with the work stressors as the independent variable, and the results were shown in Table 4.8. Hypothesis 1a proposes that job involvement is negatively related to entrepreneurial satisfaction, while hypothesis 2a proposes that emotional exhaustion mediates the relationship between job involvement and entrepreneurial satisfaction. According to Table 4.8, job involvement was significantly and negatively related to entrepreneurial satisfaction ($b = -0.26$, $s.e. = 0.05$, $p < 0.001$), job involvement was positively related to emotional exhaustion ($b = 0.28$, $s.e. = 0.05$, $p < 0.001$), and emotional exhaustion was significantly and negatively related to entrepreneurial satisfaction ($b = -0.20$, $s.e. = 0.08$, $p < 0.01$). Meanwhile, according to Table 4.9, emotional exhaustion has a significant mediating effect on the relationship between job involvement and entrepreneurial satisfaction (Indirect effect = -0.06 , $s.e. = 0.02$, 95% CI = $[-0.11, -0.02]$). Therefore, hypothesis 1a and hypothesis 2a were supported. Hypothesis 1b proposes that flexibility is positively related to entrepreneurial satisfaction, while hypothesis 2b proposes that emotional exhaustion mediates the relationship between flexibility and entrepreneurial satisfaction. As shown in Table 4.8, flexibility was significantly and positively related to entrepreneurial satisfaction ($b = 0.21$, $s.e. = 0.05$, $p < 0.001$), and flexibility was significantly negatively related to emotional exhaustion ($b = -0.27$, $s.e. = 0.05$, $p < 0.001$). As shown in Table 4.9, the mediating effect of emotional exhaustion on the relationship between flexibility and entrepreneurial satisfaction was significant (Indirect effect = 0.05 , $s.e. = 0.02$, 95% CI = $[0.02, 0.11]$). Therefore, hypothesis 1b and hypothesis 2b were supported.

Table 4.8 Results of main path analytics for work stressors

Variables	Emotional exhaustion		Entrepreneurial satisfaction	
	<i>b</i>	s.e.	<i>b</i>	s.e.
Controls				
Employees age	-0.02	0.01	0.01	0.01
Employees education	-0.06	0.08	0.02	0.07
Employees marriage	0.24	0.13	0.06	0.12
Industry2	-0.25	0.19	-0.12	0.19
Industry3	-0.14	0.16	-0.13	0.15
Employees duration	0.02	0.01	-0.02	0.01
Independent Variable				
Job involvement	0.28***	0.05	-0.26***	0.05
Flexibility	-0.27***	0.05	0.21***	0.05
Mediators				
Emotional exhaustion			-0.20**	0.08

Notes: N = 174; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

Table 4.9 Results of the mediating role of emotional exhaustion in job stressors

Paths	Indirect effect	s.e.	95% CI
1. Job involvement → Emotional exhaustion → Entrepreneurial satisfaction	-0.06	0.02	[-0.11, -0.02]
2. Flexibility → Emotional exhaustion → Entrepreneurial satisfaction	0.05	0.02	[0.02, 0.11]

Notes: N = 174; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; Bootstrap = 5000.

(2) The moderating role of prioritizing entrepreneurship behavior strategy

To test the moderating effect of prioritizing entrepreneurship behavior strategy, we added prioritizing entrepreneurship behavior strategy and its corresponding interaction terms to the main path model. The results are shown in Table 4.10. Hypothesis 3a proposes that prioritizing entrepreneurship behavior strategy moderates the relationship between job involvement and emotional exhaustion. As shown in Table 4.10, the interaction term (job involvement * prioritizing entrepreneurship behavior strategy) was significantly and negatively related to emotional exhaustion ($b = -0.17$, $s.e. = 0.04$, $p < 0.001$). To visualize the moderating effect of prioritizing entrepreneurship behavior strategy on the relationship between job involvement and employee emotional exhaustion, we plotted the significant interaction. As shown in Figure 4.1, job involvement was significantly and positively related to emotional exhaustion among employees with low prioritizing entrepreneurship behavior strategy ($b = 0.49$, $s.e. = 0.07$, $p < 0.001$), which was not significant among employees with high prioritizing entrepreneurship behavior strategy ($b = 0.05$, $s.e. = 0.06$, $p > 0.05$). Thus, hypothesis 3a was supported. Furthermore, hypothesis 3c proposes that prioritizing entrepreneurship behavior strategy moderates the mediating effect of emotional exhaustion on the relationship between job involvement and entrepreneurial satisfaction. As shown in Table 4.11, the mediating effect of emotional exhaustion was significant among employees with low prioritizing entrepreneurship behavior strategy (Indirect effect = -0.10, $s.e. = 0.04$, 95% CI = [-0.19, -0.03]), which was not significant among employees with high prioritizing entrepreneurship behavior strategy (Indirect effect = -0.01, $s.e. = 0.01$, 95% CI = [-0.05, 0.01]). Overall, the difference (high vs. low prioritizing entrepreneurship behavior strategy) in the conditional indirect effects was significant (Difference = 0.09, $s.e. = 0.04$, 95% CI = [0.02, 0.19]). Therefore, hypothesis 3c was supported.

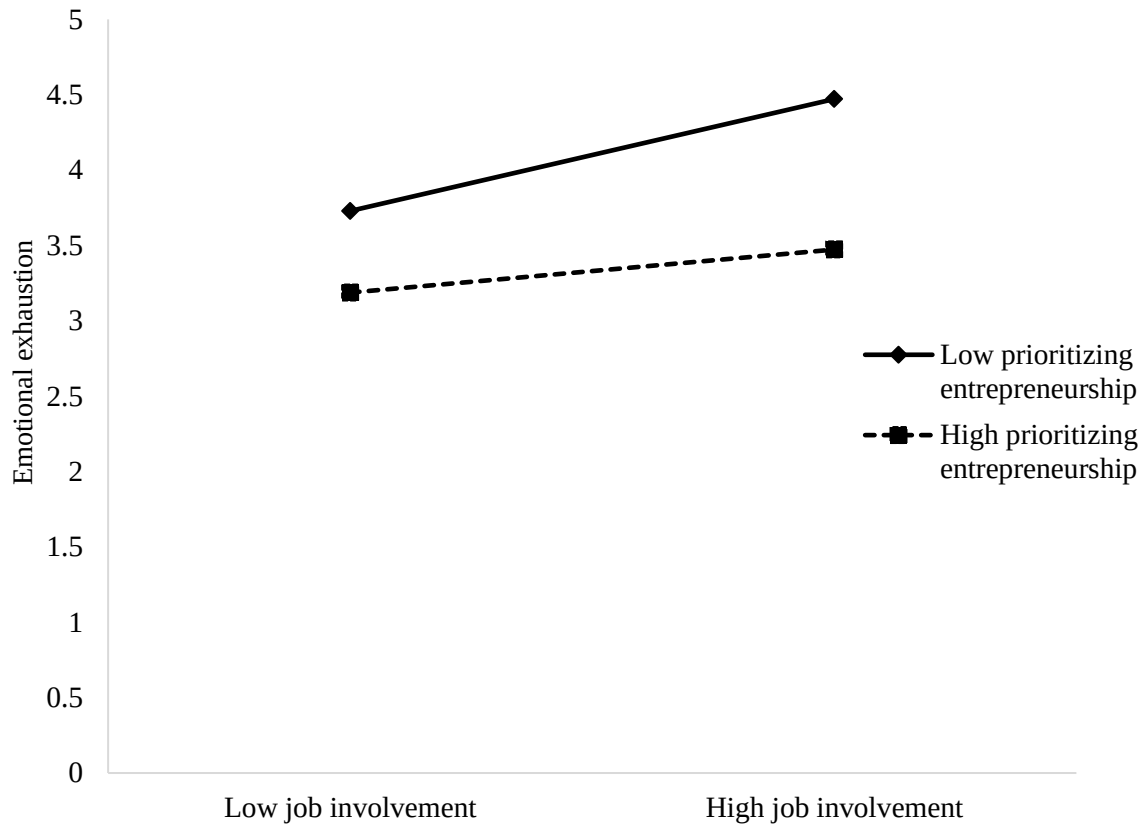


Figure 4.1 Interaction between job involvement and prioritizing entrepreneurship behavior strategy in predicting emotional exhaustion

Hypothesis 3b proposes that prioritizing entrepreneurship behavior strategy moderates the relationship between flexibility and emotional exhaustion. As shown in Table 4.10, the interaction term of flexibility and prioritizing entrepreneurship behavior strategy was negatively and significantly related to emotional exhaustion ($b = -0.09$, $s.e. = 0.04$, $p < 0.05$). To visualize the moderating effect of prioritizing entrepreneurship behavior strategy on the relationship between flexibility and employee emotional exhaustion, we plotted the significant interaction. As shown in Figure 4.2, flexibility had a negative effect on emotional exhaustion under high prioritizing entrepreneurship behavior strategy ($b = -0.16$, $s.e. = 0.08$, $p < 0.05$), but a stronger effect under low prioritizing entrepreneurship behavior strategy ($b = -0.39$, $s.e. = 0.07$, $p < 0.001$). Thus, hypothesis 3b was supported. Further, hypothesis 3d proposes that prioritizing entrepreneurship behavior strategy moderates the mediating role of emotional exhaustion between flexibility and entrepreneurial satisfaction. As shown in Table 4.11, flexibility had a significantly positive indirect effect on entrepreneurial satisfaction via emotional exhaustion under low prioritizing entrepreneurship behavior strategy (Indirect effect = 0.03, $s.e. = 0.02$, 95% CI = [0.00, 0.09]), but a stronger effect under high prioritizing entrepreneurship behavior strategy (Indirect effect = 0.08, $s.e. = 0.03$, 95% CI = [0.02, 0.15]). Overall, the difference (high vs. low prioritizing entrepreneurship behavior strategy) in the

conditional indirect effects was significant (Difference = 0.05, s.e. = 0.03, 95% CI = [0.01, 0.11]). Therefore, hypothesis 3d was supported.

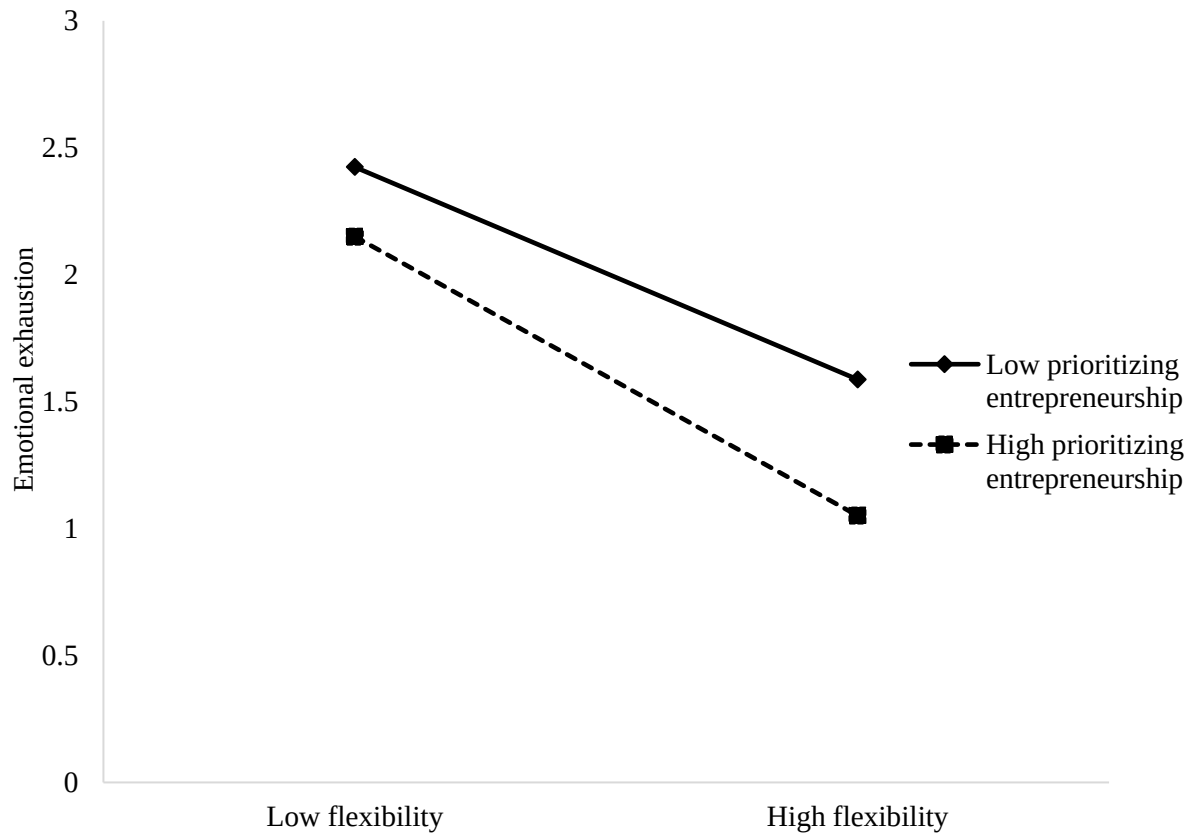


Figure 4.2 Interaction between flexibility and prioritizing entrepreneurship behavior strategy in predicting emotional exhaustion

Table 4.10 Results of analytics for testing the moderation effects of prioritizing entrepreneurship behavior strategy (work stressors model)

Variables	Emotional exhaustion	
	<i>b</i>	s.e.
Controls		
Employees age	-0.01	0.01
Employees education	-0.12	0.08
Employees marriage	0.21	0.12
Industry2	-0.26	0.18
Industry3	-0.14	0.15
Employees duration	0.01	0.01
Independent Variable		
Job involvement	0.27***	0.04
Flexibility	-0.28	0.05
Moderator		
Prioritizing entrepreneurship	-0.09	0.06
Interaction		
Prioritizing entrepreneurship × Job involvement	-0.17***	0.04
Prioritizing entrepreneurship × Flexibility	-0.09*	0.04

Notes: N =174; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

Table 4.11 Results of analytics for testing the moderated mediation effects (work stressors model)

Moderator variable	Path 1: Job involvement → Emotional exhaustion → Entrepreneurial satisfaction		
Prioritizing entrepreneurship	Indirect effect		
	<i>Coeff</i>	s.e.	95% CI
High (+1 s.d.)	-0.01	0.01	[-0.05, 0.01]
Low (-1 s.d.)	-0.10	0.04	[-0.19, -0.03]
High-Low Difference	0.09	0.04	[0.02, 0.19]
Moderator variable	Path 2: Flexibility → Emotional exhaustion → Entrepreneurial satisfaction		
Prioritizing entrepreneurship	Indirect effect		
	<i>Coeff</i>	s.e.	95% CI
High (+1 s.d.)	0.08	0.03	[0.02, 0.15]
Low (-1 s.d.)	0.03	0.02	[0.00, 0.09]
High-Low Difference	0.05	0.03	[0.01, 0.11]

Notes: N = 174; Bootstrap = 5000.

4.4.2 Family stressors model

Firstly, we tested the main path model with family stressors as independent variables and examined the mediating role of emotional exhaustion between family stressors and entrepreneurial satisfaction with Mplus 8.0. Secondly, we examined the moderating effect of reactive role behavior strategy on the relationship between family stressors and emotional exhaustion.

(1) The mediating role of emotional exhaustion between family stressors and entrepreneurial satisfaction

We firstly tested the main path model with the family stressors as the independent variable, and the results were shown in Table 4.12. Hypothesis 1c proposes that family involvement is negatively related to entrepreneurial satisfaction, while hypothesis 2c proposes that emotional exhaustion mediates the relationship between family involvement and entrepreneurial satisfaction. According to Table 4.12, family involvement was significantly and negatively related to entrepreneurial satisfaction ($b = -0.24$, $s.e. = 0.05$, $p < 0.001$), and family involvement was positively related to emotional exhaustion ($b = 0.25$, $s.e. = 0.05$, $p < 0.001$). Meanwhile, according to Table 4.13, emotional exhaustion has a significant mediating effect on the relationship between family involvement and entrepreneurial satisfaction (Indirect effect = -0.06, $s.e. = 0.02$, 95% CI = [-0.11, -0.02]). Therefore, hypothesis 1c and hypothesis 2c were supported. Hypothesis 1d proposes that time committed to family is negatively related to entrepreneurial satisfaction, while hypothesis 2d proposes that emotional exhaustion mediates the relationship between time committed to family and entrepreneurial satisfaction. As shown in Table 4.12, time committed to family was significantly and negatively related to

entrepreneurial satisfaction ($b = -0.19$, $s.e. = 0.05$, $p < 0.001$), and time committed to family was positively related to emotional exhaustion ($b = 0.25$, $s.e. = 0.04$, $p < 0.001$). As shown in Table 4.13, The mediating effect of emotional exhaustion on the relationship between time committed to family and entrepreneurial satisfaction was significant (Indirect effect = -0.06 , $s.e. = 0.02$, $95\% CI = [-0.11, -0.02]$). Therefore, hypothesis 1d and 2d were supported.

Table 4.12 Results of main path analytics for family stressors

Variables	Emotional exhaustion		Entrepreneurial satisfaction	
	<i>b</i>	s.e.	<i>b</i>	s.e.
Controls				
Employees age	-0.01	0.01	0.00	0.01
Employees education	-0.06	0.09	0.03	0.08
Employees marriage	0.17	0.13	0.12	0.12
Industry2	-0.16	0.19	-0.22	0.19
Industry3	-0.26	0.16	-0.06	0.15
Employees duration	0.01	0.01	-0.01	0.01
Independent Variable				
Family involvement	0.25***	0.05	-0.24***	0.05
Time committed to family	0.25***	0.04	-0.19***	0.05
Mediators				
Emotional exhaustion			-0.23**	0.08

Notes: N=174; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

Table 4.13 Results of the mediating role of emotional exhaustion in family stressors

Paths	Indirect effect	s.e.	95% CI
1. Family involvement → Emotional exhaustion → Entrepreneurial satisfaction	-0.06	0.02	[-0.11, -0.02]
2. Time committed to family → Emotional exhaustion → Entrepreneurial satisfaction	-0.06	0.02	[-0.11, -0.02]

Notes: N = 174; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; Bootstrap = 5000.

(2) The moderating role of reactive role behavior strategy

To test the moderating effect of reactive role behavior strategy, we added reactive role behavior strategy and its corresponding interaction term (family involvement * reactive role behavior strategy) to the main path model. The results are shown in Table 4.14. Hypothesis 4a proposes that reactive role behavior strategy moderates the relationship between family involvement and emotional exhaustion. As shown in Table 4.14, the interaction term (family involvement * reactive role behavior strategy) was significantly and negatively related to emotional exhaustion ($b = -0.10$, $s.e. = 0.04$, $p < 0.05$). To visualize the moderating effect of reactive role behavior strategy on the relationship between family involvement and employee emotional exhaustion, we plotted the significant interaction. As shown in Figure 4.3, family involvement was significantly and positively related to emotional exhaustion among employees with low reactive role behavior strategy ($b = 0.37$, $s.e. = 0.07$, $p < 0.001$), which was not

significant among employees with high reactive role behavior strategy ($b = 0.09$, $s.e. = 0.08$, $p > 0.05$). Thus, hypothesis 4a was supported. Furthermore, hypothesis 4c proposes that reactive role behavior strategy moderates the mediating effect of emotional exhaustion on the relationship between family involvement and entrepreneurial satisfaction. As shown in Table 4.15, the mediating effect of emotional exhaustion was significant among employees with low reactive role behavior strategy (Indirect effect = -0.08 , $s.e. = 0.03$, 95% CI = $[-0.16, -0.03]$), which was not significant among employees with high reactive role behavior strategy (Indirect effect = -0.02 , $s.e. = 0.02$, 95% CI = $[-0.07, 0.10]$). Overall, the difference (high vs. low reactive role behavior strategy) in the conditional indirect effects was significant (Difference = 0.07 , $s.e. = 0.04$, 95% CI = $[0.01, 0.16]$). Therefore, hypothesis 4c was supported.

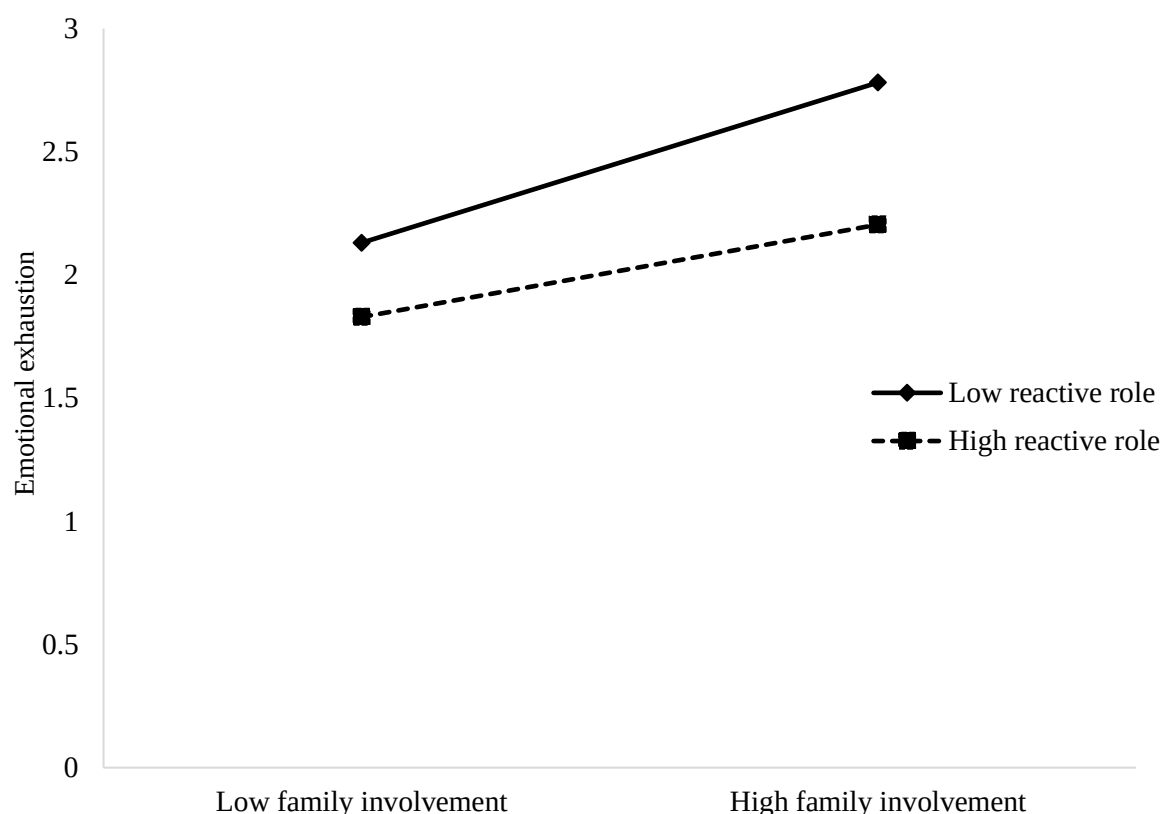


Figure 4.3 Interaction between family involvement and reactive role behavior strategy in predicting emotional exhaustion

Hypothesis 4b proposes that reactive role behavior strategy moderates the relationship between time committed to family and emotional exhaustion. As shown in Table 4.14, the interaction term of time committed to family and reactive role behavior strategy was negatively and significantly related to emotional exhaustion ($b = -0.08$, $s.e. = 0.03$, $p < 0.01$). To visualize the moderating effect of reactive role behavior strategy on the relationship between time committed to family and employee emotional exhaustion, we plotted the significant interaction. As shown in Figure 4.4, time committed to family had a positive effect on emotional exhaustion

under low reactive role behavior strategy ($b = 0.36$, $s.e. = 0.07$, $p < 0.001$), but a weaker effect under high reactive role behavior strategy ($b = 0.11$, $s.e. = 0.05$, $p < 0.05$). Thus, hypothesis 4b was supported. Further, hypothesis 4d proposes that reactive role behavior strategy moderates the mediating role of emotional exhaustion between time committed to family and entrepreneurial satisfaction. As shown in Table 4.15, time committed to family had a significantly negative indirect effect on entrepreneurial satisfaction via emotional exhaustion under low reactive role behavior strategy (Indirect effect = -0.08 , $s.e. = 0.03$, 95% CI = $[-0.16, -0.03]$), but a weaker effect under high reactive role behavior strategy (Indirect effect = -0.03 , $s.e. = 0.02$, 95% CI = $[-0.07, -0.00]$). Overall, the difference (high vs. low reactive role behavior strategy) in the conditional indirect effects was significant (Difference = 0.06 , $s.e. = 0.03$, 95% CI = $[0.01, 0.13]$). Therefore, hypothesis 4d was supported.

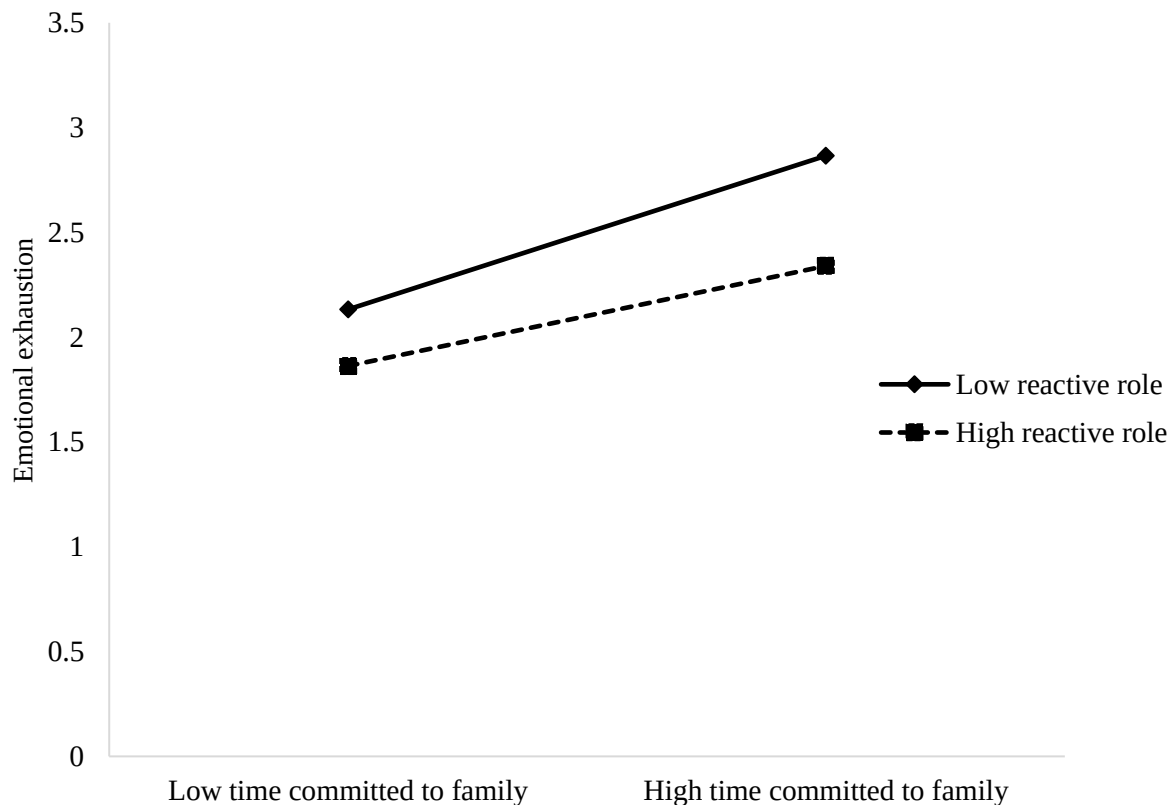


Figure 4.4 Interaction between time committed to family and reactive role behavior strategy in predicting emotional exhaustion

Table 4.14 Results of analytics for testing the moderation effects of reactive role behavior strategy (family stressors model)

Variables	Emotional exhaustion	
	<i>b</i>	s.e.
Controls		
Employees age	-0.01	0.01
Employees education	-0.04	0.08
Employees marriage	0.23	0.12
Industry2	-0.11	0.18

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Industry3	-0.28	0.15
Employees duration	0.01	0.01
Independent Variable		
Family involvement	0.23***	0.05
Time committed to family	0.24***	0.04
Moderator		
Reactive role	-0.12*	0.05
Interaction		
Reactive role × Family involvement	-0.10*	0.04
Reactive role × Time committed to family	-0.08**	0.03

Notes: N = 174; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

Table 4.15 Results of analytics for testing the moderated mediation effects of reactive role behavior strategy (family stressors model)

Moderator variable	Path 1: Family involvement → Emotional exhaustion → Entrepreneurial satisfaction		
		Indirect effect	
Reactive Role			
	<i>Coeff</i>	s.e.	95% CI
High (+1 s.d.)	-0.02	0.02	[-0.07, 0.10]
Low (-1 s.d.)	-0.08	0.03	[-0.16, -0.03]
High-Low Difference	0.07	0.04	[0.01, 0.16]
Moderator variable	Path 2: Time committed to family → Emotional exhaustion → Entrepreneurial satisfaction		
		Indirect effect	
Reactive Role			
	<i>Coeff</i>	s.e.	95% CI
High (+1 s.d.)	-0.03	0.02	[-0.07, -0.00]
Low (-1 s.d.)	-0.08	0.03	[-0.16, -0.03]
High-Low Difference	0.06	0.03	[0.01, 0.13]

Notes: N = 174; Bootstrap = 5000.

4.5 Summary

This chapter conducted descriptive statistical analysis, correlation analysis, variance analysis and regression analysis. Empirical research was conducted to test the hypothesized relationships among job stressors, family stressors, emotional exhaustion, coping strategies and entrepreneurial satisfaction. The test results are shown in Table 4.16.

Table 4.16 Results of hypotheses testing

Hypotheses	Results
H1a: Job involvement is negatively related to entrepreneurial satisfaction.	supported
H1b: Flexibility is positively related to entrepreneurial satisfaction.	supported
H1c: Family involvement is negatively related to entrepreneurial satisfaction.	supported
H1d: Time committed to family is negatively related to entrepreneurial satisfaction.	supported
H2a: Emotional exhaustion mediates the relationship between job involvement and entrepreneurial satisfaction.	supported

H2b: Emotional exhaustion mediates the relationship between flexibility and entrepreneurial satisfaction.	supported
H2c: Emotional exhaustion mediates the relationship between family involvement and entrepreneurial satisfaction.	supported
H2d: Emotional exhaustion mediates the relationship between time committed to family and entrepreneurial satisfaction.	supported
H3a: Prioritizing entrepreneurship behavior strategy moderates the positive relationship between job involvement and emotional exhaustion, such that a weaker positive relationship occurs under high prioritizing entrepreneurial behavior strategy.	supported
H3b: Prioritizing entrepreneurship behavior strategy moderates the negative relationship between flexibility and emotional exhaustion, such that a stronger negative relationship occurs under high prioritizing entrepreneurial behavior strategy.	supported
H3c: Prioritizing entrepreneurship behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between job involvement and entrepreneurial satisfaction, such that a weaker indirect effect occurs under high prioritizing entrepreneurship behavior strategy.	supported
H3d: Prioritizing entrepreneurship behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between flexibility and entrepreneurial satisfaction, such that a stronger indirect effect occurs under high prioritizing entrepreneurship behavior strategy.	supported
H4a: Reactive role behavior strategy moderates the positive relationship between family involvement and emotional exhaustion, such that a weaker positive relationship occurs under high prioritizing entrepreneurial behavior strategy.	supported
H4b: Reactive role behavior strategy moderates the positive relationship between time committed to family and emotional exhaustion, such that a weaker positive relationship occurs under high prioritizing entrepreneurial behavior strategy.	supported
H4c: Reactive role behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between family involvement and emotional exhaustion., such that a weaker indirect effect occurs under high prioritizing entrepreneurship behavior strategy.	supported
H4d: Reactive role behavior strategy moderates the mediating effect of emotional exhaustion in the relationship between time committed to family and emotional exhaustion, such that a weaker indirect effect occurs under high prioritizing entrepreneurship behavior strategy.	supported

In addition, we summarize the variables and their relations as followed in Figure 4.5.

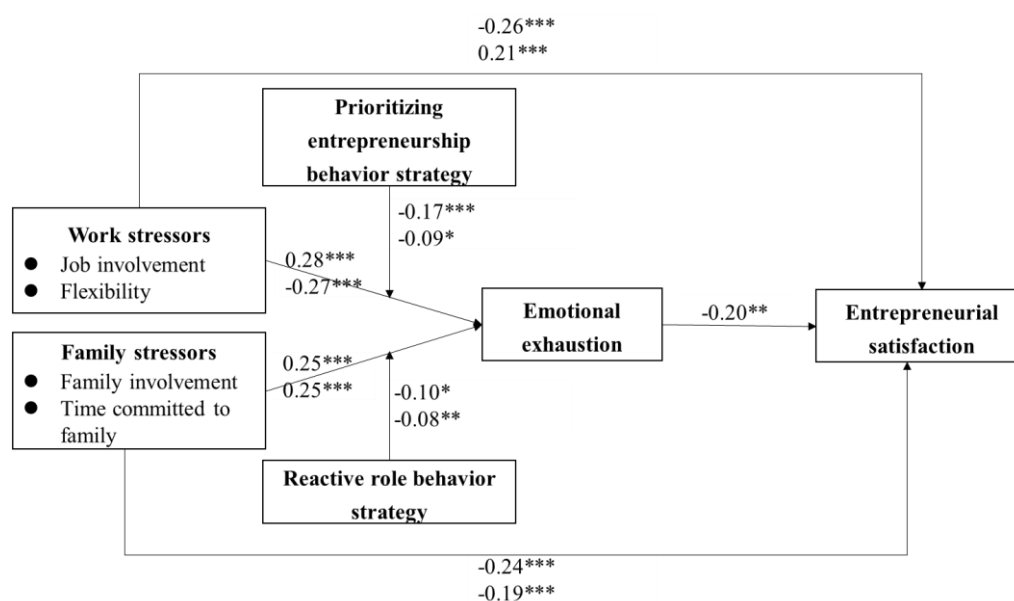


Figure 4.5 Analysis results of the hypothesized model

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Chapter 5: Discussion and Conclusion

This chapter first discusses the research results obtained in Chapter 4, including the descriptive results, variance analysis, and hypothesis testing. Subsequently, the management implications, theoretical contributions, research limitations, and prospects of the conclusions of this study were discussed.

5.1 General

By means of descriptive statistical analysis and variance analysis, this study analyzed the basic demographic statistical variables of women entrepreneurs, such as age, education level, marital status and industry status. And we also analyzed the basic situation of women entrepreneurs' job involvement, flexibility, family involvement, time committed to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion and entrepreneurial satisfaction.

According to the above descriptive statistical analysis results, in terms of job stressors, women entrepreneurs have a higher level of job involvement. The mean value of job involvement is 4.03 (out of 6-point Likert scale). In addition, the mean value of flexibility is 3.59. Parasuraman and Simmers (2001) conducted research on entrepreneurs in the United States and found that the mean value of job involvement was 3.09 (5-point Likert scale) and the mean value of flexibility was 0.19 (5-point Likert scale). This indicates that in different countries, entrepreneurs' cognition and involvement in work may be different, which may be caused by different cultural values. The results of this study reveal that Chinese female entrepreneurs may face a much more demanding, competitive, and complex business environment in which they need to involve more in their business but also with a higher level of flexibility, compared to the entrepreneurs in America.

In terms of family stressors, the results of this study show that the mean value of family involvement and time committed to family of women entrepreneurs is 3.30 and 3.40. However, Y. Zhou et al. (2020) found that the level of family involvement of entrepreneurs in China was low (mean=0.24, 5-point Likert scale), and 70% of the respondents in this study were men, which suggests that men entrepreneurs have a significant lower level of family involvement, compared to the result of this study. Parasuraman and Simmers (2001) conducted a study on

American entrepreneurs and found that the mean value of time committed to family was also low (2.01, 5-point Likert scale). The difference in this result may be due to the fact that compared with men, women will face more demands from the family, such as undertaking housework, raising children and supporting the elderly (Gilbert-Ouimet et al., 2020; Muasya, 2020). On the one hand, this is largely due to traditional gender biases. In traditional gender stereotypes, women are expected to take care of children and the family, while men are expected to work hard to provide more financial support for the family. On the other hand, this situation is related to the characteristics of women themselves. Women have delicate emotions and pay more attention to the close connection with the family, so they will devote more energy and time to the family to meet their needs of belonging. Taken the results together, it reveals that Chinese female entrepreneurs committed significantly more to family than their Chinese male counterparts, and the American entrepreneurs. This piece of result is good evidence for the dual pressures (work and family) Chinese female entrepreneurs face, which deserves attention for future research.

In the field of emotional exhaustion, this study found that the mean value of emotional exhaustion of female entrepreneurs was 2.50. Manzano-Garcia et al. (2021) found that Spanish entrepreneurs' mean value of emotional exhaustion was 1.73 (5-point Likert scale), which may be because most of their samples were from males. Compared with men, women are more likely to feel emotional exhaustion due to greater role conflict and pressure (G. Huang et al., 2021).

In terms of entrepreneurial satisfaction, this study found that the mean value of entrepreneurial satisfaction of female entrepreneurs was 3.99, lower than the study result of St-Jean and Mathieu (2015) on career satisfaction of French entrepreneurs (Mean=6.10, 7-point Likert scale). This may be because entrepreneurs in different countries have different evaluation indicators of entrepreneurial satisfaction, as well as different gender entrepreneurs have different evaluation criteria of entrepreneurial satisfaction.

In this study, it is found that the mean value of prioritizing entrepreneurship behavior strategies of women entrepreneurs is 3.33, which is similar to the results of Y. Zhou et al. (2020) (M=3.33, 5-point Likert scale). The mean value of reactive role behavior strategies was 3.80, similar to that of Y. Zhou et al. (2020) (M=3.77, 5-point Likert scale). This indicates that Chinese entrepreneurs tend to adopt different coping strategies in different situations to deal with difficulties from entrepreneurship and family.

In addition, according to the results of the variance analysis above, there are no significant differences between women entrepreneurs of different ages, levels of education, marital status and industry status in terms of job involvement, flexibility, family involvement, time committed

to family, prioritizing entrepreneurship behavior strategy, reactive role behavior strategy, emotional exhaustion and entrepreneurial satisfaction. This may be because the demographic characteristics of our study sample had a certain convergence, all were female, and there was little difference in age. However, there are significant differences in flexibility and family involvement of women entrepreneurs at different Entrepreneurial time.

In terms of flexibility, the mean value of female entrepreneurs who have been in business for less than 10 years is 3.43, that of female entrepreneurs who have been in business for 11 to 20 years is 4.01, and that of female entrepreneurs who have been in business for 21 to 30 years is 5.00. According to the LSD post-hoc comparison, the mean value of women who have been in business for 10 years or less are significantly lower than those of women who have been in business for 11 to 20 years and those who have been in business for 21 to 30 years. We explain it as follows: Because of the lack of experience, women entrepreneurs with less time to start a business are difficult to make flexible arrangements for entrepreneurial matters; while for experienced women entrepreneurs, they have a deeper cognition and understanding of entrepreneurship and can make more flexible arrangements for entrepreneurial matters according to their past experiences.

In the terms of family involvement, the mean value of female entrepreneurs who have been in business for less than 10 years is 3.21, that of female entrepreneurs who have been in business for 11 to 20 years is 3.85, and that of female entrepreneurs who have been in business for 21 to 30 years is 1.85. According to the LSD post-hoc comparison, the mean value of women who have been in business for 21 to 30 years are significantly lower than those of women who have been in business for 10 years or less and those of women who have been in business for 11 to 20 years. We explain it as follows: For women entrepreneurs in the middle stage, they face greater pressure from raising the elderly and children, so they need to devote more energy and time to the family.

In summary, we summarize the characteristics of women entrepreneurs in China as follows:

First, compared with American entrepreneurs, Chinese women entrepreneurs may face greater pressure from work and family. On the one hand, they face fiercer competition and will devote more time and energy to entrepreneurship, but also have higher flexibility. On the other hand, compared with Chinese men and American entrepreneurs, Chinese women entrepreneurs also face greater family pressure such as housework, raising children and supporting the elderly.

Second, compared with men, Chinese women entrepreneurs suffer from more serious role conflicts, so they are more prone to emotional exhaustion. However, there is little difference in the strategies used by Chinese women entrepreneurs and entrepreneurial men in coping with

stress. Both of them tend to adopt different coping strategies according to different work and family pressure situations. In terms of entrepreneurial satisfaction, the satisfaction of Chinese women is slightly lower than that of French women.

Third, Chinese women entrepreneurs who have been in business for 10 years or less are significantly less flexible than those who have been in business for 11 to 20 years and 21 to 30 years. In terms of family involvement, women who have been in business for 21 to 30 years have significantly lower family involvement than women who have been in business for 10 years or less, and women who have been in business for 11 to 20 years.

5.2 Hypothesis testing results

Based on conservation of resources theory, this study discussed the relationship between work and family stressors and entrepreneurial satisfaction, the mediating effect of emotional exhaustion between stressors and entrepreneurial satisfaction, and the moderating effect of coping strategy on the influence of work and family stressors on emotional exhaustion. The results are summarized and discussed in this study.

5.2.1 The influence of stressors on entrepreneurial satisfaction

This study examined the relationship between work and family stressors and entrepreneurial satisfaction. The empirical results showed that job involvement was significantly negatively related to entrepreneurial satisfaction ($b = -0.26$, $s.e. = 0.05$, $p < 0.001$), and flexibility was significantly positively related to entrepreneurial satisfaction ($b = 0.21$, $s.e. = 0.05$, $p < 0.001$). Family involvement was negatively related to entrepreneurial satisfaction ($b = -0.24$, $s.e. = 0.05$, $p < 0.001$), and time committed to family was negatively related to entrepreneurial satisfaction ($b = -0.19$, $s.e. = 0.05$, $p < 0.001$). The results showed that job involvement, family involvement, and time committed to family were negatively related to entrepreneurial satisfaction, while flexibility was positively related to entrepreneurial satisfaction. Therefore, hypothesis 1a, 1b, 1c, and 1d were supported.

On the one hand, the research results are consistent with the loss spiral effect of conservation of resources theory (Hobfoll et al., 2018). Job involvement, family involvement and time committed to family as stressors will gradually deplete female entrepreneurs' resources (e.g., time, energy, emotion, and cognitive resources) (Griffin et al., 2010; Park & Jang, 2017). Resources are crucial for female entrepreneurs, and the loss of resources will bring more pressure to them, thus making them fall into the dilemma of resource loss spiral (Hobfoll

et al., 2018). In the case of resource depletion, female entrepreneurs are unable to put family resources into the entrepreneurial work, nor can they devote themselves to the entrepreneurial work, or even occupy entrepreneurial resources (e.g., positive emotion, time, and energy.) in order to solve family stressors, which negatively affects entrepreneurial satisfaction.

On the other hand, the research results are consistent with the gain spiral effect of conservation of resources theory (Hobfoll et al., 2018). As a manifestation of abundant individual resources, job flexibility will give female entrepreneurs more opportunities to invest resources, and then acquire new knowledge resources, skill resources and emotional resources, so as to increase their own resource stock and breed more resource growth, forming a gain spiral (Hobfoll et al., 2018; Ray & Pana-Cryan, 2021). In the process of resource appreciation, female entrepreneurs can make better use of the existing flexible work arrangement and allocate resources reasonably to the work field and family field, so as to obtain more resources conducive to entrepreneurship, promote the entrepreneurial performance, form the circulation of resources, and then positively affect the entrepreneurial satisfaction.

5.2.2 The mediating role of emotional exhaustion between stressors and entrepreneurial satisfaction

This study explored the mediating effect of emotional exhaustion on the relationship between work and family stressors and entrepreneurial satisfaction. Based on bootstrap sampling method with 5000 repeated samples, 95% confidence intervals were calculated for the mediating effect coefficient. The results showed that emotional exhaustion had a significant mediating effect on the relationship between job involvement and entrepreneurial satisfaction (Indirect effect = -0.06, s.e. = 0.02, 95% CI = [-0.11, -0.02]). The mediating effect of emotional exhaustion on the relationship between flexibility and entrepreneurial satisfaction was significant (Indirect effect = 0.05, s.e. = 0.02, 95% CI = [0.02, 0.11]). The mediating effect of emotional exhaustion on the relationship between family involvement and entrepreneurial satisfaction was significant (Indirect effect = -0.06, s.e. = 0.02, 95% CI = [-0.11, -0.02]). The indirect effect of emotional exhaustion on the relationship between time committed to family and entrepreneurial satisfaction was significant (Indirect effect = -0.06, s.e. = 0.02, 95% CI = [-0.11, -0.02]). The results showed that emotional exhaustion mediated the relationship between job involvement and entrepreneurial satisfaction, the relationship between flexibility and entrepreneurial satisfaction, the relationship between family involvement and entrepreneurial satisfaction, and the relationship between time committed to family and entrepreneurial satisfaction. Therefore,

hypothesis 2a, 2b, 2c, and 2d were supported.

According to conservation of resources theory, when female entrepreneurs are faced with the dilemma of job involvement, family involvement, and devoting too much time to family, they tend to consume a lot of time, energy and other resources (Griffin et al., 2010; Hobfoll, 1989; Oren & Levin, 2017). However, the resources owned by individuals are limited. When female entrepreneurs feel the threat of resource depletion, they will spend resources to seek resources from other places (Hobfoll et al., 2018). This virtually leads female entrepreneurs into a spiral of resource loss and eventually leads them into negative emotions such as urgency and anxiety. The continuous accumulation of negative emotions will lead to their emotional exhaustion, and thus their entrepreneurial satisfaction will continue to decline. Higher work flexibility means that female entrepreneurs have more flexible working environment and better resource supply (Still & Timms, 2000), which can help female entrepreneurs better balance entrepreneurship and family affairs, help them recover energy, reduce the consumption of psychological and physical resources, reduce emotional exhaustion, improve entrepreneurial performance, and thus improve entrepreneurial satisfaction.

5.2.3 The moderating role of coping strategy

On the basis of the work stressors model, this study added prioritizing entrepreneurship behavior strategy and its corresponding interaction terms. Similarly, in order to examine the moderating effect of reactive role behavior strategy, this study added reactive role behavior strategy and its corresponding interaction terms to the family stressors model. In order to test the moderated mediating effect, this study calculated the 95% confidence intervals of four mediating effect coefficients under plus or minus one standard deviation of the corresponding moderating variable according to the bootstrap method, which repeated 5000 times.

The results showed that there was a significant negative relationship between the interaction term of job involvement and prioritizing entrepreneurship behavior strategy and emotional exhaustion ($b = -0.17$, $s.e. = 0.04$, $p < 0.001$), indicating that prioritizing entrepreneurship behavior strategy moderated the relationship between job involvement and emotional exhaustion. The mediating effect between the high and low groups was significantly different (Difference = 0.09, $s.e. = 0.04$, 95% CI = [0.02, 0.19]), indicating that prioritizing entrepreneurship behavior strategy moderated the mediating effect of emotional exhaustion on the relationship between job involvement and entrepreneurial satisfaction. There was a significant negative relationship between the interaction term of flexibility and prioritizing

entrepreneurship behavior strategy and emotional exhaustion ($b = -0.09$, $s.e. = 0.04$, $p < 0.05$), indicating that prioritizing entrepreneurship behavior strategy moderated the relationship between flexibility and emotional exhaustion. The mediating effect between the high and low groups was significantly different (Difference = 0.05, $s.e. = 0.03$, 95% CI = [0.01, 0.11]), indicating that prioritizing entrepreneurship behavior strategy moderated the mediating effect of emotional exhaustion on the relationship between flexibility and entrepreneurial satisfaction. The interaction term of family involvement and reactive role behavior strategy were significantly negatively related to emotional exhaustion ($b = -0.10$, $s.e. = 0.04$, $p < 0.05$), indicating that reactive role behavior strategy moderated the relationship between family involvement and emotional exhaustion. The mediating effect between the high and low groups was significantly different (Difference = 0.07, $s.e. = 0.04$, 95% CI = [0.01, 0.16]), indicating that reactive role behavior strategy moderated the mediating effect of emotional exhaustion on the relationship between family involvement and entrepreneurial satisfaction. There was a significant negative relationship between the interaction term of reactive role behavior strategy and time committed to family and emotional exhaustion ($b = -0.08$, $s.e. = 0.03$, $p < 0.01$), indicating that reactive role behavior strategy moderated the relationship between time committed to family and emotional exhaustion. The mediating effect between the high and low groups was significantly different (Difference = 0.06, $s.e. = 0.03$, 95% CI = [0.01, 0.13]), indicating that reactive role behavior strategy moderated the mediating effect of emotional exhaustion on the relationship between time committed to family and entrepreneurial satisfaction. Therefore, hypothesis 3a, 3b, 3c, 3d, 4a, 4b, 4c, and 4d were all supported.

The above research results verified the role of individual coping strategy which help can manage and mitigate “resource loss spiral” and increase resources in the “gain spiral” (Hobfoll et al., 2018). Specifically, when female entrepreneurs are faced with the dilemma of job involvement, prioritizing entrepreneurship behavior strategy makes up for the resource loss caused by job involvement by increasing female entrepreneurs’ resources (Jennings & McDougald, 2007). Similarly, when female entrepreneurs are faced with the dilemma of family involvement and excessive time committed to family, reactive role behavior strategy compensates for the resource loss caused by family involvement and time committed to family by increasing female entrepreneurs’ resources (Jennings & McDougald, 2007; Kirchmeyer, 1993). It can be seen that female entrepreneurs’ coping strategy slows down the consumption of resources in the “loss spiral”, buffer the pressure and negative emotions caused by job involvement, family involvement and excessive time committed to family, and thus reduce the positive impact of job involvement, family involvement and time committed to family on

emotional exhaustion. In addition, when female entrepreneurs' work arrangement is flexible, prioritizing entrepreneurship behavior strategy can increase their resource stock (Y. Zhou et al., 2020), which can not only help them to prevent possible contradictions and conflicts between family and work in advance. It can also make it easier for female entrepreneurs to transfer the resources obtained in the family field to the entrepreneurial field, enhance their positive emotion and confidence in entrepreneurship, increase the accumulation speed of resources in the "gain spiral", and thus strengthen the negative effect of flexibility on emotional exhaustion.

5.3 Managerial implications

Our findings provide important implications for promoting the development of female entrepreneurship from society, government policy-making, family and female webpreneurs per se.

From society perspective, the concept of female independence should be promoted, and the original gender stereotypes should be abandoned, such as the traditional views of "prefer boys over girls", "male and female have differences", "male lord outside homemaking women", so as to reduce the pressure of gender discrimination on female entrepreneurs by these means (Triana et al., 2019). At the same time, the society needs to create a good climate of public opinion, strengthen the publicity to encourage women to start businesses, and actively help women to solve the difficulties they encounter in the process of starting businesses. In the aspect of system, the society needs to establish a good institutional system to balance the relationship between work and family, to help women reduce the double pressure from the field of work and family. For example, safe and legal childcare institutions can be established to alleviate the family pressure of women entrepreneurs.

For government policy-making, on the one hand, the government should give full play to its leading and guiding role, actively publicize the concept of gender equality, reasonably guide women's entrepreneurial intentions, create a good entrepreneurial atmosphere, and encourage more women to start businesses. On the other hand, the government should also provide corresponding policy support, site support, financial subsidies, training and guidance for female entrepreneurs (Hechavarria & Ingram, 2019). Specifically, the government needs to provide necessary targeted training for female entrepreneurs, such as helping them develop appropriate stress coping strategies. At the same time, the government can provide courses on entrepreneurship and organize emotional counseling on entrepreneurship, so as to help women

entrepreneurs cope with the pressure in the process of entrepreneurship with a more solid professional foundation and a good emotional state. More importantly, government departments need to establish a legalized entrepreneurial environment, formulate transparent regulations and clear entrepreneurial rules (Turro et al., 2020), so as to create a more open and transparent entrepreneurial environment, reduce the institutional barriers faced by women entrepreneurs, and help women entrepreneurs to start businesses smoothly.

For family, the family or partner of women entrepreneurs can give them enough help and support in family affairs (Neneh, 2017; Yang et al., 2020). By sharing family affairs with family members or partners, the women entrepreneurs can relieve the pressure of undertaking housework, raising children and supporting the elderly, so that they can devote more time to entrepreneurship. At the same time, due to the consumption of emotional resources caused by greater family pressure, family members or partners can care for women entrepreneurs emotionally (Welsh & Kaciak, 2019). Family members can communicate with women entrepreneurs, so as to help them solve their conflicts and problems in family affairs, and give them more emotional support and help, so as to reduce the psychological burden caused by family pressure on women entrepreneurs.

For female entrepreneurs per se, first, this research helps to intervene at the source of work and family stressors among women's entrepreneurship. This study attempts to further understand the cause and effect of role stressors and entrepreneurial satisfaction based on research, to summarize the law of development of stressors, and help female entrepreneurs can better adjust their attitudes towards their work and life status, reduce their work and family stress feelings, and reduce the harm caused by work and family stressors. Female entrepreneurs need to properly deal with work stressors. According to the research, chasing high levels of job involvement does not always lead to good job outcomes. High level of job involvement will cause female entrepreneurs to pay certain psychological and physiological costs, resulting in emotional exhaustion. Therefore, in the face of job involvement as a stressor, female entrepreneurs can strive to reduce the excessive time and energy consumption and improve work efficiency by promoting the improvement of the organization's human resource management policies (Sarwar et al., 2021), such as providing supportive working conditions, optimizing work flow and so on. Female entrepreneurs can develop effective time management strategies (Carrigan & Duberley, 2013), such as listing the daily tasks to be completed, sorting them according to the importance and urgency of the work, and trying to concentrate on completing the important part of the work in the most clear and effective time. This can reduce the drain on emotional resources caused by too much work involvement. At the same time,

female entrepreneurs should try to avoid constantly assigning new tasks and imposing workload on themselves, clarify work objectives and job responsibilities, and set realistic work content and amount.

In addition, according to the findings of this study, flexibility at work can help female entrepreneurs reduce emotional exhaustion and increase entrepreneurial satisfaction. Therefore, in the process of starting a business, women should use a variety of flexible working plans according to their job characteristics. Flexible working plans include various types, such as flexible working hours, flexible working locations, telecommuting, compressed working week, flexible working hours, and so on (Erden Bayazit & Bayazit, 2017). Female entrepreneurs should flexibly adopt and match different working modes according to their own characteristics in order to maximize the utility.

Second, this study examines the emotional exhaustion of female entrepreneurs in the process of entrepreneurship, which can help them to adjust their work status psychologically, thereby reducing the stressors that female entrepreneurs face from the family and work domains, so that they can better carry out entrepreneurial activities and create the performance. Therefore, female entrepreneurs need to develop measures to manage the stressors that arise in the domestic sphere. In addition, to reduce female entrepreneurs' excessive consumption of time and energy on housework, they can also find reliable domestic helpers or other types of housework outsourcing (ten Brummelhuis & Lautsch, 2016) to cope with family affairs. For female entrepreneurs who have childcare responsibilities, they can find high-quality childcare agencies to help them pick up and take care of their children. This can be in the form of a special department or a special person in charge of it, or it can be in partnership with the community which is funded by the organization and operated by the community. Childcare arrangement can solve the worries for female entrepreneurs, so that they can focus on work, reduce the distraction of family affairs to female entrepreneurs' energy, thus achieve a better balance between work and family.

Third, according to the research results, the emotional exhaustion of women entrepreneurs negatively affects their entrepreneurial satisfaction. Thus, female entrepreneurs should consciously pay attention to their work emotions and formulate corresponding measures to reduce the negative impact of emotional exhaustion on entrepreneurial satisfaction. Female entrepreneurs should have clear work plans and goals (Sardeshmukh et al., 2021), reduce the ambiguity of roles, maintain the rationality of work, and reduce the sense of stress and tension in work (Manzano-Garcia et al., 2021). In addition, female entrepreneurs could take targeted psychological counseling, participate in stress reduction activities, relieve pressure and bad

emotions, and improve their ability to control emotions. For example, they could use mindfulness exercises to relieve their emotional exhaustion (Murnieks et al., 2020). Mindfulness practices provide an effective and important way for female entrepreneurs to cognitively assess stressful events in a way that reduces energy expenditure and can reduce the fatigue that often accompanies the entrepreneurial process. In addition, female entrepreneurs need to develop good work habits and rest habits, learn to adjust the frequency of work and rest, and maintain their energy, so that they can have enough energy and time to focus on their career, and not too emotional. Female entrepreneurs can also seek social support networks (Sardeshmukh et al., 2021). For example, they could communicate with other entrepreneurs, learn from their experience in coping with emotions, and find out the most suitable emotional coping style for themselves.

Fourth, we found that coping strategies mitigated the effects of work and family stressors on emotional exhaustion in women entrepreneurs. Therefore, women entrepreneurs need to adopt different coping strategies appropriately according to different situations in order to better cope with the pressure from work and family. When faced with excessive work pressure, female entrepreneurs should adopt prioritizing entrepreneurship behavior strategy. Female entrepreneurs could save time and attention by finding reasonable ways to reduce their workload (Y. Zhou et al., 2020), such as finding reliable business partners, building effective entrepreneurial teams, and becoming a decision maker rather than a hands-on manager. To help them better develop their careers, female entrepreneurs need to clarify the key tasks and matters in the current entrepreneurship, improve the efficiency of entrepreneurial decision-making, timely identify the problems in the process of entrepreneurship, and formulate solutions, obtain entrepreneurial resources through multiple channels, learn teamwork, which can greatly relieve their emotional exhaustion brought by work pressure. When faced with family stressors, female entrepreneurs should adopt reactive role behavior strategy. Female entrepreneurs could make plans for business and family activities in advance to be able to cope with both (Yang et al., 2020). In this way, they could be more efficient in dealing with family and work issues and respond positively to the demands of different roles. Female entrepreneurs could also try to mentally separate the lines between entrepreneurship and family. For example, women who start businesses can avoid discussing business matters with their families and show concern for them during their breaks.

Fifthly, from the perspective of work field, the members of the organization should give certain support to female entrepreneurs and help them to coordinate the relationship between work and family. First of all, in terms of concept, the entrepreneurial team should attach

importance to the family and work relationship of female entrepreneurs. Many entrepreneurial teams are well aware of the acute conflicts between family and work of female entrepreneurs and believe that such conflicts are inevitable, so they do not help employees to solve the conflicts together, which in turn seriously affects the entrepreneurial achievements of employees. Therefore, the entrepreneurial team should advocate the concept of equal emphasis on family and work, pay attention to and care about employees' family problems, do not exclude employees to take family responsibilities, and encourage employees to love work and pay attention to family. Secondly, in terms of action, flexible working system can be adopted to allow female entrepreneurs to independently choose more efficient working hours. At the same time, entrepreneurial teams should encourage female entrepreneurs who are able to cope with family and work issues to share their experiences and learn from each other to cope with family and work relationship. At the same time, the leader of the entrepreneurial team should also set an example, take the initiative to deal with the family and work relationship, make good use of family and work resources, and set a good example for other members.

Sixth, from the perspective of family field, family members should give more support to female entrepreneurs. First of all, female entrepreneurs' family members should help them balance the demands of family work roles and provide rich family support for them. As an important social unit for female entrepreneurs to survive, family can provide diversified resources for them. In terms of material resources, family members can improve the family environment to create a more suitable living environment and space for female entrepreneurs. In terms of conditions and resources, family members can support female entrepreneurs' work by creating a good family atmosphere, improve their family satisfaction and happiness, and further strengthen their entrepreneurial motivation, so that they are willing to work harder because they are grateful for their family's efforts. In terms of energy resources, family members can actively share knowledge and skills with female entrepreneurs, and provide financial and networking support to enrich their resource pool. In short, family members can always play a positive role in their lives to help women strengthen their sense of identity and confidence in entrepreneurship. Secondly, female entrepreneurs' family members should understand the difficulty of entrepreneurship, understand their hardships, and learn to put themselves in their shoes to avoid family-work conflict. Entrepreneurship is an extremely hard work, and female entrepreneurs will encounter unimaginable difficulties and setbacks, and they also need to make more efforts. As the spiritual backing of female entrepreneurs, families should understand their work as much as possible and give them more space and support. Female entrepreneurs' family members should take the initiative to resolve the start-family

conflict.

5.4 Theoretical implications

This study provides several important theoretical implications. First, this study focuses on the impact of work and family stressors on entrepreneurial satisfaction in the field of entrepreneurship, enriching the research on work and family stressors and improving the related research on female entrepreneurship. In the past, scholars' research on entrepreneurship focused on entrepreneurs and seldom targeted women's entrepreneurship. In addition, this study takes Chinese women entrepreneurs as research samples, providing a new perspective for expanding the international research on women entrepreneurs. Previous studies on work and family stressors focused on ordinary employees (Klarissa et al., 2020; Konradt & Garbers, 2016), and paid little attention to entrepreneurs, especially female entrepreneurs. For the study of female entrepreneurs, scholars are limited to the description of their personal characteristics, personality traits and entrepreneurial dilemmas (Santos et al., 2019; J. M. Zhang & Zhou, 2019b), and there are few empirical studies. In addition, existing studies have explored the impact of family resources and family demands on career satisfaction of Chinese women entrepreneurs (J. M. Zhang & Zhou, 2021). However, few studies have explored the entrepreneurial satisfaction of Chinese women. Based on the research on the career satisfaction of Chinese women entrepreneurs, we explore the entrepreneurial satisfaction of women entrepreneurs. Therefore, through empirical research on how work and family stressors faced by female entrepreneurs affect entrepreneurial satisfaction, this study is expected to dig into the factors that affect their career development. In addition, this paper innovatively explored and confirmed the relationship between female entrepreneurs' work and family stressors and entrepreneurial satisfaction, thus expanding the research in the field of work and family and female entrepreneurship.

Second, based on conservation of resources theory, this study integrates the perspectives of work stressors and family stressors. Previous studies on the influence of work and family stressors on career satisfaction were mostly conducted from a single work perspective or family perspective (Klarissa et al., 2020; H. G. Wei et al., 2018). Based on conservation of resources theory, this study integrated work and family stressors under the same theoretical framework, and revealed the mechanism of the influence of work and family stressors on entrepreneurial satisfaction. On the one hand, job involvement, family involvement, and time committed to family reduced female entrepreneurs' resource reserves through the loss spiral, thus increasing

emotional exhaustion and reducing entrepreneurial satisfaction. On the other hand, flexibility increased female entrepreneurs' resource reserves through the gain spiral, thus reducing emotional exhaustion and enhancing entrepreneurial satisfaction. This study examines the impact of stressors on the entrepreneurial satisfaction and introduces the mediating mechanism of emotional exhaustion in the process, which advanced our knowledge in the work and family domains. From the perspective of theoretical development, this study expands the application of conservation of resources theory in the field of entrepreneurship. We can more profoundly reveal the impact of female entrepreneurs' work and family stressors on entrepreneurial satisfaction, and can also provide theoretical reference for the follow-up research on the family-work interface of entrepreneurial satisfaction.

Finally, this study reveals the boundary conditions of the mechanism of work and family stressors on emotional exhaustion from the perspective of coping strategy. From a new research perspective, it explores how female entrepreneurs manage emotional exhaustion caused by the pressure from both work and family domains. Previous studies on situational factors of the influence of work and family stressors on emotional exhaustion focused on leader-member exchange (W. L. Zhou et al., 2020), family centrality (Ye et al., 2021), and psychological capital (Burke et al., 2022), and little attention was paid to the role of individual coping strategy. In this study, prioritizing entrepreneurship behavior strategy and reactive role behavior strategy were introduced as moderating variables respectively. We proved that prioritizing entrepreneurship behavior strategy and reactive role behavior strategy, as supportive resources, can reduce the positive impact of job involvement, family involvement, and time committed to family on emotional exhaustion, and enhance the negative impact of flexibility on emotional exhaustion. According to conservation of resources theory, individuals with more alternative resources are better able to recover from pressure, make more resource investment and obtain more resources (Hobfoll et al., 2018), which is consistent with our conclusion. In this study, prioritizing entrepreneurship behavior strategy and reactive role behavior strategy were used as moderating variables to expand the research on the boundary conditions of emotional exhaustion influenced by work and family stressors. Meanwhile, the applicability of conservation of resources theory in the field of female entrepreneurship was confirmed from a theoretical perspective and the research perspective in the field of female entrepreneurship was expanded.

5.5 Limitations and future research directions

Several limitations of our study should be noted. First, the current study used a cross-sectional design and there are limitations to this approach. Rigorous causality tests require the use of time series data. Although this study verified relevant hypotheses through empirical analysis, the possible hysteresis of the relationship between variables could not be fully considered. In view of the limitations of cross-sectional research design, future research can collect data through longitudinal research and other methods (Ployhart & Vandenberg, 2010), so as to better judge the causal relationship between variables and thus enhance the reliability of research conclusions. Due to various practical reasons, the number of research objects is not large, which may affect the research results to some extent. In the future, we can try to further expand the research sample to support the validity of the results of this study.

In addition, although random sampling was carried out during the survey, questionnaires were collected based on personal relationships, so there may be some problems in sample distribution, which may affect the universality and representativeness of the results to some extent. In the future, the research could expand the area and expand the survey objects, so as to avoid the above limitations. Moreover, this study has the possibility of deliberate concealment by the evaluation subject. As one of the independent variables of this study is work and family stressors, the female entrepreneurs surveyed may have psychological defense and deliberately conceal the corresponding pressure. At the same time, because of the busy work, female entrepreneurs may lose patience when filling out questionnaires, which affects the quality of questionnaire collection. Therefore, in future studies, more time and energy should be spent to communicate with female entrepreneurs in advance, and the quality of the questionnaire should be improved by gaining their respect and understanding. Furthermore, this study collected data in the context of COVID-19 pandemic, and there were some difficulties in the process of data collection. Therefore, we do not rule out data biases that may be caused by pandemic factors.

Second, based on conservation of resources theory, this study explores the mediating mechanism between work and family stressors and entrepreneurial satisfaction from the perspective of emotion. However, according to conservation of resources theory, people consider valuable resources to include individual resources, energy resources and other resources (Hobfoll et al., 2018). This study only discusses emotional resources among multiple resources. Future study can explore whether different resources, such as psychological capital (Y. J. Xie et al., 2021) and working day sleep duration (J. F. He et al., 2021), play an intermediary role in this process. In addition, there is still much room to explore the boundary

conditions of the influence of work and family stressors on emotional exhaustion. This study only discusses the influence of female entrepreneurs' coping strategy on relieving work and family stressors. In the future, factors such as participative leadership (Bhumika, 2020) and stress mindset (Yu et al., 2022) can be further discussed.

Finally, by integrating research on work and family stressors and research on entrepreneurship, this study forms a model of the impact of work and family stressors on entrepreneurial satisfaction based on conservation of resources theory. However, entrepreneurship is a complex self-employment activity, including all aspects from the formation of entrepreneurial motivation to entrepreneurial withdrawal (L. X. He & Zhang, 2020). Therefore, entrepreneurs' work and family stressors may also affect other variables of entrepreneurial activities. Future studies can also introduce other key variables in the field of entrepreneurship to increase the theoretical value of this model. For example, discuss the influence of work and family stressors on entrepreneurial behavior (Arshi et al., 2021), entrepreneurs' growth intention (Neneh, 2022), and entrepreneurial withdrawal (Sardeshmukh et al., 2021).

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Annex A: Survey Questionnaire

Dear Sir/Madam,

Thank you very much for helping us fill out this questionnaire. There is no right or wrong answer. Please do not have any concerns. We promise to ensure that all information is only for research purposes. All information will be kept strictly confidential and used for scientific research only. Thank you for your support!

Section One: Demographic Information

Please answer the following questions:

- 1) Please write your age in years and months in the boxes: ____ Years
- 2) Please tick your educational level: ____ 1. High school and below 2. College degree 3. Undergraduate degree 4. Master degree or above
- 3) Please tick your marital status: ____ 1. Unmarried 2. Married 3. Others (e.g., divorced)
- 4) Please tick the industry you work in: ____ 1. Traditional industry 2. Internet industry 3. Combination of traditional industry and Internet industry
- 5) Please write your entrepreneurial time: ____ Years

Section Two: Work Stressors (Time 1)

Job involvement

Please tick (✓) the most appropriate that best describe your work.

1. Strongly Disagree 2. Disagree 3. Somewhat Disagree 4. Somewhat Agree 5. Agree 6. Strongly Agree

1 The most important things that happen to me involve my present job. 1 2 3 4 5 6

2 I am very much involved personally in my job. 1 2 3 4 5 6

3 I live, eat and breathe my job. 1 2 3 4 5 6

4 Most of my interests are 1 2 3 4 5 6

centered around my job.						
5 I have very strong ties with my present job which would be very difficult to break.	1	2	3	4	5	6
6 Most of my personal life goals are job- oriented.	1	2	3	4	5	6
7 I consider my job to be very central to my existence.	1	2	3	4	5	6
8 I like to be absorbed in my job most of the time.	1	2	3	4	5	6
Flexibility						
Please tick (✓) the most appropriate that best describe your work.						
1. Strongly Disagree 2. Disagree 3. Somewhat Disagree 4. Somewhat Agree 5. Agree 6. Strongly Agree						
9 My work schedule is flexible.	1	2	3	4	5	6
10 I can make adjustments concerning the time I go to work and the time I leave work.	1	2	3	4	5	6

Section Three: Family Stressors (Time 1)

Family involvement

Please tick (✓) the most appropriate that best describe your family.

1. Strongly Disagree 2. Disagree

3. Somewhat Disagree 4.

Somewhat Agree 5. Agree 6.

Strongly Agree

1 The most important things that happen to me involve my present family.

1 2 3 4 5 6

2 I am very much involved personally in my family role.

1 2 3 4 5 6

3 I live, eat and breathe my family.

1 2 3 4 5 6

4 Most of my interests are centered around my family.

1 2 3 4 5 6

5 I have very strong ties with my present family which would be very difficult to break.

1 2 3 4 5 6

6 Most of my personal life goals are family-oriented.

1 2 3 4 5 6

7 I consider my family to be very central to my existence.

1 2 3 4 5 6

8 I like to be absorbed in my family most of the time.

1 2 3 4 5 6

Time committed to family

Please tick (✓) the most appropriate that best describe your family.

1. Less than 1 hour 2. 1-2 hours (inclusive of 2 hours) 3. 2-3 hours (inclusive of 3 hours) 4. 3-4 hours (inclusive of 4 hours) 5. 4-5 hours (inclusive of 5 hours) 6. More than 5 hours

9 In a working day, how much time do you spend on childcare?

10 In a working day, how much time do you spend on housework?

Section Four: Coping Strategy (Time 1)

Reactive Role

Please tick (✓) the most appropriate that best describe your behavior.

1. Strongly Disagree 2. Disagree 3. Somewhat Disagree 4. Somewhat Agree 5. Agree 6. Strongly Agree

1 increase my efficiency by scheduling and organizing role activities from family and entrepreneurship carefully.

2 use no conscious strategy to deal with the various demands of both family and entrepreneurship roles.

3 work hard to do everything expected of me.

Prioritizing Entrepreneurship

Please tick (✓) the most appropriate that best describe your behavior.

4 Establish personal sets of

priorities and rules for dealing with the responsibilities of various roles.							
5 to succeed in entrepreneurship, I lessen family involvement.	1	2	3	4	5	6	
6 to succeed in entrepreneurship, I rarely take a hand on family affairs.	1	2	3	4	5	6	

Section Five: Emotional exhaustion (Time 2)

Please tick (✓) the most
appropriate that best describe
your emotion.
1. Strongly Disagree **2.** Disagree
3. Somewhat Disagree **4.**
Somewhat Agree **5.** Agree **6.**
Strongly Agree

1 I feel emotionally drained from my work.	1	2	3	4	5	6	
2 I feel used up at the end of the workday.	1	2	3	4	5	6	
3 I feel fatigued when I get up in the morning and have to face another day on the job.	1	2	3	4	5	6	
4 Working with people all day is really a strain e for me.	1	2	3	4	5	6	
5 I feel burned out from my work.	1	2	3	4	5	6	
6 I feel frustrated by my job.	1	2	3	4	5	6	

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7 I feel I'm working too hard on my job.	1	2	3	4	5	6
8 Working with people directly puts too much stress on me.	1	2	3	4	5	6
9 I feel like I'm at the end of my rope.	1	2	3	4	5	6

Section Six: Entrepreneurial Satisfaction (Time 2)

Please tick (✓) the most appropriate that best describe you.

1. Strongly Disagree 2. Disagree 3. Somewhat Disagree 4. Somewhat Agree 5. Agree 6. Strongly Agree

1 I am satisfied with the success I have achieved in entrepreneurship.	1	2	3	4	5	6
2 I am satisfied with the progress I have made toward meeting my overall entrepreneurial goals.	1	2	3	4	5	6
3 I am satisfied with the progress I have made toward meeting my goals for entrepreneurial income.	1	2	3	4	5	6
4 I am satisfied with the progress I have made toward meeting my goals for entrepreneurial performance improvement (e.g., market share, brand awareness and social influence).	1	2	3	4	5	6
5 I am satisfied with the progress I have made toward meeting my goals for the development of entrepreneurial knowledge and skills.	1	2	3	4	5	6