










“Resilience of women entrepreneurs: Mitigating burnout from work–family conflict to enhance entrepreneurial orientation”

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RESILIENCE OF WOMEN ENTREPRENEURS: MITIGATING BURNOUT FROM WORK–FAMILY CONFLICT TO ENHANCE ENTREPRENEURIAL ORIENTATION

Abstract

This study examines the effect of work–family conflict on entrepreneurial orientation among women entrepreneurs in Bali, with entrepreneurial burnout as a mediator and resilience as a moderator. A quantitative cross-sectional survey was conducted in the second quarter of 2025 among 242 married women entrepreneurs managing micro, small, and medium-sized enterprises in Bali Province, Indonesia. Married women were specifically selected as the target population because they simultaneously occupy work and family roles, making them more likely to experience work–family conflict as a salient contextual demand. Data were analyzed using partial least squares structural equation modeling (PLS-SEM) with bootstrapping procedures to test direct, mediating, and moderating effects. Work–family conflict significantly increases entrepreneurial burnout and directly reduces entrepreneurial orientation. Entrepreneurial burnout partially mediates the relationship between work–family conflict and entrepreneurial orientation, indicating that emotional exhaustion serves as a key explanatory mechanism. Furthermore, resilience weakens the positive effect of work–family conflict on burnout, demonstrating its protective role as a psychological resource. The findings suggest that MSME empowerment policies should incorporate resilience-building and role-management interventions alongside financial and technical support to enhance the sustainability of women-owned enterprises. This study extends the JD-R framework to entrepreneurial contexts and positions entrepreneurial burnout as a strategic inhibitor of entrepreneurial orientation. By integrating COR theory, the paper highlights resilience as a buffering resource in gendered entrepreneurship in an emerging economy.

Keywords

entrepreneurship, burnout, resilience, conflict, orientation, women, SMEs

JEL Classification

L26, J16, D23, M13

INTRODUCTION

Small and medium-sized enterprises (SMEs) play a vital role in Indonesia's economic development, contributing 61.07% to national GDP and absorbing approximately 97% of the labor force (Junaidi, 2024). In Bali, women entrepreneurs represent a rapidly growing segment, expanding at nearly 10% annually (Wiratmini, 2018). Strengthening women's entrepreneurial participation is therefore a key pathway toward inclusive development in emerging economies (Wijewardena et al., 2023).

However, women entrepreneurs continue to face persistent socio-cultural challenges, especially in the Balinese context. Women are expected to manage business responsibilities alongside domestic, familial, and ceremonial obligations, reflecting enduring gendered role expectations (Ashe & Treanor, 2011). These overlapping roles create work–family conflict (Greenhaus & Beutell, 1985), which may constrain their ability to engage in strategic business activities.

Entrepreneurial orientation, reflected in innovation, proactiveness, and risk-taking (Miller, 1983), is essential for SME competitiveness. In small businesses, such strategic behavior is strongly influenced by the psychological condition of the owner-manager (Hambrick & Mason, 1984). However, continuous role conflict may deplete psychological resources, potentially weakening entrepreneurial orientation.

Although prior studies have explored work–family conflict in both organizational and entrepreneurial contexts (Clercq et al., 2021; Chen et al., 2022), limited evidence explains how this conflict affects strategic entrepreneurial behavior through psychological mechanisms. In particular, while burnout is recognized as a consequence of excessive role demands (Shepherd et al., 2010; Wach et al., 2021), its role in linking role conflict to entrepreneurial orientation remains insufficiently understood, especially among women entrepreneurs in emerging economies.

This gap highlights the need to examine how competing role demands influence women entrepreneurs' strategic behavior and to identify the psychological processes that may constrain or support their entrepreneurial capacity.

1. LITERATURE REVIEW AND HYPOTHESES

Understanding the relationship between role demands and entrepreneurial behavior requires integrating insights from occupational stress and entrepreneurship literature. In the context of women entrepreneurship, the simultaneous management of business and family roles represents a critical source of pressure that may influence both psychological well-being and strategic decision-making. Work–family conflict refers to a form of interrole incompatibility in which demands from work and family domains cannot be fulfilled simultaneously (Greenhaus & Beutell, 1985). In entrepreneurial settings, this conflict is often intensified due to blurred boundaries between professional and personal life, resulting in overlapping responsibilities and increased role strain. Empirical studies have shown that such conflict may reduce entrepreneurs' effectiveness and discourage engagement in strategic behaviors (Clercq et al., 2021; Chen et al., 2022). In some contexts, family influence may also shape or constrain entrepreneurial orientation, as evidenced among immigrant entrepreneurs (Opute et al., 2021). However, the relationship between family roles and entrepreneurial outcomes is not always uniformly negative, as family involvement can also provide emotional and instrumental support. These mixed findings suggest that the influence of work–family conflict on entrepreneurial behavior is complex and requires a deeper examination of the underlying psychological mechanisms.

This issue is particularly salient for women entrepreneurs in emerging economies, where socio-cultural expectations intensify dual-role responsibilities. Women often face structural constraints related to gender roles and unequal access to resources, which amplify work–family pressures and affect business sustainability (Gilda, 2025). In the Balinese context, these pressures are further reinforced by cultural and communal obligations, making work–family conflict a persistent and multidimensional demand that shapes entrepreneurial behavior.

From a theoretical perspective, the job demands–resources model provides a useful framework to explain how role pressures translate into psychological strain. The model posits that burnout emerges when job demands exceed available resources (Demerouti et al., 2001). Job demands include workload, emotional strain, and role conflict, whereas job resources facilitate goal attainment and reduce strain (Kattenbach & Fietze, 2018). In entrepreneurial contexts, work–family conflict can be conceptualized as a salient job demand that consumes emotional and cognitive resources required for effective decision-making. Unlike traditional employees, entrepreneurs often operate without structured organizational support, which increases their vulnerability to resource depletion. When such demands persist over time, individuals are more likely to experience burnout, which is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Jackson, 1981; L.V. Heinemann & T. Heinemann, 2017).

Empirical evidence consistently supports the positive relationship between work–family conflict and burnout across different contexts, including both work-to-family and family-to-work directions (Medina et al., 2021; Zheng et al., 2021; Li et al., 2024). Women, in particular, tend to experience stronger emotional consequences from role conflict due to compounded responsibilities and societal expectations (Sardeshmukh et al., 2021). In entrepreneurial settings, burnout has been associated with reduced motivation, impaired decision-making, and lower innovation capacity (Calitz, 2022). However, despite this growing body of research, burnout has predominantly been treated as a well-being outcome. Less attention has been given to its role as a mechanism that translates role-related stress into strategic consequences, particularly in the context of entrepreneurship.

Entrepreneurial orientation, which is characterized by innovation, proactiveness, and risk-taking (Miller, 1983), is a key determinant of firm competitiveness and sustainability. In small and medium-sized enterprises, entrepreneurial orientation reflects the cognitive and behavioral tendencies of a business owner (Hambrick & Mason, 1984). However, sustaining such strategic orientation requires sufficient psychological and cognitive resources. From a resource-depletion perspective, burnout represents a critical constraint on strategic behavior. Emotional exhaustion limits cognitive capacity, reduces attention allocation, and weakens the ability to engage in opportunity recognition and forward-looking decision-making. As a result, entrepreneurs experiencing burnout are less likely to invest effort in innovation, proactivity, and risk-taking activities. Prior studies have shown that burnout is associated with reduced entrepreneurial engagement and performance (Shepherd et al., 2010; Wach et al., 2021), yet its role as an intervening mechanism linking contextual stressors to entrepreneurial orientation remains insufficiently explored.

Complementing the job demands–resources perspective, conservation of resources theory emphasizes that individuals strive to obtain, retain, and protect valuable resources, and that stress occurs when these resources are threatened or lost (Hobfoll & Shirom, 2000). Within this framework, resilience represents a critical personal resource

that enables individuals to withstand adversity and adapt to challenging conditions. Resilience has been conceptualized as the ability to maintain or regain psychological functioning under stress (Connor & Davidson, 2003; Fletcher & Sarkar, 2013; Feder et al., 2019; Liu et al., 2023). In entrepreneurial contexts, resilience enhances adaptive capacity and helps sustain performance under uncertainty and role pressure (Doern et al., 2018; Sachdev, 2023). Entrepreneurs with higher resilience are better equipped to cope with stressors and maintain psychological stability despite demanding conditions.

While prior research has acknowledged the importance of resilience, its role as a buffering mechanism in the relationship between work–family conflict and burnout remains insufficiently examined. In particular, it is not yet fully understood to what extent resilience can mitigate the resource depletion caused by role conflict and prevent the escalation of burnout. Addressing this issue is important for understanding how entrepreneurs can sustain their strategic engagement despite persistent role pressures.

Although previous studies have examined work–family conflict, burnout, and entrepreneurial orientation individually (Greenhaus & Beutell, 1985; Clercq et al., 2021; Chen et al., 2022; Medina et al., 2021; Zheng et al., 2021; Li et al., 2024), limited research has integrated these constructs within a unified framework. The job demands–resources model explains how role demands lead to strain, while conservation of resources theory explains how individuals mobilize resources to cope with such demands. However, the combined application of these perspectives to explain entrepreneurial behavior remains underdeveloped. In particular, the mechanism through which work–family conflict influences entrepreneurial orientation through burnout, as well as the buffering role of resilience in this process, has received limited empirical attention, especially among women entrepreneurs in emerging economies.

In summary, existing literature suggests that work–family conflict may undermine entrepreneurial behavior through resource depletion, while resilience may buffer these negative effects. However, the relationships among these variables have not

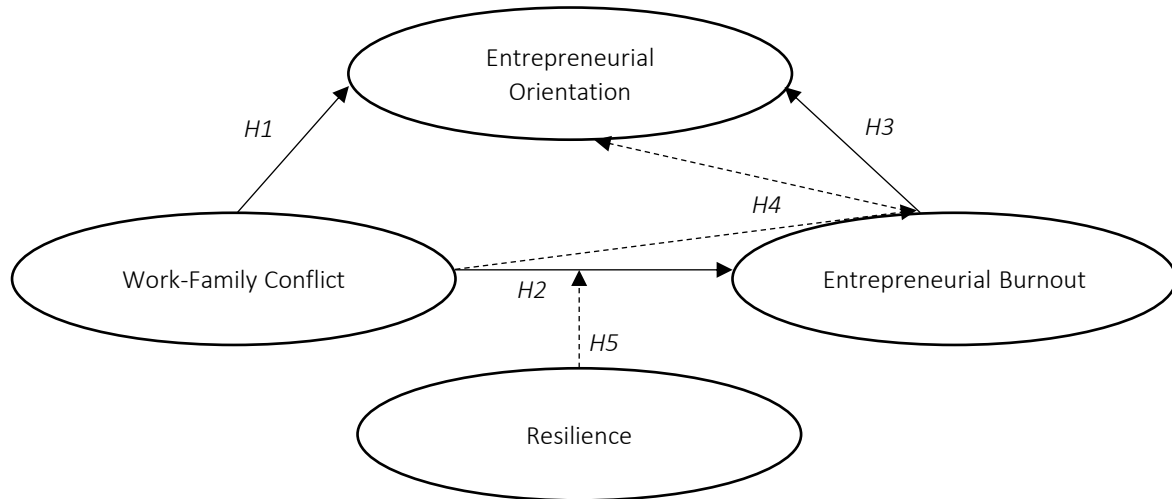


Figure 1. Conceptual framework

been fully examined in an integrated manner. Therefore, this study aims to examine the effect of work–family conflict on entrepreneurial orientation, the mediating role of entrepreneurial burnout, and the moderating role of resilience among women entrepreneurs in Bali. The proposed hypotheses are as follows:

- H1: Work–family conflict negatively influences entrepreneurial orientation.*
- H2: Work–family conflict positively influences entrepreneurial burnout.*
- H3: Entrepreneurial burnout negatively influences entrepreneurial orientation.*
- H4: Entrepreneurial burnout mediates the influence of work–family conflict on entrepreneurial orientation.*
- H5: Resilience moderates the influence of work–family conflict on entrepreneurial burnout.*

2. METHODOLOGY

This study employed a quantitative cross-sectional research design to examine the relationships among work–family conflict, entrepreneurial burnout, entrepreneurial orientation, and resilience among women entrepreneurs (Figure 1). A cross-sectional approach was considered appropriate as it enables the assessment of structural

relationships among latent constructs at a specific point in time within behavioral and entrepreneurial contexts.

The study was conducted in Bali Province, Indonesia, during the second quarter of 2025. The target population consisted of married Balinese women who own and actively manage micro, small, or medium-sized enterprises (MSMEs). Married women were specifically selected because work–family conflict inherently arises from the coexistence of work and family role responsibilities.

A non-probability snowball sampling technique was employed due to the absence of an official and comprehensive sampling frame of women-owned MSMEs in Bali. The sampling procedure began with the identification of initial respondents who met the inclusion criteria (married women entrepreneurs actively managing MSMEs). These initial respondents were then asked to refer other eligible participants with similar characteristics. The process continued iteratively until the required sample size was achieved. To determine the minimum sample size, G*Power software (Faul et al., 2007) was used for multiple regression analysis with a medium effect size ($f^2 = 0.15$), a significance level of 0.05, and statistical power of 0.95, resulting in a minimum requirement of 176 respondents. A total of 242 valid responses were obtained and included in the analysis, exceeding the minimum threshold and improving statistical reliability.

Table 1 presents the demographic profile of the respondents. Regarding educational level, the majority of participants completed senior high school (54.1%), followed by undergraduate degree (23.1%) and postgraduate degree (6.6%). Respondents with junior high school education accounted for 14.9%, while only 1.2% completed elementary school. Regarding business type, most respondents operated retail businesses (71.9%), followed by service-based enterprises (19.0%). Other sectors, including industry, agriculture, cooperatives, construction, and farming, represented a small proportion of the sample. With respect to age distribution, the largest group was aged 25–35 years (24.4%), followed by 17–25 years (22.3%) and 36–45 years (22.3%). Entrepreneurs aged 46–55 years accounted for 19.4%, while those above 55 years represented 11.6% of the sample. Regarding business longevity, more than half of the enterprises (51.2%) had operated for over five years, indicating a substantial proportion of experienced entrepreneurs. Businesses operating between one and three years represented 20.7%, followed by those operating between three and five years (12.8%) and less than one year (15.3%).

Table 1. Respondent characteristics

Demographic Criteria	Type	Frequency
Educational Level	Elementary School	3
	Junior High School	36
	Senior High School	131
	Undergraduate	56
	Graduate	16
Business Type	Retail	174
	Cooperatives	1
	Industry	14
	Education	3
	Service	46
	Agriculture	2
	Farming	1
	Construction	1
Age Group	17–25	54
	25–35	59
	36–45	54
	46–55	47
	56–65	24
	>65	4
Business Longevity	Up to 1 year	37
	>1–3 years	50
	>3–5 years	31
	>5 years	124

Participation in the study was voluntary. Respondents were provided with an informed consent form explaining the purpose of the study, confidentiality assurance, and their right to withdraw at any time. Anonymity and data confidentiality were strictly maintained. No personally identifiable information was collected, ensuring impartiality in responses.

Data were collected using a structured self-administered questionnaire. All constructs were measured using previously validated instruments to ensure reliability and validity (Appendix A). Responses were recorded on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was originally developed in English and translated into Indonesian using a back-translation procedure to ensure conceptual equivalence. Minor contextual adaptations were made to align the items with the entrepreneurial setting in Bali while preserving the original meaning of each construct.

Work–family conflict (WFC) was measured using 12 items adapted from Greenhaus and Beutell (1985), capturing six dimensions: work interference with family (time-based, strain-based, and behavior-based) and family interference with work (time-based, strain-based, and behavior-based). This scale was selected due to its comprehensive representation of bidirectional role conflict. Entrepreneurial burnout (EB) was measured using 12 items adapted from the Maslach Burnout Inventory (Maslach & Jackson, 1981), encompassing emotional exhaustion, depersonalization, and reduced personal accomplishment. This instrument is widely used to assess burnout in both organizational and entrepreneurial contexts. Entrepreneurial orientation (EO) was measured using nine items derived from Miller (1983), reflecting innovation, proactiveness, and risk-taking behavior. The scale was chosen because it captures the strategic behavioral dimensions of entrepreneurship. Resilience (R) was measured using the 25-item Connor–Davidson Resilience Scale (CD-RISC) (Connor & Davidson, 2003), which includes dimensions of personal competence, trust, positive acceptance, control, and spiritual influence. This scale was selected due to its relevance in assessing psychological adaptability.

The data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4 (Ringle et al., 2024). PLS-SEM was selected because the study aims to examine complex relationships involving mediation and moderation effects while emphasizing prediction and theory extension. The analysis followed a two-step approach. First, the measurement model was assessed to evaluate reliability and validity, including indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Second, the structural model was evaluated to test the hypothesized relationships among the constructs.

The mediating effect of entrepreneurial burnout was assessed using bootstrapping procedures to examine the indirect effect of work–family conflict on entrepreneurial orientation. Mediation was considered significant when the indirect effect was statistically significant. The moderating effect of resilience was tested using the product indicator approach. An interaction term (WFC × R) was created, and its effect on entrepreneurial burnout was examined. A significant interaction effect indicated the presence of moderation. The direction of moderation was interpreted based on the sign of the interaction coefficient.

3. RESULTS

The initial assessment of the outer model involves evaluating convergent validity, which is determined by inspecting the outer loading coefficients of each indicator relative to its corresponding latent construct. Indicators are deemed to demonstrate adequate validity when their outer loading values exceed 0.60 and their associated *p*-values are below 0.05. After removing several indicators with outer loading below 0.60, the remaining indicators have outer loading values ranging from 0.616 to 0.816. Thus, the research indicators form-

ing the research variables are valid and able to measure the intended variables.

Another test conducted is discriminant validity using cross loading. An indicator is regarded as valid when its loading on the intended construct is higher than its loadings on any other construct. The items included in this study meet this criterion, as each demonstrates the highest loading on its respective latent variable. In addition, instrument reliability is established when both composite reliability and Cronbach’s alpha values exceed the threshold of 0.70, indicating internal consistency across the indicator blocks. The results reveal composite reliability values ranging from 0.756 to 0.895 and Cronbach’s alpha values between 0.754 and 0.815. As all values surpass the minimum requirement, the instruments can be considered reliable.

Table 3. Reliability of the instruments

Construct	Cronbach’s alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
EB	0.815	0.822	0.867
EO	0.754	0.756	0.836
R	0.831	0.833	0.871
WFC	0.865	0.869	0.895

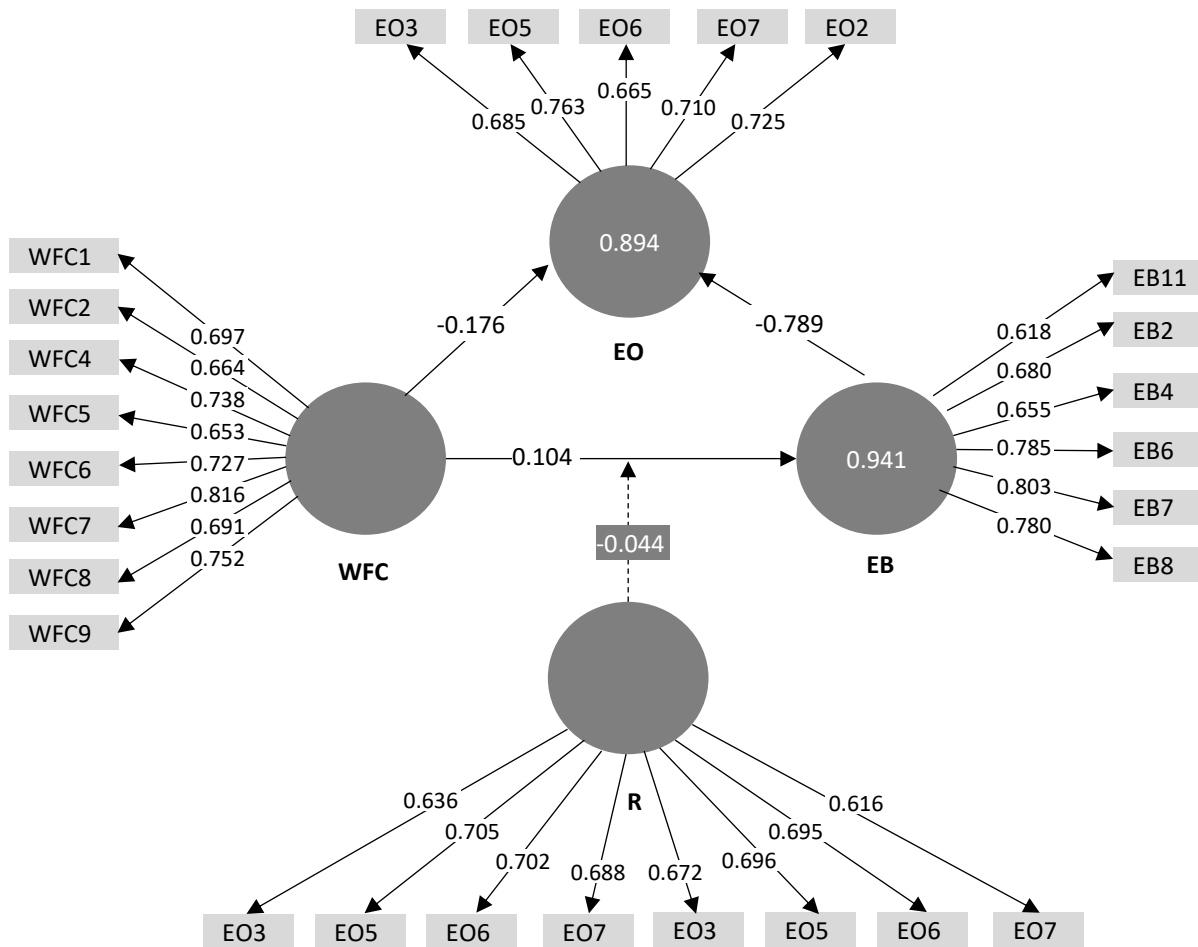
Note: WFC = Work–Family Conflict; EB = Entrepreneurial Burnout; EO = Entrepreneurial Orientation; R = Resilience.

The next analysis involves evaluating the structural model (inner model), which measures how well the overall research model fits, built through variables and their indicators. This evaluation uses approaches such as Adjusted *R*-Squared (*R*²) and Goodness of Fit (GoF). The adjusted *R*² value for entrepreneurial burnout was 0.941, indicating that the model explains a substantial proportion of variance in burnout. Similarly, the adjusted *R*² for entrepreneurial orientation was 0.894, suggesting strong explanatory power. However, these values should be interpreted as the proportion of variance explained rather than causal influence.

Table 2. Outer model evaluation

Construct	Item Code	Outer Loading
EB	EB2; EB4; EB6; EB7; EB8; EB11	0.680; 0.655; 0.785; 0.803; 0.780; 0.618
EO	EO2; EO3; EO5; EO6; EO7	0.725; 0.685; 0.763; 0.665; 0.710
R	R1; R2; R3; R7; R11; R16; R19; R21	0.636; 0.672; 0.695; 0.616; 0.705; 0.702; 0.688; 0.696
WFC	WFC1; WFC2; WFC4; WFC5; WFC6; WFC7; WFC8; WFC9	0.697; 0.664; 0.738; 0.653; 0.727; 0.816; 0.691; 0.752

Note: WFC = Work–Family Conflict; EB = Entrepreneurial Burnout; EO = Entrepreneurial Orientation; R = Resilience.



Note: WFC = Work–Family Conflict; EB = Entrepreneurial Burnout; EO = Entrepreneurial Orientation; R = Resilience.

Figure 2. Structural equation modeling

The Goodness of Fit (GoF) serves as a comprehensive indicator that integrates outer and inner models. GoF ranges from 0 (poor fit) to 1 (excellent fit). GoF can be measured by formula:

$$GoF = \sqrt{AVE \cdot Adjusted R^2}, \quad (1)$$

where *GoF* is goodness of fit, *AVE* is average variance extracted, *Adjusted R²* is determination coefficient.

The value of *GoF* = 0.678 in this study indicates a strong model.

Figure 2 presents the results of the PLS-SEM analysis generated using SmartPLS. It shows the relationships among work–family conflict, employee outcomes, employee burnout, and resilience, including indicator loadings, path coefficients, and coefficients of determination (*R²*). Based on the

data processing results using the SmartPLS program, Table 4 illustrates the direct relationships between the variables.

The results show that work–family conflict negatively impacts entrepreneurial orientation, as demonstrated by the path coefficient of -0.176 and a significance value of $0.021 (< 0.05)$. This finding supports the first hypothesis (H1), which asserts that work–family conflict has a negative and significant effect on entrepreneurial orientation. The analysis further indicates that work–family conflict exerts a positive influence on entrepreneurial burnout. This is reflected in the path coefficient of 0.104 from work–family conflict to entrepreneurial burnout, accompanied by a significance value of $0.000 (< 0.05)$, thereby confirming the second hypothesis (H2), which proposes that work–family conflict has a positive and significant effect on entrepreneurial burnout.

Table 4. Direct effects

Variable Relationship	Path Coefficient	Sample Mean	Standard Deviation	T Statistics	P Values	Information
WFC → EB	0.104	0.105	0.024	4.371	0.000	Significant
WFC → EO	-0.176	-0.182	0.076	2.308	0.021	Significant
EB → EO	-0.789	-0.783	0.071	11.061	0.000	Significant

Note: t-statistic > 1.96; p-values < 0.05. WFC = Work–Family Conflict; EB = Entrepreneurial Burnout; EO = Entrepreneurial Orientation; R = Resilience.

In addition, entrepreneurial burnout is shown to exert a negative effect on entrepreneurial orientation, evidenced by the path coefficient of -0.789 and a significance value of 0.000 (< 0.05). This result substantiates the third hypothesis (H3), which states that entrepreneurial burnout has a negative and significant impact on entrepreneurial orientation. Following these direct effect analyses, further examinations were conducted to assess the moderating and mediating mechanisms within the model, specifically, the moderating role of resilience in the relationship between work–family conflict and entrepreneurial burnout, and the mediating role of entrepreneurial burnout in the relationship between work–family conflict and entrepreneurial orientation (Table 5).

The indirect effect of work–family conflict on entrepreneurial orientation through entrepreneurial burnout was significant ($\beta = -0.082$, $t = 4.048$, $p < 0.001$), indicating that entrepreneurial burnout mediates this relationship. This finding supports the fourth hypothesis (H4). Because both the direct and indirect effects remained significant, partial mediation is supported. The interaction term between work–family conflict and resilience was significant ($\beta = -0.044$, $t = 2.057$, $p = 0.040$), indicating that resilience moderates the relationship between work–family conflict and entrepreneurial burnout; therefore, the fifth hypothesis (H5) is confirmed. The negative interaction coefficient suggests that higher levels of resilience attenuate the positive effect of work–family conflict on burnout.

Table 5. Indirect effects

Variable Relationship	Path Coefficient	Sample Mean	Standard Deviation	T Statistics	P Values
R x WFC → EB	-0.044	-0.041	0.021	2.057	0.040
WFC → EB → EO	-0.082	-0.083	0.020	4.048	0.000

4. DISCUSSION

This study examined how work–family conflict influences entrepreneurial orientation among women entrepreneurs in Bali, with entrepreneurial burnout as a mediating mechanism and resilience as a moderating resource. The findings provide important insights into the psychological processes through which dual-role pressures shape strategic entrepreneurial behavior.

Consistent with the job demands–resources (JD-R) model, work–family conflict functions as a significant job demand that increases entrepreneurial burnout. The greater the incompatibility between work and family roles, the greater the emotional and cognitive strain experienced by women entrepreneurs. This finding is consistent with prior studies demonstrating that role conflict and emotional strain are key predictors of burnout (Li et al., 2024; Medina et al., 2021; Zheng et al., 2021). In the entrepreneurial context, this effect may be more pronounced, as entrepreneurs bear full responsibility for strategic decisions while simultaneously managing family obligations.

The findings further demonstrate that work–family conflict directly reduces entrepreneurial orientation. This result aligns with previous research suggesting that family interference can deter women entrepreneurs from adopting an entrepreneurial mindset (Clercq et al., 2021) and that family influence may constrain entrepreneurial orientation (Chen et al., 2022). From a strategic perspective, innovation, proactivity, and risk-taking require

cognitive flexibility and forward-looking engagement. When psychological resources are diverted to managing role conflict, fewer resources remain available for strategic activities.

Entrepreneurial burnout was found to partially mediate the relationship between work–family conflict and entrepreneurial orientation. This finding extends prior research by empirically demonstrating that burnout serves not only as a well-being outcome but also as a mechanism influencing strategic behavior. While previous studies have primarily positioned burnout as a consequence of excessive demands (Calitz, 2022), the present study shows that burnout also plays a critical intermediary role in shaping entrepreneurial orientation. In line with JD-R theory, resource depletion caused by excessive demands reduces engagement in innovation, proactivity, and risk-taking.

Furthermore, resilience was found to moderate the relationship between work–family conflict and burnout. This finding is consistent with conservation of resources (COR) theory, which emphasizes the protective role of personal resources. It also supports prior studies indicating that resilience enhances individuals' ability to cope with stress and maintain functioning under pressure (Connor & Davidson, 2003; Fletcher & Sarkar, 2013). The results suggest that resilience weakens the negative psychological impact of work–family conflict, thereby reducing vulnerability to burn-

out. This finding reinforces the view that psychological resources play a crucial role in sustaining entrepreneurial capacity.

The Balinese context adds further nuance to these findings. Unlike many Western settings, women in Bali carry culturally embedded familial and communal responsibilities that extend beyond the nuclear household. This may explain why work–family conflict has a stronger impact on psychological strain and strategic behavior in this study. The culturally embedded nature of role expectations intensifies resource demands, making resilience particularly critical for maintaining entrepreneurial engagement.

This study contributes to entrepreneurship and organizational behavior literature in several ways. First, it extends the JD-R model into the context of women's entrepreneurship by demonstrating how work–family conflict operates as a contextualized job demand that influences strategic behavior. Second, it reconceptualizes entrepreneurial burnout as a strategic inhibitor rather than solely a well-being outcome, highlighting its mediating role. Third, by integrating COR theory, the study identifies resilience as a key buffering resource that mitigates the effects of role conflict. Finally, by focusing on Balinese women entrepreneurs, the study provides context-specific insights that enrich gendered entrepreneurship literature in emerging economies.

CONCLUSION

This study aimed to examine the influence of work–family conflict on entrepreneurial orientation among women entrepreneurs in Bali, as well as the mediating role of entrepreneurial burnout and the moderating role of resilience. The findings indicate that work–family conflict undermines entrepreneurial orientation both directly and indirectly through increased burnout, while resilience mitigates the negative psychological impact of role conflict.

These results suggest that entrepreneurial orientation is shaped not only by strategic and market-related factors but also by the management of psychological resources within dual-role contexts. Work–family conflict represents a critical constraint that reduces entrepreneurs' capacity for innovation, proactivity, and risk-taking, whereas resilience functions as a key mechanism for sustaining strategic engagement. Therefore, strengthening psychological resources is essential for maintaining entrepreneurial performance among women entrepreneurs.

From a practical perspective, MSME development programs should incorporate interventions that address both role management and psychological resilience, in addition to conventional financial and

technical support. Policies that recognize the dual-role realities of women entrepreneurs are likely to enhance the sustainability and competitiveness of women-owned enterprises.

This study has several limitations. The cross-sectional design restricts causal interpretation and does not capture dynamic changes over time. Future research is encouraged to adopt longitudinal approaches to better understand resource depletion and recovery processes. Additionally, incorporating broader psychological constructs, such as psychological capital or locus of control, may provide deeper insights into entrepreneurial behavior under role-related stress.

AUTHOR CONTRIBUTIONS

Conceptualization: Tiara Carina, Ni Made Dwi Puspitawati, I Komang Oka Permadi, Ni Made Indah Mentari.

Data curation: Tiara Carina, Ni Made Dwi Puspitawati, I Komang Oka Permadi, Ni Made Indah Mentari.

Formal analysis: Tiara Carina.

Funding acquisition: Tiara Carina, Ni Made Dwi Puspitawati.

Investigation: Tiara Carina, I Komang Oka Permadi.

Methodology: Tiara Carina, Ni Made Dwi Puspitawati.

Project administration: Tiara Carina, Ni Made Indah Mentari.

Resources: Tiara Carina.

Software: I Komang Oka Permadi.

Validation: Ni Made Indah Mentari.

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Writing – original draft: Tiara Carina, I Komang Oka Permadi.

Writing – review & editing: Ni Made Dwi Puspitawati, Ni Made Indah Mentari.

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APPENDIX A

Table A1. Measurement scales

Scale	Item Code	Statement	Source
Work–Family Conflict	WFC1	The time I devote to my job prevents me from participating in family responsibilities	Greenhaus and Beutell (1985), our development
	WFC2	I miss family activities due to work demands	
	WFC4	I miss work activities due to family responsibilities	
	WFC5	I feel too tired after work to engage in family activities	
	WFC6	Work stress makes it difficult to enjoy personal life	
	WFC7	Family stress reduces my concentration at work	
	WFC8	Family tension reduces my work performance	
	WFC9	Work problem-solving does not apply at home	
	Entrepreneurial Burnout	EB2	
EB4		Working with people all day is stressful	
EB6		I have become less sensitive toward others	
EB7		I do not really care about some employees	
EB8		Employees blame me for their problems	
EB11		I feel I have not accomplished many worthwhile things	
Entrepreneurial Orientation	EO2	I quickly adapt to new routines and procedures	Miller (1983), our development
	EO3	I seek creative solutions rather than conventional ones	
	EO5	I actively help clients even when not asked	
	EO6	I continuously seek ways to improve my performance	
	EO7	I value new ideas even if they may fail	
Resilience	R1	I am able to adapt to change	Connor and Davidson (2003), our development
	R2	I build close relationships with others	
	R3	I believe in God’s support	
	R7	Challenges make me stronger	
	R11	I can achieve my goals	
	R16	I do not lose hope after failure	
	R19	I manage negative emotions well	
	R21	I am determined to achieve goals	