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İŞLETME ANABİLİM DALI
ÖRGÜTSEL DAVRANIŞ (İNG.) BİLİM DALI

**POSITIVE ENTREPRENEURSHIP: A MULTI-LEVEL INVESTIGATION OF
THE ENTREPRENEURS' WELL-BEING**

Doctoral Thesis

NESLİHAN ÇETİNKAYA

İSTANBUL, 2022

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Advisor: PROF. DR. GÜLER İSLAMOĞLU

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ABSTRACT

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Given the limited studies in the literature to understand entrepreneurial well-being, in this study, two studies with the different qualitative strategies of inquiries (i.e., thematic analysis and grounded theory) were carried out. The first study aimed to understand “what kind of resources does an entrepreneur need to experience a high level of well-being?” and “what would be the possible consequences of an entrepreneur’s well-being?” To further elaborate on the entrepreneurial well-being concept, in-depth interviews were conducted with 13 male, married, and opportunity-driven entrepreneurs operating technology enterprises in Turkey. Based on the thematic analysis of the interviews, resources for their well-being (i.e., individual factors, family life, entrepreneurial success, network, the team, and investment) and five areas on which their well-being is impactful (i.e., individual, family, societal, employees, and business) have emerged. In the second study, 10 interviews with a new group of entrepreneurs meeting the same criteria and their wives were conducted to explore entrepreneurs’ family lives. Based on the grounded theory approach, analyses were carried out on these 20 interviews, and a substantive conceptual model of family dynamics was drawn. Despite its limitations, this study significantly contributes to entrepreneurship literature and paves the way for further research.

Keywords: Entrepreneurial well-being, positive entrepreneurship, family system, thematic analysis, grounded theory

ÖZET

POZİTİF GİRİŞİMCİLİK: GİRİŞİMCİLERİN ESENLİĞİNİN ÇOK DÜZEYLİ BİR ARAŞTIRMASI

Alanyazında girişimci esenliğini anlamaya yönelik sınırlı çalışmalar göz önüne alındığında, bu doktora tezi kapsamında, farklı nitel araştırma stratejisine sahip iki çalışma (, tematik analiz ve gömülü teori) gerçekleştirilmiştir. İlk çalışmada amaç, “bir girişimcinin esenlik seviyesinin yüksek düzeyde olması için ne tür kaynaklara ihtiyacı olduğunu” anlamak ve “bir girişimcinin esenlik seviyesinin olası sonuçları ne olabilir?” sorusunu cevaplamak olmuştur. Girişimci esenliği kavramını daha da detaylandırmak için, Türkiye’de teknoloji alanında faaliyet gösteren 13 evli, fırsat-odaklı erkek girişimci ile derinlemesine görüşmeler yapılmıştır. Görüşmeler üzerinde gerçekleştirilen tematik analiz metodolojisine dayanan analizler neticesinde, esenlik düzeylerinin yüksek olması için ihtiyaç duydukları kaynaklar (bireysel faktörler, aile hayatı, girişimcilik başarısı, network, ekip ve yatırım) ve esenlik düzeylerinin etkili olduğu beş alan (bireysel, aile, toplum, çalışanlar ve iş) ortaya çıkmıştır. İkinci çalışmada hem bir kaynak hem de bir sonuç olarak ortaya çıkan aile hayatını detaylı bir şekilde araştırmak için aynı kriterlere sahip 10 kişiden oluşan yeni bir girişimci grubu ve eşleri ile gömülü teori yaklaşımına paralel yoğun görüşmeler gerçekleştirilmiştir. Bu 20 görüşme üzerinde gerçekleştirilen gömülü teori analizine dayanarak, aile dinamikleri için kavramsal bir model çizilmiştir. Kısıtlılıklarına rağmen, bu tez, girişimci literatürüne önemli ölçüde katkıda bulunmakta ve daha fazla araştırma yapılmasına zemin hazırlamaktadır.

Anahtar Kelimeler: Girişimci esenliği, pozitif girişimcilik, aile sistemi, tematik analiz, gömülü teori

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Neslihan (TURNALAR) ÇETİNKAYA
İstanbul, 2022

DEDICATION

To my luck Hurkay, my angel Leia, and my little bug Tori.

Always.

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1. INTRODUCTION

Despite being portrayed as emotionally and motivationally demanding (Shir, Nikolaev, & Wincent, 2019), many perceived entrepreneurship as an attractive career alternative (Parasuraman, Purohit, Godshalk, & Beutell, 1996). Consistently, especially during the last decade, the well-being of those career holders has become an essential track of research (Gorgievski & Stephan, 2016) and has drawn the attention of different institutions considerably (Sánchez-García, Vargas-Morúa, & Hernández-Sánchez, 2018). Notwithstanding, the relevant literature is still in its early stages (Wiklund, Nikolaev, Shir, der Foo, & Bradley, 2019).

The query of *why entrepreneurs' well-being matters* could be primarily explained by their essential role in nations' economies. Decades ago, Schumpeter (1939, p. 1033) pointed out the impact entrepreneurs create by claiming “Without innovations, no entrepreneurs; without entrepreneurial achievement, no capitalist returns and no capitalist propulsion.” Since then, entrepreneurship has been evaluated as the energy source of economic growth (Hamilton & De Klerk 2016, p. 50). Secondly, like functioning in general, well-being is also essential for effective entrepreneurial functioning (Stephan, 2018). It is an essential concept that “functions as an engine in the life of the entrepreneur.” (Sánchez-García et al., 2018, p. 15). According to Wiklund et al. (2019), people have unique motivations to choose entrepreneurship, and like in other autonomous human interests, it is critical to understand how it relates to their well-being.

In line with the research stream mentioned above, two exploratory studies were carried out in this study to understand the nature of entrepreneurial well-being.

Study One aimed to understand entrepreneurs' well-being by a phenomenological framework. As the bottom line, it aspired to significantly contribute to forming the positive entrepreneurship phenomenon. To shed further light on the concept of entrepreneurial well-being, the following two research questions were investigated:

RQ1: What kind of resources does an entrepreneur need to experience a high level of well-being?

RQ2: What would be the possible consequences of an entrepreneur's well-being?

Study Two was built on Study One's findings, such that one of the concepts, i.e., family life, which emerged as a resource and consequence, was investigated further by a grounded

theory approach. The purpose was to end up with a conceptual framework to explain the dynamics behind family life.

Since the phenomenon in question is unknown in grounded theory methodology, the researchers are expected to begin with a general focus (McCallin, 2003). Following scholars' (e.g., Strauss & Corbin, 1990) suggestions, the research question of Study Two was kept general and open. As a result, it was formulated as:

RQ: What are the elements of the entrepreneurs' family lives?

Although there has been an increasing number of research about entrepreneurs' well-being, many scholars have paid particular attention to the differences between entrepreneurs and wage-employees; this is why the nature of entrepreneurs' well-being is still undiscovered (Stephan, 2018). This lack of attention (Wiklund et al., 2019) is restricting in the sense that entrepreneurs can benefit from experiencing optimum psychological functioning (Ryan & Deci, 2001). Moreover, in her review, Stephan (2018) reported that previous research adopted mainly quantitative cross-sectional self-report methodologies. Therefore, she suggested diverse methodologies to capture different interactions.

The study was organized as follows. Both studies (e.g., Study One and Study Two) first define the topic of interest and the previous theoretical knowledge about it. Then, it presents the methodology. The findings and the discussion of those findings follow.

STUDY ONE

2. LITERATURE REVIEW AND THEORETICAL BACKGROUND

2.1 Definition of Well-being

As a concept that has received attention from different fields (Sánchez-García et al., 2018), operationalizing well-being is still challenging (Wiklund et al., 2019).

Diener and Seligman (2004, p. 1) described well-being as “peoples’ positive evaluations of their lives, including positive emotion, engagement, satisfaction, and meaning.” Likewise, scholars are inclined to treat well-being as a broader term covering different dimensions such as feeling happy, healthy, and having a purpose, meaning, or essential goals in life (Diener & Seligman, 2004). Respectively, well-being was characterized as “an umbrella term that reflects multiple dimensions instead of capturing something unidimensional.” (Wiklund et al., 2019, p. 581).

Likewise, Ryan and Deci (2001) advocated that being well differs from being free of abnormality or just being happy. They portrayed it as a multi-dimensional phenomenon, including happiness and optimal functioning, which requires one to continue “to develop one’s potential, to grow and expand as a person.” (Ryff 1989, p. 1071). They discussed two general types: hedonic (happiness) and eudaimonic (human potential). They suggested that these dual views approach human nature and well-being differently, and while they have some points in common, they also have essential turnouts.

2.1.1 Eudaimonic and Hedonic Well-being

Scholars emphasized eudaimonic well-being (i.e., psychological well-being) as one of the core dimensions of mental health along with subjective well-being (Ryff, 1989).

Within their self-determination theory (SDT) scope, Ryan and Deci (2000) substituted self-realization for eudaimonia and treated it as an essential aspect of well-being, which they described as fully functioning. According to SDT, the aim and meaning of human actions lie in the fulfillment of three basic innate human needs; autonomy, competence, and relatedness (Ryan & Deci, 2000) that should be realized for psychological growth, integrity, vitality, and self-congruence, i.e., for an energized state of well-being. Ryff (1989) explained eudaimonic

well-being as psychological functioning (e.g., engagement in life, the realization of personal capacities, self-knowledge), which she portrayed as *ignored* in subjective well-being discussions. Accordingly, based on the theoretical formulations from clinical, developmental, humanistic, social, and existential psychology, she developed a multi-dimensional eudaimonic (psychological) well-being model and operationalized six dimensions distinctive from hedonic (subjective) well-being. These dimensions were autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance (Ryff, 2019).

On the other hand, hedonic well-being was considered equal to subjective well-being (Diener, 1984). It has been operationally defined as satisfaction, happiness, and a balance between positive and negative affect (Ryan & Deci, 2001). It relates to attaining personal desires and pain avoidance (Stephan, 2018).

Ryff (2019) argued that including the eudaimonic aspect of well-being in entrepreneurship would help realize the crucial personal potential. Mainly composed of self-initiated, demanding activities, entrepreneurial well-being should go beyond fulfilling goals (Stephan, 2018). It was stated that it is more possible to have the thriving and activated affect aspects of the eudaimonic well-being as being more effective on the firm performance than hedonic well-being (Stephan, 2018). According to Ryff (2019), autonomy is a core aspect of entrepreneurship; thus, it should also be a critical indicator of well-being. Likewise, adapting to and controlling the environment should be highly relevant for entrepreneurial activities, recognizing opportunities and exploitation. Besides, personal growth, purpose, and self-acceptance are fundamental for entrepreneurs who face challenges of uncertainty and should thrive in practical problem-solving and negotiating. Finally, positive relations with others could be one of the most important aspects since entrepreneurship is impossible without connections to others.

2.1.2 Entrepreneurial Well-being

The literature on entrepreneurship has been dominated by studies analyzing mostly the hedonic or job-specific measures of well-being (e.g., Baron, Franklin, & Hmieleski 2016; Lange 2012). Nevertheless, some scholars questioned their capacity to measure all aspects of the well-being of entrepreneurs (Wiklund et al., 2019).

Wiklund et al. (2019) debated that defining and measuring entrepreneurial well-being from a broader viewpoint would draw a complete picture of the construct. They regarded Ryff's

(2019, p. 582) suggestions and proposed a definition of entrepreneurial well-being as “the experience of satisfaction, positive affect, infrequent negative affect, and psychological functioning in relation to developing, starting, growing, and running an entrepreneurial venture.” This definition covers hedonic (satisfaction and positive affect) and eudaimonic (as operationally defined by Ryff 1989) elements.

2.2 The Resource Perspective of Entrepreneurial Well-being

Psychosocial resources have been an important research area in the domain of well-being. Respectively, different resource models (e.g., key resource theories, multiple-component resource theories, and integrated resource models) have been trying to establish principles of the resource-based view of well-being (Hobfoll, 2002).

Hobfoll (1989) described resources as “objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attaining these objects, personal characteristics, conditions, or energies. He suggested that individuals with valued resources can make an affective and cognitive evaluation of their life (i.e., subjective well-being). They can have a high value in their own right (e.g., self-esteem and health) or be an instrument to reach valued outcomes (e.g., money and social support) (Hobfoll, 2002, p. 307).

The theory called conservation of resources (COR), established by Hobfoll (1989) has become one of the essential models in positive psychology applied to work (Hobfoll, 2011, p. 516). COR theory stated the idea that “people strive to retain, protect, and build resources and that what is threatening to them is the potential or actual loss of these valued resources.” Accordingly, the deficiency of those resources would damage well-being (Annink, Gorgievski, & den Dulk, 2016), while their presence would positively affect related exhaustion (Neck, Houghton, Sardeshmukh, Goldsby, & Godwin, 2013). Thus, gaining and protecting those resources, which could be cognitive (e.g., self-efficacy), social (e.g., support from family), or material (e.g., money) in nature (Laguna & Razmus, 2019), is a vital motivational factor.

COR theory assumes that people capitalize on their existing resources to tolerate challenging and stressful situations, for example, a good marriage or having a good time might help dealing with tough situations. Alternatively, they might be willing to prepare for possible resource loss such as the death of the spouse or foreclosure of a credit loan, recover their resources, and gain additional resources (Hobfoll, 1989; Hobfoll, Halbesleben, Neveu, & Westman, 2018).

Another critical argument provided by COR theory was based on the fact that the gained resources (e.g., accumulation of money) would help the person gain further resources (e.g., increased business performance) by using the former resources and creating a gain spiral (Hobfoll, 1989). These spirals were proposed to contribute to their well-being and make people invest additional resources to sustain it (Laguna & Razmus 2019). Accordingly, Hobfoll (1989) highlighted the significance of questioning the effects of resources on other different resources and on possible consequences.

Some scholars claimed that entrepreneurship, in its nature, is limited in resources (Sherman, Randall, & Kauanui 2016). They lack many external resources (e.g., money or qualified employees) while starting a new venture. Therefore, they should rely on their psychological (e.g., resilience), human (e.g., their explicit knowledge of their business domain), and social capital (e.g., family support) and other resources related to work (e.g., autonomy) that would support the entrepreneur in conserving their well-being as another resource (Neck et al., 2013).

COR theory of Hobfoll (1989) and the broaden-and-built theory of Fredrickson (2001) can form the basis for the possible gain spirals of entrepreneurial well-being. In COR theory (Hobfoll, 2001), well-being can function as a self-regulatory mechanism through which entrepreneurs with high well-being can employ further resources. Likewise, according to the broaden-and-built theory of Fredrickson (2001), the positive affect accompanying high well-being broadens thought and action variations, which, consecutively, supports the accumulation of future resources.

2.2.1 COR Theory and Gain Cycles

Gain cycles were characterized as loops of amplifying positive and recurring connections among constructs that build positively on one another over time (Lindsley, Brass, & Thomas, 1995). According to the COR theory of Hobfoll (1989), the existence of gain spirals is based on two independent conditions: (1) a reciprocal relationship and (2) an increase in their levels over time.

Entrepreneurship is a process nature based on resource gain (Gorgievski 2008). Hence, it is reasonable to consider well-being as one of those resources. A gain spiral can emerge to gain entrepreneurial well-being, where other resources (e.g., social support) stimulate well-being, which would have positive consequences as new resources (e.g., a happy marriage). In

other words, such a spiral would lead to the gain of personal and business resources extending the resource pool, which makes the acquisition of other additional resources possible (Salanova, Schaufeli, Xanthopoulou, & Bakker, 2010).

2.2.2 Broaden-and-Built Theory and Upward Spirals

The broaden-and-build theory of Fredrickson (2001, p. 223) proposed that positive emotions broaden the thought-and-actions repertoire, which allows for building numerous enduring cognitive, physical, and social resources. Within this theory, she proposed processes similar to gain spirals, which she called *upward spirals*. The idea of upward spirals indicated that people with positive emotions were more resilient, resourceful, and optimally functioning (Fredrickson, 2013). Positive emotions and broadened thinking resulting from those positive emotions impact each other reciprocally in upward spirals. This reciprocity stimulates significant increases in well-being over time and promotes other positive emotions (Fredrickson, 2004). It has been discussed that thanks to this dynamic reciprocity process, people build a secure environment that facilitates positive emotions for themselves and their inner circles (e.g., partners) (Salanova et al., 2010).

3. METHOD

3.1 Sampling

3.1.1 How to Define an Entrepreneur?

Following the suggestion of Davidsson (2016), in this study, entrepreneurs were defined as people who “create something different with value by devoting the necessary time and effort, assuming the accompanying financial, psychic, and social risks, and receiving the resulting rewards of monetary and personal satisfaction” (Hisrich & Peters, 1989, p. 6). It is beyond being self-employed but engaging in entrepreneurial activities such as introducing new products or services.

Moreover, Rauch and Frese (2000) claimed that having even one employee within the enterprise differs psychologically from having no one. Thus, there should be at least one employee working in the enterprise to be included in the entrepreneurs’ group.

3.1.2 What Type of an Entrepreneur?

Based on the motivational drives’ conceptualization of The Global Entrepreneurship Monitor (GEM) (2020), opportunity-driven entrepreneurs who recognize and exploit some business opportunities and select entrepreneurship by choice (Williams, 2009) from selected business samples such as high-tech and innovative enterprises (Rauch & Frese, 2000) were sampled.

It has been suggested that opportunity-driven entrepreneurs are significantly different from necessity-driven entrepreneurs regarding their motivational mechanisms. Previous research found that necessity-driven entrepreneurs have a lower risk tolerance, value job security, prefer to be a salaried employee, have fewer resources (e.g., human capital), less autonomy, and lower family and health satisfaction and well-being than their opportunity-driven counterparts (Johansson Sevä, Larsson, & Strandh, 2016; Stephan, 2018; Wiklund et al., 2019). These findings support the idea of treating necessity-driven entrepreneurship as a different category (Johansson Sevä et al., 2016).

3.1.3 Marital Status

In the present study, the marital status was determined as being a married couple living together rather than cohabitating or just being a couple since it might affect well-being. Kim and McKenry (2002) conducted research to test the effect of eight different marital status categories on well-being. They found that, in line with the previous literature, the degree of psychological well-being varied according to different marital status groups; married individuals had a higher level of psychological well-being. Furthermore, cohabitating was not related to better psychological well-being supporting other scholars' argument as marriage's protective effects did not apply to cohabitating (Horwitz & White, 1998).

Finally, the sample does not include any LGBTI+ individuals since LGBTI+ entrepreneurs face different hindrances (Köllen, Bendl, & Steinbacher, 2012), significantly affecting their well-being.

Accordingly, only married male entrepreneurs constitute the sample's focus in the present study.

3.2 Participants

Aligned with the nature of the qualitative research methodology, purposive (Creswell & Plano Clark, 2017) sampling was exploited. Specifically, criterion sampling was deployed to have participants meet some criteria (Creswell, 2007). Accordingly, participants were selected based on the criteria of opportunity-driven male entrepreneurs owning at least 10% of shares and actively managing the business (Hahn, Frese, Binnewies, & Schmitt, 2012), married, and having at least one employee. Besides, in the sampling process, a snowball sampling strategy was utilized to go from one entrepreneur to another whom they know by using their social networks (Creswell, 2007; Silverman, 2014).

The determination of the ideal sample size in qualitative studies differs from the quantitative ones (Howitt & Cramer, 2017). Coyne (1997) suggested that instead of large representative groups in the latter, it is necessary to determine samples that meet the research aim and provide detailed data. Thus, sampling continues until the saturation point, where the answers provided by the participants repeat themselves and do not provide any new data (Howitt & Cramer, 2017). Creswell and Poth (2018) mentioned that they had seen the number of participants ranging from one to even 325 and added that Dukes (1984, cited in Creswell & Poth, 2018) endorsed studying three to 10 participants in such research.

Based on the saturation argument and the scholars' suggestions mentioned above, 13 male entrepreneurs were interviewed in Study One.

All the enterprises are operating in the technology sector. Most of them are already in the scale-up phase. As shown in Table 1, only three have solo ownership, and most got investment.

Except for three, all entrepreneurs had an average corporate life experience of 7.88 years ($SD = 7.42$). Furthermore, the average level of their self-reported well-being over 10 was remarkably high ($M = 7.73$, $SD = 0.75$) (see Table 2).

3.3 Procedure

An in-depth interview was designed to explore how the entrepreneurs evaluate their perception and experiences regarding their level of well-being in terms of the factors affecting their well-being and the aspects of their lives affected by their well-being.

3.3.1 Pre-test Interview

Before finalizing the interview protocol, a pre-test interview was conducted with an entrepreneur meeting all the participation criteria. This interview aimed to discover the duration and check if there was a need for improving the questions and the flow.

3.3.2 Interview Protocol

Due to the pandemic, all interviews were held online. Before the interview, a message introducing the researchers and the interview's aim was sent to the potential participants. After receiving the acceptance, an online invitation was sent to each participant with the relevant meeting link.

At the beginning of the interview, a short presentation was shared on the screen. It introduced the interviewer, the contact information for their further queries, the purpose of the interview, the attributes of the interview (e.g., anonymity, confidentiality), and the interview flow. In the end, the participants' informed consent was taken orally.

Before starting the questions, entrepreneurial well-being's definition by Wiklund et al. (2019) was provided. Afterward, based on this definition, we have asked them to evaluate their level of well-being over 10 (*the highest*).

Table 1. Demographic characteristics of Study One participants

Baseline characteristics	In-depth interviews	
	<i>n</i>	%
Education		
Undergraduate	4	30.77
Graduate	7	53.85
University drop out	2	15.38
Industry		
Technology	13	100
Ownership		
Solo	2	15.38
Partnership	11	84.62
Business phase		
Scale-up	8	61.54
Start-up	3	23.08
Both	2	15.38
Acceleration/incubation		
Either/Both	4	30.77
None	9	69.23
Received Mentorship		
Yes	7	53.85
No	6	46.15
Got Investment		
Yes	7	53.85
No	6	46.15
Working wife		
Yes	7	53.85
No	6	46.15
Children		
Yes	10	76.92
No	3	23.08

Table 2. Descriptive properties of Study One participants

	M	SD	Range
Level of well-being (over 10)	7.73	0.75	9-7
Age (in years)	41.23	4.00	49-36
Total experience (in years)	21.92	3.97	31-15
Experience in corporate life	7.88	7.42	20-0
Experience in entrepreneurship	13.35	8.26	23-2.5
Number of enterprises	4.15	2.76	10-1
Number of employees	95.08	141.89	420-4
Duration of marriage (in years)	9.38	4.56	16-3
Number of children	1.38	0.96	3-0

The open-ended interview questions related to the main topic were designed to help the participants think about their well-being in detail, their experiences regarding the factors affecting their level of well-being, its connection with being an entrepreneur, and possible differences between the experiences they have had in corporate life before becoming an entrepreneur, and possible aftereffects of their well-being. Thus, a total of nine open-ended questions were answered.

The interview was designed for 30 to 40 minutes with a realized average of 32.84 minutes.

3.4 Data Analysis

The information gathered through in-depth interviews was analyzed through the Theoretical Thematic Analysis, which provides a coding strategy for a particular research question (Braun & Clarke, 2006).

The qualitative data analysis software, MAXQDA Analytics Pro 2020, was employed to identify codes and themes based on the participants' initial responses. Following Creswell (2007)'s suggestion, the interviews were transcribed, and the researcher read them first to prepare the data. Afterward, the researcher identified different codes by examining sentences, clustered them by the content, and reviewed and revised them. Although each participant's file was coded individually, the researcher compared and matched codes and combined them while reporting since it was not a case study.

At the final step of the process, two main categories named *antecedents* and *consequences* came up. Under antecedents, six themes emerged. These were individual factors, family life, entrepreneurial success, network, the team, and investment. Under consequences, five themes were formed. These were individual consequences, family-related consequences, societal consequences, employee-related consequences, and business-related consequences.

3.4.1 Validity of the Results

To evaluate the validity of the present study's result, *member testing* (or respondent validation [Silverman 2014]), where the researcher asked some participants whether the summary results represent their experiences or not (Creswell & Poth, 2018), was deployed. Three participants were asked to review the summary results of the overall study and requested to provide feedback. All stated that the results are representative in a general manner.

4. FINDINGS

4.1 Antecedents of Entrepreneurial Well-being

The analyzed interviews revealed that when the entrepreneurs were asked to think about possible sources affecting their well-being as conceptualized by Wiklund et al. (2019), the individual factors were most mentioned in the coded segments, followed by family life. Although the investment was mentioned as an influential factor, they stated that it could be a double-edged sword for an entrepreneur because of its pressure.

4.1.1 Individual Factors

According to the coded segments, the entrepreneurs indicated the meaning they retrieve from what they do, the opportunity to improve themselves, the freedom to act or decide, and the work-life balance as individual resources for their well-being. They defined meaningfulness as doing the job they love, reaching the life purpose, creating value, touching others' lives, impacting the happiness of others, excitement, dedication, self-actualization, recognition of the products by others, and creating value. An entrepreneur (#7) stated that:

The greatest satisfaction I get from my job is solving some problems in someone's life. So that is what personally satisfies me the most. Of course, besides this, you are establishing such a business, that is, it is a company with approximately 130 employees. You have been a part of such a thing, and you have created something from scratch, and you can touch 130 people, maybe 500 people with their families; you have done a job that touched their lives. This is what personally satisfies me so much.

Another one (#6) defined his inner peace as sourced from someone's goodwill toward the products he developed as an entrepreneur:

I may not have slept for 3 days, I may not have put anything in my mouth for 2 days, but the reason for my inner peace is this: I know that after a month, something will come out, an application will appear, someone will be happier with that application. One day, while gaining economic freedom thanks to the application, someone will say, "may God be pleased with those who thought and did this." This goodwill would reach me somehow. It actually does; sometimes, you see that your business prospers even under challenging conditions."

One entrepreneur (#1) mentioned why he chose to be an entrepreneur as:

I chose to be an entrepreneur to do what I love with the people I love. Because of this, I think my mood is positive in general. Nevertheless, of course, entrepreneurship is a challenging job. In other words, it is not very comfortable; you must love and believe in it a lot.”

Another one (#13) defined it as one of his ultimate life goals: “I already had to have my own business in the top three of my list of life goals. ... I can say that I have achieved some of my life goals.”

One entrepreneur (#6) even resembled entrepreneurship to an inner fire: “You know, there is such a thing inside me; there is a fire. This fire makes me feel warm ... and I think I am on the right track, deserve my child’s love, and deserve to be treated like a hero by her.”

The entrepreneurs mentioned self-improvement as another essential resource that enhances their well-being. They described self-improvement as learning new things, doing new things, getting to know different functions (e.g., law, accounting), expanding the competency sets, developing skills for coping with uncertainty and stress, facing some challenges, and taking the time off for any self-improvement activities (even for dreaming) autonomously. An entrepreneur (#3) stated that: “When I started to do things from scratch, which I thought I knew, I realized that I did not know them very well actually, but I learned. It gives me another kind of enjoyment, doing new things.” Likewise, one entrepreneur (#11) argued how entrepreneurship pushes you to learn new things: “When you are an entrepreneur, you have to know many things. ... In other words, you need to understand human relations, law, economy, accounting, everything. It makes a person’s brain work intensively.” Similarly, one of them (#12) cited the role of the continuous search in entrepreneurship and how it helps improve oneself: “What can I do, what can be done? I’m always seeking, in a positive manner.” Another one (#10) approached it from a learning from errors perspective:

... There is stress, so starting a business is stressful. Being able to direct or not direct people with that stress is how you treat people. Of course, because you make many mistakes in entrepreneurship, you develop yourself by making mistakes over time. For example, I used to treat people more furiously when I first set it up. I was angry because there was work to be done. Then gradually, you mature a little more... I think I have improved on this as well.

One of the entrepreneurs (#12) mentioned freedom as the first factor of entrepreneurship: “The state of feeling free.” As explained by the entrepreneurs, they experience the freedom that impacts their well-being in different forms. One of the factors was the autonomy to make your own decisions and plan your life:

I can make my own decisions. ... In other words, how should I say, when an artist works with an art gallery, they are directed to a particular trend, but when the artist themselves opens an exhibition, they are free. At work, I open my exhibition without using a gallery. In other words, my initiatives and my exhibitions. I can think freely without being involved in any art movement. It is a beautiful thing. I can plan my life how I want; these factors increase my average [well-being]. (# 11)

Another one was to create your environment where you can reserve people whom you like: “Freedom of not dealing with people whom I do not like. It is just that I can interact with the people I love and create my ecosystem.” (#4)

The third type of freedom was less liability toward others than corporate life. One entrepreneur (#12) mentioned that:

I have drawn a roadmap; I go down the road and am making mistakes. Well, I have learned that mistakes can be made. I have learned that mistakes can happen, and my failure or success now only affects my family and me. ... When you work for a company, it is nothing but the company’s goals set by others achieved. ... In other words, while there is a responsibility toward others [in the corporate life], there is a responsibility toward people in your inner circle right now [as an entrepreneur]. It also relieves stress and pressure.

Finally, in terms of individual factors, the entrepreneurs stated that thanks to being an entrepreneur, they can spend more time and quality time for themselves and their family (i.e., work-life balance), improving their well-being. This balance can be in terms of the time they spend for themselves. For example, one (#11) said, “I can keep my rhythm, I do my sports, and I take time for myself.”

Otherwise, it can be the time they can spare for their family. One entrepreneur (#13), for example, mentioned that, thanks to planning his own time, he can spend more time with his child: “On the other hand, having the luxury of organizing my own time reflects well on my life, for example, I can spend more time with my 2.5-year-old daughter.” Similarly, another one (#11) said:

I can spend quality time. So, we can have a coffee in the morning; I do not have to rush to work. I can plan better when we go to a movie, a theater, or on vacation. ... Believe me, I saw my mother more after becoming an entrepreneur. So, I spent more time with my family. It is a crucial thing.

4.1.2 Family Life

The entrepreneurs mentioned their wives' support as the most critical part of the family life that improves their well-being. They categorized four types of support their wives provided: psychological, functional, time-planning, and emotional.

The entrepreneurs defined psychological support as trust, being there for them, and believing in what their spouses do. One entrepreneur (#8) stated the importance of having support and being both happy: "I have a lot of support. My wife is very supportive. I do not do anything in my business without her consent; I believe we should both be happy." A second-time married entrepreneur (#1) explained how it was different from the first time and how it affected him:

For example, my ex-wife never had a positive effect. ... An entrepreneur always desires to talk about his work. In other words, an entrepreneur always wants to persuade someone a little bit, which makes him feel good. It increases his well-being. Secondly, you work day and night, and your goal is to grow faster to get ahead of your competitors, if you have any. If you do not have support from your wife, your marriage will not go well because your job will not go well. If both are going well simultaneously, that is, marriage and work, that means there is vital support from the family. So, of course, I think it is vital.

Another entrepreneur (#10) mentioned how his wife somehow endured the entrepreneurship process and how did it affect him:

...As an entrepreneur, in the beginning, you are left without money, and a lot of things happen. At first, she had some hesitations, but when she saw that I was continuing, she started to support me. In other words, my wife's support significantly impacts my continuance here and my well-being. So, if she were constantly negatively affecting me, I would have quit long ago. I would have had to quit, so it was a great relief for me that she was also enduring this entrepreneurial work.

Functional support included idea generation or decision making, business-focused support, and even financial support. One entrepreneur (#7) whose wife is a marketing expert mentioned her support as:

Since she is also busy, she does not have much support for the job, but marketing is her area of expertise, so when I make some decisions within the company or when I get offers or something, I always get her ideas. ... I always ask for her opinion when issues related to her field of expertise emerge. "What do you think about this? Do you think this is appropriate, or do you know these companies? Have you worked with them before?" So, I will get her ideas.

Another entrepreneur (#3) got his wife's support in the decision-making processes:

We can evaluate the decisions I have made together, [she is] at a level that can help me make those decisions intellectually, contribute to my evaluation before I act on some things, and give me an idea while evaluating their positive and negative sides.

Regarding time-planning support, entrepreneurs referred to how their wives support them when they need to work hard. One of them (#2) said:

She has excellent support for me, but the way she supports me is different. We mostly do a job that requires being outside, and my wife can understand that. Therefore, her support is robust in this regard. Occasionally, we have a two-day trip, and I think a wife who does not make this a problem is valuable.

One entrepreneur (#11) explained his wife's support since the business's nature necessitates flexible working hours:

First of all, my wife's support is vital. After all, this is a flexible hour job. When you have your own business, it does not mean less work; it means more work. And here, of course, your family must be flexible. We can always work, and that's why the support of my family and my wife is extremely precious.

Another one (#3) stated how he experienced no adverse consequences despite having time planning issues:

Frankly, entrepreneurship has created a lot of time planning problems in my family life. We chase after too many things, and sometimes we cannot find the money if we can find the time. That is why I had to change many things I did during my corporate life. However, even if I could not do some of the things I did, even though some of these

changes appeared as absences, it never came to a position that would make me feel bad or as a negative thought in my family life. That is why I see it as a huge plus.

The entrepreneurs brought up the final type of support, emotional support, as the sentimental or moral support provided by their wives, especially during fluctuant times. One (#7) mentioned the emotional support's effect on his decision-making process: "Not functionally, but emotionally, of course, she has much support. Her support was very effective at the time of the decision [of becoming an entrepreneur]."

In addition to their wives' support, the entrepreneurs also emphasized the general role of family life in their well-being as crucial. The dimension captured marriage-related concerns in general. One entrepreneur (#8) stated, "Well-being starts in the family. I can say that the happier you leave home in the morning, the happier your business will go." Another entrepreneur (#2) claimed: "If your state of mind is not good at home and you are thinking about it when you go out, unfortunately, it is not very possible to do something new by obsessing about it."

In terms of the role of extended family, one entrepreneur (#11) cited that it is critical, especially at the start-up phase of their journey:

At the initial stages of the business, it can be difficult for a person to strike a ledger. Here, the support of families is essential. I am not saying material support; I think psychological support is critical here. Because giving courage and taking the lead there can pave the way for people.

Another (#3) appreciated their timeless support: "Not only my wife but also my extended family. ... My mother and father are still very supportive, regardless of my age. Sometimes they also provide financial support."

Finally, within family life, some entrepreneurs mentioned the children's role in their well-being. One entrepreneur (#7) acknowledged his child's role: "My son is my happiness hormone. The time I spend with him, he gives me great support and comforts me." Another one (#4) revealed how he enjoys the time of being with her child: "Although I had much work, on the days when the babysitter did not come, I took care of my child with pleasure. ... I experienced the greatest pleasures and difficulties because of my child."

4.1.3 Entrepreneurial Success

Entrepreneurial success was described as the entrepreneurs' perceived success over some factors such as creating something new, making a difference in others' lives, a sense of accomplishment, receiving positive feedback, being appreciated, creating value, and job opportunities for others.

The entrepreneurs mentioned the sense of accomplishment as one of the most robust resources affecting their well-being positively. One entrepreneur (#3) defined this feeling as being able to achieve something:

It is the feeling of being able to do all of these because the most significant thing for me is the sense of achievement. Something that makes me feel good has always been the feeling of achievement, and you can see this in my entrepreneurial life.

Another one (#13) clarified the intense feeling of success and its effect on his well-being as:

My main goal is success, which has an extensive scope, and everyone's definition of success may differ. However, [according to] the concept in my mind, I feel thrilled when I see myself as successful. ... I have not yet achieved the level of success I aspire to. I can say that this is the main factor that negatively affects my well-being.

While defining entrepreneurial success as a resource, receiving positive feedback and being recognized by different stakeholders was essential. For example, an entrepreneur (#7) declared his happiness based on the positive feedback from other parties:

That is why I consider myself successful. And it satisfies me very, very much. Hearing positive criticisms in this way from those around me, seeing the happiness of my employees, and seeing the happiness of investors, of course, have a very positive effect.

Moreover, the entrepreneurs suggested that developing something used by others, creating employment opportunities for others, and the sense of success that comes with being an entrepreneur by itself were the other dimensions of success. One of them (#1) mentioned, "When you do something that does not exist, that is, something you have built, a product you have created is being used somewhere, that is your primary sense of achievement." Another one (#2) clarified the importance of creating employment for people: "Of course, creating job opportunity for someone or seeing someone work happily have value. I think I praise myself here to provide someone the opportunity to work in a place where they are happy, or rather, to

do business by caring about their happiness.” Another one (#3) mentioned: “Making money that those people [his employees] take home, doing something for them, feeling that I have responsibilities beyond my financial welfare made me perceive it positively. So, these are things that I can always count on the positive side.”

4.1.4 Network

The entrepreneurs portrayed the concept of the network as a social resource for their well-being that functions over business-related factors. They specifically mentioned that an operating network grants access to different resources increasing the survival chance of the enterprise, and providing operational and even psychological support. One entrepreneur (#2) described the network as a helping hand:

I have invested in people all my life; my network was always good. By the way, if I survived in my enterprise, I survived thanks to my network. Because in tough times, someone is reaching out to you. It is necessary to find that hand and hold it when they are far away.”

Another one (#13) reported the direct effect of a functional network on an entrepreneur’s well-being:

That is very effective. For example, if I have declared my level of well-being as 7 [over 10], not 5, that is due to network. Because it is one of the most critical issues. Especially if you are an entrepreneur, a network means everything to you—access to money, sales, and the workforce.

Similarly, one of them (#10) clarified the role of the network in an entrepreneur’s existence:

When you do not have this network, you have to create it. Various organizations and events already serve for this. It is necessary and obligatory for you to continue your enterprise. Therefore, it is one of the vital points of your well-being. You cannot be an entrepreneur if you do not have [a network].

4.1.5 Team

According to entrepreneurs, the co-founder relationship quality and synergy within a talented and extensive team of diverse members regarding the necessary skills to pursue the

business are valuable resources for their well-being. One entrepreneur (#4) declared the positive effect of a team with diverse skills: "... not having the same competencies that cause unhappiness or failure within the team, ... competences should be rich, diverse."

Another one (#10) pointed to the synergy of a talented, young team:

In the last team of 12 people we worked with, there were five people who had degrees in Turkey, graduated from outstanding universities, and were very smart. For example, working with these people, brainstorming, and trying to produce something has changed my level of well-being because I can say that I reset myself with their view of the world.

A different entrepreneur (#1) explained the importance of the unity of co-founders and the existence of a reliable, good team:

For me, a good team is a group of people who fulfills the responsibility they take in a goal-oriented manner without asking you over and over again. ... Therefore, I think a good team is something that increases well-being a lot in this respect. ... I mean, the people who set out on this road with you, because in start-ups, a single entrepreneur is not something that is highly desired, nor is it something that receives investment and is supported. Because it is a risk. God forbid, if the entrepreneur dies, that enterprise ends. Therefore, the quality of the co-founders' unity and the stance of being a team is important... If everyone manages this well in their field, it will yield positive results. Then I think the level of well-being will increase."

4.1.6 Investment

The final resource, the investment, has emerged as a final resource which can be categorized as *conditional*. The entrepreneurs mentioned that although investment has undeniable positive impacts on business, especially in terms of its validation, it positively affects an entrepreneur's well-being at the early stages of the business or for the first time when they get it. It could be a double-edged sword if they get the investment at further stages. One (#3) explained this complexity as:

... And you feel terrific regardless of the size of that investment you get. To improve your business, you also have the power to say, 'Yes, I have taken positive steps so far,

so I should feel good; now I have to do better.’ That is why it gives you an excellent feeling to get an investment.

However, getting an investment is a complicated process. One entrepreneur (#10) specified its positive effect on the feeling of trust: “It affects positively. ... When you get investment, you can now say to yourself, that is, to people around you, that ‘there is someone behind me’ that means someone trusts your business.”

Another one (#2) described the conditional nature of getting investments as:

First of all, [when], a start-up gets an investment, it has a positive psychological effect. But then, when it causes discomfort in the company, the entrepreneur asks, "I wonder how would it be if we did not get the investment, did we do something wrong?" ... So yes, every start-up is incredibly happy when it gets investment, but then, unfortunately, the system [in the enterprise] changes a little, which is terrible.

4.2 Consequences of Entrepreneurial Well-being

When the entrepreneurs were asked to consider the areas on which their well-being has a possible impact and how, they identified the effects on themselves, families, society, employees, and businesses.

4.2.1 Individual Consequences

According to the coded segments, the entrepreneurs denoted that their well-being directly affects their psychological and emotional state. One (#3) simply said: “I can be a better person when I feel better.” Some others stated how high well-being boosts people’s self-related perceptions such as confidence or courage: “If well-being is high, people’s self-confidence and self-acceptance reflecting on their environment will increase.” (#10) or “I feel motivated at work. I become more courageous.” (#11). Another one (#7) described their well-being’s effects from different perspectives: “When well-being is high, everything you do at work starts to give you more pleasure. Well, you want to interact with people; you want to talk more. You want to go out and walk. You want to do sports.”

Furthermore, entrepreneurs mentioned that their health, sleep, and eating routines are directly related to their well-being. One of them (#13) described the situation as:

... Let me give a very concrete example. I am a person who gets up at 7 am every morning; I usually do not get past that. However, instead of getting up at 7 am and doing sports, I get up and sit in front of the computer. I can get up and exercise. However, just because of the inner voice, I just mentioned, "Am I missing something? I have to work. Everyone is working, I am not working," and so on. I sit in front of the computer instead of getting up in the morning and doing sports. What happens when I prefer to sit all the time instead of moving? Of course, it reflects on my health. ... Stomach problems, reflux, or something called entrepreneur diseases appear.

Another one (#6) mentioned how issues prevent him from eating:

For example, when I wake up in the morning, the first thing that comes to my mind is a work-related issue as soon as I get up. It has been on my mind. If that issue is significant, if it is a big issue, I cannot even have breakfast in the morning anyway; it directly upsets the stomach.

4.2.2 Family-Related Consequences

The entrepreneurs mentioned that their well-being is reflected directly on their family members. They claimed that their well-being primarily affects the quality of their time with them and interactions with them. One (#8) explained how it is reflected in their communication:

From the very beginning, I can be more aggressive with my wife and children, and I am more intolerant. ... It is directly reflected in my conversations with my family. ... I can be buried in the phone; for example, I can poke my head into the phone and play with the phone all day.

Entrepreneurs declared how it is affected in terms of the quality time spent with the family. One of them (#12) narrated how a full mind can influence his interaction with people around him: "For example, my children and my wife are negatively affected since I do not have the desire to interact much."

Likewise, another entrepreneur (#13) expressed the situation: "Of course, it is noticed by the people around you that your mind is constantly busy with something else [i.e., his business] while you are trying to spend quality time with people."

Even the time spared for the extended family can be affected; as one of the entrepreneurs (#2) said: “Because of these problems, you may not be able to call your mother, father, or any person for days even though you used to call them every day.”

4.2.3 Societal Consequences

The entrepreneurs stated that their well-being would be highly effective on society. A person with a high level of well-being will turn to others and be more interested in their welfare, their business will create positive impacts on society, and they will spare more time for social responsibility. One entrepreneur (#5) portrayed it as a *payback*: “I think that people with a high level of well-being also prioritize social benefits. In other words, I can say that working in associations, helping more, taking part in NGOs, supporting, giving back to society is even more active on the payback side.” Similarly, one entrepreneur (#13) expressed it as debt toward society: “I think it is a debt for a person who was nurtured by this ecosystem, was successful in this ecosystem, and received the support of this ecosystem to return and feed that ecosystem back after reaching a certain point.” Another one (#7) notified the sources free from problems can be channeled to the common good: “You are free of your problems. If your level of well-being is high, you turn to different satisfactions. So, you stop dealing with yourself and start thinking about how you can find solutions to your friends’ problems, your wife’s friends, or society.”

In addition to societal well-being, the entrepreneurs highlighted that when they have a high level of well-being, they will be willing to share their knowledge with society, inspire them, move society forward, and promote societal faith. As one (#1) said: “Entrepreneurs with such high well-being give speeches in different places like in online events, go to universities, and lecture there, and share their ideas on different social platforms.” Another one (#10) explained how his well-being makes him generous toward young entrepreneurs:

For example, I coached about 40 university students. I brought them all into professional life. Now, the number of people I have brought in and their quality has increased. Therefore, it can be said that I impact society as well. However, if I did not feel good or have self-confidence, I would not think I could give these people anything.

4.2.4 Employee-Related Consequences

The entrepreneurs declared that their well-being passes over to their employees via the quality and content of their interactions. Like one (#7) described: “I think it has a considerable effect. For example, everyone is very nervous in meetings where I am very nervous. If I am happy, everyone is happy.” One entrepreneur (#3) revealed how his well-being would affect his employees indirectly over business results:

If I associate my well-being with the business’s success, and my well-being is high, it means the business is thriving. So, I will be able to provide them [the employees] job security, which will positively affect them. Hence, they will see a better future for themselves.

Furthermore, how they approach the employees’ demands or questions, i.e., being tolerant and whether they are open to sharing with their employees or not, is also affected by their well-being. One entrepreneur (#2) explained this interactional process:

When morale is high, you can better understand the questions asked. You are not demoralized; you give more satisfying answers. However, when you are in a bad mood, you may hurt someone unintentionally. The other party knows that you would never want it to be like this, but at that moment, your motivation decreases because of other issues in your mind. Then, in the meantime, when a question is directed, you may say, “I told you so!” which you would not normally do. You will answer it five times under normal conditions. When that motivation level decreases, getting the question a second time can stress you. So, of course, motivation is one of the most valuable things in the world, in my opinion. If it is high, everyone will welcome each other with constructive answers.

Another (#3) stated: “I can be more sharing. I will spread more positive energy around me. ... Being a tolerant person or having a more positive outlook may be causing me to have a positive atmosphere at work, so I think it may directly impact that way.”

4.2.5 Business-Related Consequences

The entrepreneurs implicitly referred to the effect on business while talking about the other aspects when answered directly, considering their well-being. Nevertheless, as specific business outcomes, they stated that their concentration, decision-making, ability to recognize

opportunities, and individual performance are affected by their well-being. Moreover, from the business perspective, some discussed that the network would also be extended and energized. One entrepreneur (#4) argued:

If an entrepreneur's well-being is low, they have no chance of success. ... It makes me focus a little more. It makes me focus a little more on what I am doing, what I'm going to do, and what I want. So, of course, this level of well-being also has its opposing sides. When you do the job that you love, you start to take on too much work. This time, your workload is increasing too much; it increases periodically. When it increases that much, this time, it can exceed what you have planned at the beginning. So, it can be damaging.

Another one (#1) emphasized its effect on resource creation: "If the well-being is high, your networks are working well. ... it is easier to find financial support at work, activate your network more efficiently, and create new business opportunities."

5. DISCUSSION

Study One aims to envision entrepreneurs' well-being by exploring the potential resources while revealing their possible effects on different outcomes. Based on the 13 in-depth interviews with married, opportunity-driven male entrepreneurs in Turkey analyzed via the theoretical thematic analysis, six resources (individual factors, family life, entrepreneurial success, network, the team, and investment) are identified. Moreover, five-level of outcomes (individual, family, society, employee, and business) on which their well-being would have an effect has emerged.

5.1 Theoretical and Practical Implications

This study has several valuable implications. First, it contributes to the positive entrepreneurship literature, which is still elementary (Stephan, 2018). The insights from the interviews display the characteristics of entrepreneurship as a *unique* occupation. Almost all entrepreneurs mentioned that it is difficult to dissociate themselves from what they do. In other words, while answering the question, themselves and their businesses were inseparable. It is a supporting finding for the discussions of entrepreneurial well-being as “a distinctive experience of well-being” that includes “subjective experiences and related objective personal and environmental contexts.” (Wiklund et al., 2019, pp. 581-582). Thus, positive entrepreneurship scholars should approach and operationalize entrepreneurial well-being exclusively.

Secondly, the themes that emerged in Study One elaborate on how entrepreneurs perceive and experience different individual, social, and environmental resources (see Figure 1) in terms of their well-being. Similarly, how they evaluate the effectiveness of their well-being on different outcomes (see Figure 2).

Compared with the systematic review by Stephan (2018), the individual resources mentioned in Study One are compatible with the work characteristics like autonomy, meaningfulness, time flexibility, and personal resources like human capital. The study's participants acknowledged time flexibility exclusively in maintaining their work-life balance by spending more time with their wives or children or being available on weekdays. Furthermore, Stephan's (2018) review demonstrated that social support matters, and current findings complement this argument by expanding on the primary role of their wives and

support. Likewise, in terms of the part of extended family, current study's participants stated that having no other entrepreneur in the family affect their journey negatively. Beyond the studies mentioned in Stephan's (2018) systematic review, current findings established the possible role of a professional social support mechanism (i.e., a network) and the unstable impact of an investment. Regarding the outcomes, the reviewed studies revealed a need to explore entrepreneurial well-being levels' possible impacts on society and their employees (Stephan, 2018). The study's emerged themes classified how this effect can be reflected, such as tolerance and knowledge sharing.

From the theoretical perspective, the emerged themes correspond to COR theory (Hobfoll, 2001) and the broaden-and-built theory (Fredrickson, 2001).

In COR theory (Hobfoll, 2001), well-being can function as a self-regulatory mechanism through which entrepreneurs with high well-being can employ further resources. Study One's findings further this mechanism by exploring how entrepreneurs perceive and experience the consequences of their well-being, such as having quality time with family and healthier interactions with their employees or even being able to concentrate more, which will function as new resources for themselves. Likewise, meaningfulness, success, and easy access to resources ultimately increase the entrepreneurs' performance, health, sleep, and knowledge.

Following Fredrickson's (2001) upward spirals, current research findings present that entrepreneurs' high level of well-being leads to positive results not just for themselves; it provides them with healthy interactions that facilitate positive life experiences for their families and employees. The present conceptual frameworks endorse the notion that a high level of well-being eventually creates a "virtuous cycle" (Wiklund et al., 2019, p. 583) that loops back well-being benefits into their families, employees, and even the communities. In other words, the entrepreneurs with a higher level of well-being create a virtuous cycle where all parties in their surroundings can benefit from it. Such well-being fosters virtuous behavior, leading to higher well-being and facilitating other virtuous behavior (Kesebir & Diener, 2013).

Moreover, as compatible again with upward spirals of the broaden-and-build theory (Fredrickson, 2001) and the COR theory (Hobfoll, 1989), some entrepreneurs portray the relationship between network, money, and investment as a circle. Namely, they perceive the network as a resource accelerator that boosts investment opportunities that bring in money. The validation via the investment and the increased performance, thanks to the money, help them extend their network further. At the center of all of it is the business, i.e., their enterprise. The

business is at the core considering the effects on their well-being and resources. If it goes well, they feel well.

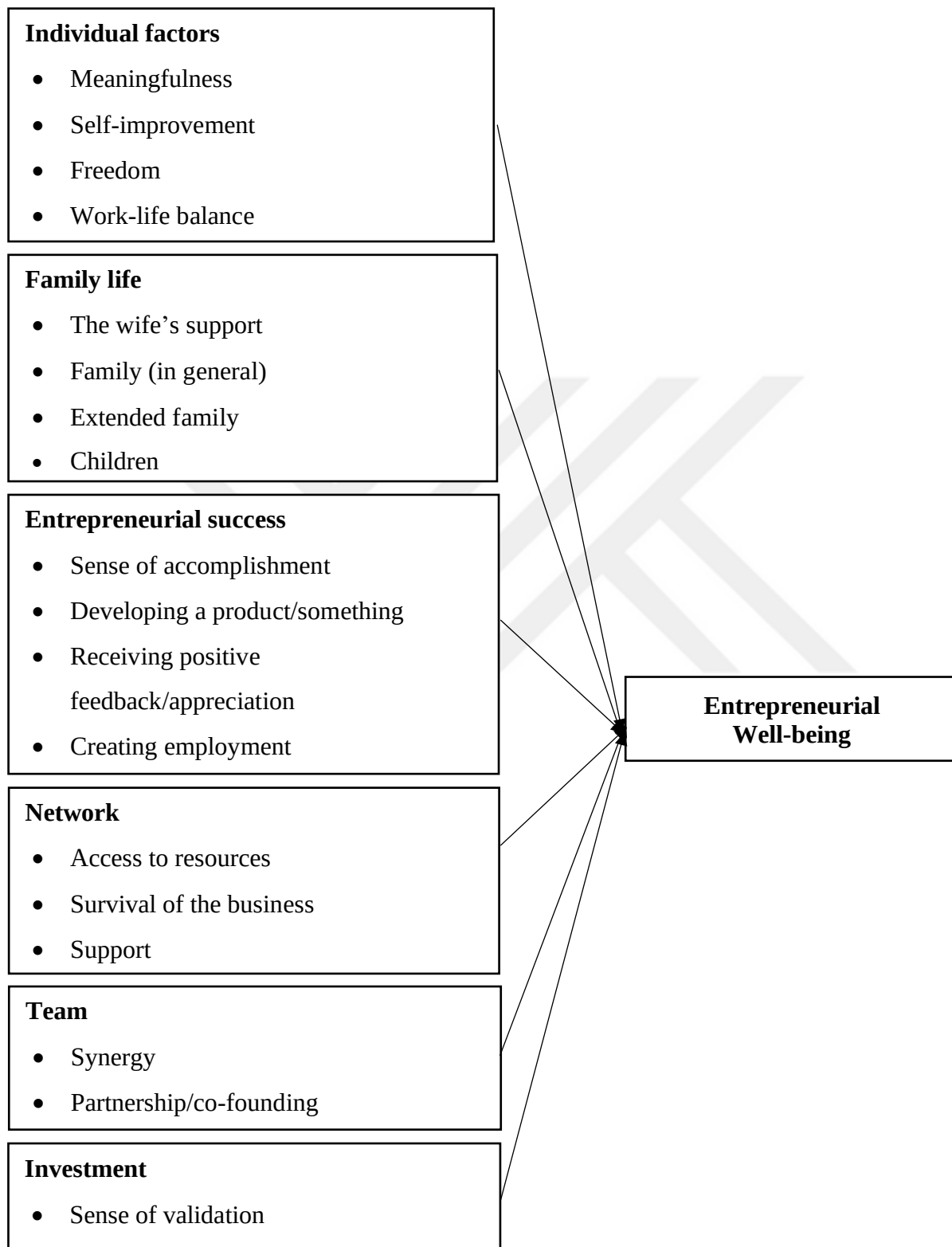


Figure 1. The resources for entrepreneurial well-being

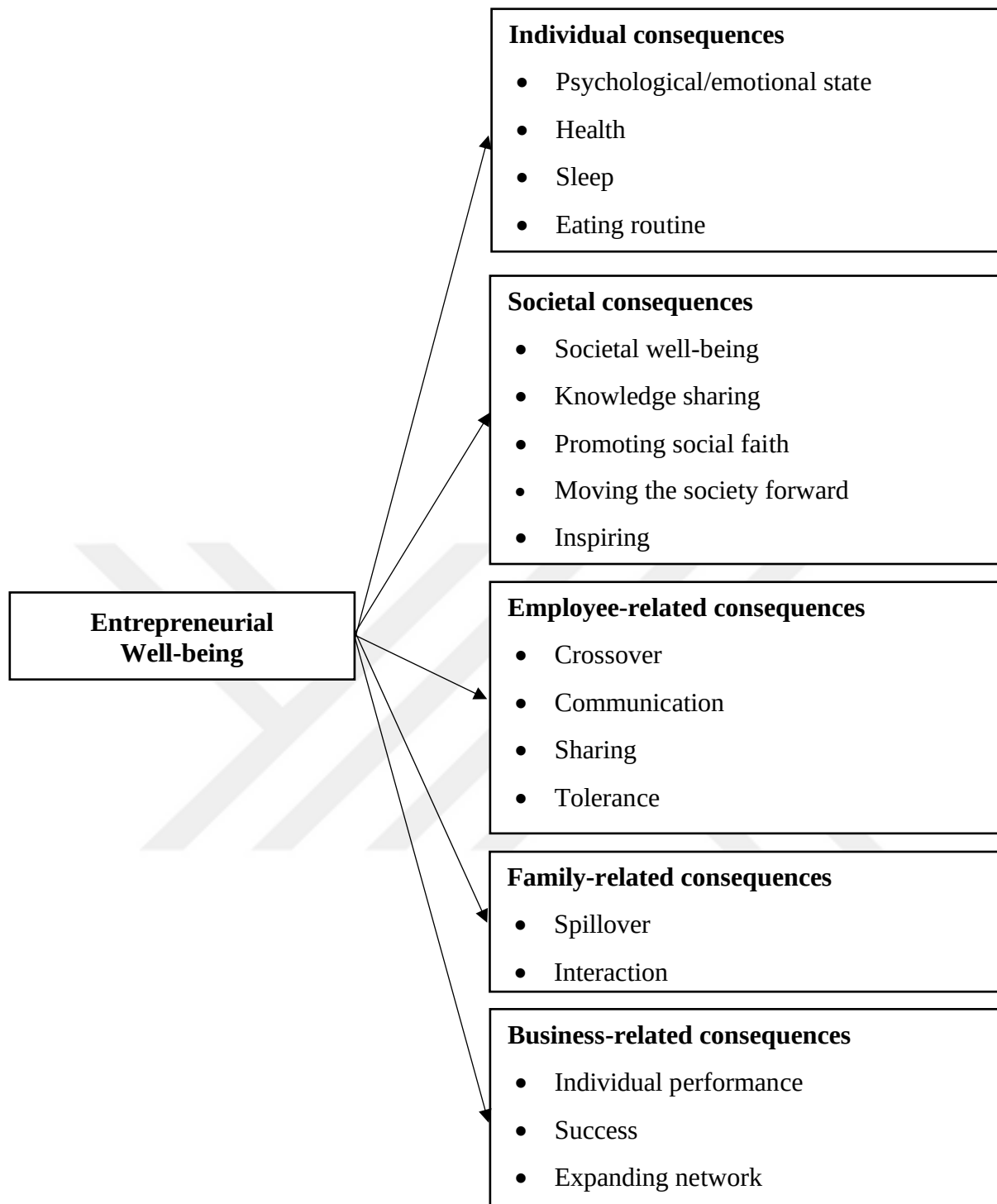


Figure 2. The consequences of entrepreneurial well-being

Furthermore, Study One contributes to the current literature by characterizing how the spillover effect operates for the family members regarding the entrepreneurs' well-being. Theoretically, there are two possible ways in which entrepreneurs' well-being can relate to their families' well-being: spillover - "an intra-individual transmission of stress [*or well-being*] from one domain to another domain" and crossover - "a dyadic, interindividual transmission within the same domain"- (Demerouti, Bakker, & Schaufeli, 2005, p. 267). The Spillover-

Crossover Model (SCM) discussed by Bakker and Demerouti (2013) combined both literatures, and suggested that first spillover occurs, i.e., work-domain experiences interfere with home, and then crossover follows it, i.e., transfers to the partner via social interaction. To have the crossover effect, one person's energy should affect the energy of others within a system. Current study corroborates SCM by indicating the quality of interaction as the main area where their level of well-being is reflected in their families. They mentioned that it is transferred to the family life and influences how they communicate or even whether they communicate with their families.

Moreover, to date, the SCM literature mainly focused on the topic's negative side. Current findings enhance Bakker and Demerouti's (2013) claim that not just stress or strain but well-being can also be transferred across partners.

Besides, the literature proposes that the crossover mechanism can work for the relationship between entrepreneurs and their employees (Wiklund et al., 2019). For example, Graen and Uhl-Bien (1995) debated that the leader-member exchange (LMX) theory emphasizes the importance of the social exchange between them. Hobfoll et al. (2018) approached the LMX as the exchange of resources. Hence, as a resource (Hobfoll, 2002), well-being can also be exchanged between leaders and employees. Furthermore, another mechanism can be emotion contagion -the unconscious or conscious emotional transfer between people (Barsade, Coutifaris, & Pillemer, 2018). Although scholars primarily focus on emotions, the positive affect associated with high well-being can also be contagious between the employees and leaders. In their literature review, Skakon, Nielsen, Borg, & Guzman (2010) revealed that leaders' affective well-being was related to employees' affective well-being. Besides, according to the job demand-resources (JDR) model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), job resources have been defined as physical, psychological, social, or organizational features of the job which could reduce the strain resulting from the job demands and increase a positive state like personal growth, learning, and work engagement. From this perspective, the leaders' well-being could be perceived as an organizational source that indirectly affects the employee's well-being over provided support or coaching. Supporting this proposition, the entrepreneurs stated that they are more tolerant and share more with their employees. Thus, entrepreneurs' attitudes could be working as a job resource for their employees.

Research to understand leader-employee emotional exchange was done mainly in organizations (Skakon et al., 2010). Nevertheless, Wiklund et al. (2019) stated that

entrepreneurial firms' employee well-being is still a high-potential research topic. Thus, considering the unique nature of entrepreneurship (Stephan, 2018), Study One contributes to the understanding that their interactions, which could be even more salient since the entrepreneurs work very closely with their employees, can be impacted by their well-being.

Moreover, the entrepreneurs' link between their well-being and psychophysical situation endorses Frederickson's broaden-and-built theory (2001). According to Fredrickson (2013, p. 39), positive emotions unconsciously affect people's physical systems, such that they prefer to adopt healthier behaviors. Besides, she suggested an upward spiral model of a lifestyle change, which conceived that biological and psychological resources resulting from the reoccurrence of positive emotions also improve the positive emotional output of various wellness behavior such as doing sports and having a healthy diet. Parallel to gain cycles (Lindsley et al., 1995), being able to manage your own time as an entrepreneur may allow them to engage in sports activities (Nikolova, 2019) which would have a positive effect on their well-being that will, in turn, increase the possibility of engaging in physical activities.

Finally, the entrepreneurs express that their well-being would influence the common good, not just themselves, their business, or their inner circle. As mentioned above, Stephan (2018, pp. 313-314) argued that entrepreneurial well-being's "collective outcomes" have been unexplored yet and called for future research to understand that linkage. Thus, current findings provide a basis for this call and present the entrepreneurs' critical role in the economy and society.

In sum, from the theoretical perspective, current findings enhance the idea of understanding entrepreneurial well-being not just as an outcome (Pathak, 2021; Stephan, 2018) but also as an antecedent of different-level variables. It forms a basis for further investigations of entrepreneurial well-being as defined by Wiklund et al. (2019).

Although Study One focused on the resources, the analysis yielded the entrepreneurs' perspectives regarding the factors that function as *strains* regarding their well-being. The country where they run their business, the sense of failure, having no other entrepreneur in the family, the conflicts and the lack of diversity among the team members, the liability toward employees, increased liability and pressure due to the investment, and money is the factors mentioned by the entrepreneurs that might operate as strains.

Notably, the economic and regulative conjuncture of the country causes the entrepreneurs to psychologically suffer although they do something they aspire to do. The

entrepreneurs evaluated the economy's instability, the exchange rates, heavy taxing policies, a protective regulatory system, and bureaucracy as factors that take their well-being down.

In terms of family life, they mentioned the positive effect of having an entrepreneur in their extended family. The argumentative reactions while becoming an entrepreneur, being unfamiliar with an entrepreneur's life and business concepts, were part of the family's adverse angle of being a first-generation entrepreneur.

Besides, lack of money makes it difficult, but its existence does not make it better. Financials have a negative influence, especially in terms of the liability toward the employees, i.e., some people depend on the entrepreneurs to afford their lives. In terms of getting investment, again, the increased liability toward people out of the company this time is a perceived burden for the entrepreneurs.

From a practical view, considering the vital role of entrepreneurs, particularly in developing economies, the entrepreneurs advocate that some state-led actions should be taken to make people aspire to run their businesses without disclaiming their well-being. Considering the widespread impact of country conditions (i.e., economy, regulations) and the impracticality of altering them by individual efforts, the bureaucratic mechanisms should be framed to minimize the devastating effects on entrepreneurs. Moreover, the financial agencies should be reformed to provide the necessary financial support to lessen the hygienic role of money and encourage the investor/venture capital ecosystem to intensify the affirmative impacts of investment. The recent GEM global report (2022, pp. 182-183) verifies Study One's findings. The report yielded that Turkish entrepreneurs rated all governance-related conditions low compared to their peers. For example, they rated "ease of access to entrepreneurial finance" and "ease of entry: burdens and regulations" as 3.8 over 10. Namely, they state that they face solid regulative and financial challenges when entering the markets. Thus, Study One findings elaborate on the need for more supportive entrepreneurship policies.

Besides the financials and regulations, Stephan, Rauch, and Hatak (2022) remarked on the countries' institutional frameworks (e.g., culture) as an actual *boundary condition* affecting the entrepreneurs' well-being. For example, performance-oriented cultures that emphasize the recognition and encouragement of advanced performance and high standards in execution (House, Hanges, Javidan, Dorfman, & Gupta, 2004) positively impact entrepreneurs' well-being by endorsing resilience and legitimacy (Stephan et al., 2022). Regarding Turkey, the Global Leadership and Organizational Behavior Effectiveness (GLOBE) project (House et al.,

2004) revealed that its “as is” score in the performance orientation dimension is low in absolute terms and low compared to other societies ($M = 3.83$). In other words, Turkish culture is not a high-performance-oriented one. Hence, it is anticipated that Turkish national culture (at least some dimensions) will adversely affect its entrepreneurs’ well-being.

Furthermore, according to the national context parameters of GEM (2022), Turkey has been evaluated sufficiently only in two of 13 entrepreneurial framework conditions (i.e., ease of entry: market dynamics and research and development transfers: can research be translated into new businesses) and has a relatively low score (4.2 over 10) on the overall National Entrepreneurship Context Index score (i.e., the average of the pooled expert scores across the 13 entrepreneurial framework conditions [GEM, 2022, p. 89]). Thus, it is highly convenient to expect that the current conditions of Turkey have a considerable unfavorable impact on Turkish entrepreneurs’ well-being. Accordingly, it is suggested that the national government work on improving the framework conditions directly under its control to increase and sustain the well-being of its entrepreneurs.

Finally, popularizing the entities -incubation or acceleration programs will support the entrepreneurs to create a working network as an essential resource for their well-being.

5.2 Limitations and Future Research

Study One has its potential limitations. Due to the methodology and the strategy of inquiry deployed, it is challenging to generalize the findings, develop a theory, or verify any relationships. However, since the field of interest is still developing, the approach was required to gain insights for future research.

In her review, Stephan (2018, p. 291) questioned the applicability of the current well-being theories to entrepreneurship and recommended building “a dedicated theory of entrepreneurial work and mental well-being.” In her opinion, this theory should embrace the dynamic, socialized, and contextualized view while considering possible feedback loops.

Respectively, Study One paves the way for grounding a theory of entrepreneurial well-being by portraying how different resources work for it and how it is projected on different aspects of entrepreneurs’ lives. Starting from this point of view, Study Two was formulated to explore one of the concepts that emerged in Study One, i.e., family life. By utilizing the grounded theory paradigm, which is applicable when little is known about a phenomenon

(Eisenhardt, 1989); specifically, the purpose was to come up with an “substantive theory” (Glaser & Strauss, 1967/2017) of an entrepreneur’s family system characteristics.



STUDY TWO

2. LITERATURE REVIEW AND THEORETICAL BACKGROUND

Aldrich and Cliff (2003) stated that although previous research presented their dynamics as highly associated with each other, the family and business concepts have been treated and studied as separate systems. Moreover, Dyer (2003) claimed that family had been a neglected topic in organizational research and suggested that understanding family as a variable in business life can help “develop more robust theories” (p. 402). Nonetheless, scholars have recently begun to emphasize the significance of the family-business link (Kirkwood, 2009).

Regarding entrepreneurship, research revealed that family-related elements had had essential effects on business (e.g., Aldrich & Cliff, 2003). Hence, it has been proposed that entrepreneurial understanding would be “incomplete” without considering the family dimension (Jennings & McGould, 2007, p. 747), and such research would enrich to accelerate the entrepreneurial field (Heck, Hoy, Poutziouris, & Steier, 2008).

The interaction between familial and entrepreneurial concepts can be discussed over interrelated perspectives such as the family embeddedness (Aldrich & Cliff, 2003), the border theory (Clark, 2000), and the more comprehensive one - social support (e.g., Chay, 1993).

2.1. The Family Embeddedness Perspective

Family embeddedness is a layer of social embeddedness (Sieger & Minola, 2017) which was defined as “the relationship between an actor’s economic behavior and the social context in which it occurs” (Le Breton-Miller & Miller, 2009, p. 1171). It articulates the characteristics of entrepreneurs’ ties with their families and the possible effects of those ties on their attitudes and behaviors (Sieger & Minola, 2017).

Aldrich and Cliff (2003) described it as a system where the actors (i.e., the entrepreneurs in this case) are not free from their social relations when it comes to acting. Their family embeddedness model demonstrated interrelated elements of family system characteristics as “transitions; resources; and norms, attitudes, and values” (p. 589). Kirkwood (2009) clarified norms in terms of the family members’ interactions, attitudes in terms of entrepreneurship and family, and values in terms of instrumental and terminal ones. Aldrich and Cliff (2003)

advocated that especially transitions (e. g., marriage, childbirth) and resources (e. g., social, financial) act as stimulators on business-related processes.

As one of the most significant social institutions where entrepreneurs are embedded, the family was found to stimulate entrepreneurial intentions (e.g., Sieger & Minola, 2017), resource mobilization (e.g., Aldrich & Langton, 1997), and opportunity recognition (e.g., Aldrich & Cliff, 2003), but also create some restraints such as failure in business (e.g., Hack-Polay, Igwe, & Madichie, 2020).

The family embeddedness perspective on entrepreneurship indicates that research should involve family elements at every step, such as theorizing, methodology, and discussion (Aldrich & Cliff, 2003). Thereby, the understanding would be complete.

2.2. The Border Theory

Clark (2000, p. 748) stated that individuals are “border-crossers who make daily transitions between two worlds – the world of work and the world of family.” Hence, family and business are different “domains” which constantly influence each other. There are different border-keepers (e.g., partners at work or spouses at home) who are “influential actors” (p. 761) regarding the relevant domain.

According to border theory (Clark, 2000), a border-keeper has a significant role in border-crossers’ domain management. Furthermore, the support from the border-keeper (e.g., the spouse) in border-crossers’ (e.g., the entrepreneur) lives can have different impacts. The border-keeper’s support can function as a resource (Nguyen & Sawang, 2016) and reduce the adverse effects of work-family conflict on possible individual variables (e.g., well-being [Hahn et al., 2012; Parasuraman & Simmers, 2001]). For example, Nguyen and Sawang (2016) suggested that having a supportive spouse sympathizing with an entrepreneur’s work domain dynamics may indirectly reduce work-family conflict’s adverse effects.

2.3. Social Support

Social support is an essential element of an entrepreneur’s family system, which has been getting business scholars’ attention for many years (Chay, 1993).

Being a resource (Neck et al., 2013), social support was considered a complex *meta-construct* that captures supportive interactions exchange, perception of receiving support, and self-perception as supported (Hobfoll, 2002, p. 309). It is a key resource (Hobfoll, 2002), i.e., it is functional in goal achievement (Bakker & Demerouti, 2013).

Conceptually, there are different definitions of social support. For instance, Jacobson (1986) defined it as “resources that meet needs, social relationships through which an individual’s needs are met, or both.” (p. 252), while Taylor (2011) mentioned it as “the perception or experience that one is cared for, esteemed, and part of a mutually supportive social network.” (p. 189). Besides the conceptual definitions, there are also different taxonomies of social support. One of them, *instrumental* support, means tangible aid, services, or help from others. *Emotional* support covers affection, caring, concern, empathy, and encouragement displayed by others. *Informational* support refers to information, advice, guidance, and suggestions others provide. Finally, *appraisal* (also called approval [Himle Jayaratne, & Thyness, 1991]) support refers to providing feedback to be used by the person for self-evaluation (Taylor, 2011).

In measurement, the categorizations were operationalized as functions (Taylor, 2011). Chay (1993), for example, defined the functions of social support as “emotional, informational and tangible assistance offered by family members, friends or colleagues.” (p. 286). In the family context, these functions were evaluated as delivered by the spouse. For example, instrumental support can be the spouse’s home maintenance participation (Parasuraman et al., 1996).

Much literature has been published on the relationship between social support and well-being (Chay, 1993); people receiving social support were found to have higher well-being (Hobfoll, 2002). For example, social support from the family was positively linked to entrepreneurs’ well-being (e.g., Nguyen & Sawang, 2016). Likewise, in a recent study, Xu, He, and Yang (2020) found that subjective well-being (operationalized as job and life satisfaction) was higher for entrepreneurs with higher family support levels. Furthermore, research revealed that the partner’s social support is essential to the couple’s well-being (Parasuraman et al., 1996). This support stands for an *interpersonal coping resource* (Parasuraman et al., 1996, p. 281).

A family can equip an entrepreneur with difficult-to-copy, quickly mobilized, and unique resources named as the “family capital” by Dyer, Nenque, and Hill (2014, p. 266). Family capital referred to the human, social, and financial resources that are accessible thanks to family affiliation (Dyer et al., 2014). Given that they have less work-related social support than wage employees (Stephan, 2018), the family capital may be much more critical for entrepreneurs.

Dyer and colleagues (2014) proposed different factors influencing the entrepreneur's likelihood of accessing the family capital. First of all, they portrayed some family patterns such as sharing knowledge or working with family members which ease access to family capital. Furthermore, they listed some family dynamics similar to Aldrich and Cliff's (2003) family system characteristics. Family dynamics are some factors moderating the relationship between family patterns and family capital. They included shared family goals, family conflict, family altruism, and amoral familism (p. 277). Furthermore, in addition to family dynamics, Dyer et al. (2014) described some other variables which are expected to play a moderating role on the relationship between family patterns and family capital. Marriage was one those moderating variables. Marriage helps an entrepreneur access various family capital sources, such as the spouse's social connections or financial security provided by the spouse's job (Dyer et al., 2014).

Scholars have expressed several productive effects of marriage on men's entrepreneurial processes. For example, in his early work, Wong (1986) mentioned that thanks to the household labor division, men benefited from marriage to invest in their market skills. Fairlie and Robb (2008) revealed that married entrepreneurs' businesses are more likely to endure than the ones of not married entrepreneurs because of the probability that they can take risks and persist longer thanks to their spouses' incomes (Aldrich & Cliff 2003). Likewise, Bowman (2009) asserted that male entrepreneurs rely on their wives such that they do the business and their wives do the rest.

Although marriage seems to provide a wide range of benefits to male entrepreneurs (Dyer et al., 2014) and it is essential to understand marriage (since some entrepreneurs define success by having a healthy work and family [Chay, 1993]), the spouses' role has still received limited empirical attention (Kirkwood, 2009). Kirkwood (2009) stated that previous research mainly focused on entrepreneurs' spouses' role in the business, and there is a paucity of studies investigating spouses who are not involved in husbands' businesses. Likewise, the family has usually been studied from a family business perspective (e.g., Van Auken & Werbel, 2006; Cruz & Basco, 2018), and as mentioned before, existing studies have been criticized for neglecting the entrepreneurs' personal lives, and recent research started to adopt the family embeddedness perspective to deal with this criticism (Jennings & McDougald, 2007).

The family embeddedness perspective showed that family is relevant to many entrepreneurial concepts, such as opportunity recognition (Aldrich & Cliff, 2003). Since Study Two's sample consisted of opportunity-driven entrepreneurs, the family should be a critical

component to understand. Thus, Study Two's main aim was to explore an entrepreneur's family system further, a relatively untapped topic in entrepreneurship studies (Nguyen & Sawang, 2016). More specifically, in Study Two, the family patterns, dynamics, and demographics (Dyer, 1992; Dyer et al., 2014), i.e., the "family system characteristics" (Aldrich & Cliff, 2003), were the topic of the query.

Using a grounded theory approach, Study Two elaborated Stephan's (2018) argument that entrepreneurship is a unique work that cannot be separated from the life domain. Therefore, the theories developed for wage employees could fail to explain this unique nature of entrepreneurship and tried to respond to calls for entrepreneurship-specific theory and research (Stephan, 2018). It contributed to the emerging interest in the interpenetrations of entrepreneurial business and family life (Bowman, 2009). Moreover, it enriched the limited national literature (Yener, 2018) that explores possible effects of social structures (e.g., the marriage) on the behavior or decision-making processes of entrepreneurs.

3. METHOD

3.1 Approach

The lack of an established theoretical framework for entrepreneurial well-being (Stephen, 2018) led the way to adopt the grounded theory approach to figure out the essence of family life which emerged as a resource for and a consequence of entrepreneurial well-being in Study One. The motivation behind choosing the approach was understanding the way of entrepreneurs and their wives defined their family life realities (Cutcliffe, 2000).

Grounded theory was defined as “theory derived from data that has been systematically collected and analyzed using an iterative process of considering and comparing earlier literature, its data, and the emerging theory” (Mäkelä & Turcan, 2007, p. 123). The methodology fits with a research question when the phenomenon in query is not known much and where a process within a substantive inquiry area is in question (Eisenhardt, 1989). Van Burg and his colleagues suggested that (Van Burg, Cornelissen, Stam, & Jack, 2020) the features of entrepreneurial phenomenon (i.e., uniqueness, heterogeneity, volatility, and mundanity) make it quite suitable for qualitative research making substantive theoretical contributions.

Although there are different paradigms in grounded theory (i.e., positivistic by Glaser and Strauss, 1967/2017; post-positivistic/systematic by Strauss and Corbin, 1990, and constructivist by Charmaz, 2000), in this study, constructivist grounded theory was preferred as the research approach (Charmaz, 2000). The main reason for the preference was that, as Charmaz (2014) advocated, in constructivist grounded theory, the researcher can have fundamental knowledge about the phenomenon, guiding them toward an enhanced end product. Moreover, it is a flexible, interpretive, and scientific way where the researcher is a crucial component of the data collection and analysis processes, and the researcher and the participants construct the conceptual framework together. Accordingly, this study’s data collection and analysis were executed as the constructivist grounded theory approach advised.

3.2 Participants

A new group of entrepreneurs comprised the participant group with the same characteristics as Study One participants. However, their wives were included in the sample in addition to the entrepreneurs.

The reason for including the wives was to increase the validity of possible findings by the multiple-source strategy defined by Yin (2003, p. 83) as “evidence from two or more sources, but converging on the same set of facts or findings.” Yin (2003) suggested that using multiple sources addresses possible construct validity issues since it means using multiple measures to explain the same phenomenon. Furthermore, Hertz (1995) claimed in one of her early discussions that there is never only one marital experience; hence, to understand family life, it is critical to ask all parties for their stories of family life. Based on the argument, in the case of the current study, as the other part of the marriage and the significant actresses of family life, the wives were included as a data source.

The couples were limited to the married ones since cohabitation has been usually found failing to provide a marriage’s advantages (Dyer, Nenque, & Hill, 2014). Like in Study One, purposeful sampling combined with a convenience sampling strategy was used. It was aimed to collect data until theoretical saturation was reached (Glaser & Strauss, 1967/2017). Accordingly, the data collection was stopped at the point where no further insights were gained regarding the emerged conceptual framework. Creswell (2007, p. 64) stated that the researchers typically realize 20 to 30 interviews to reach theoretical saturation where no further insights can be acquired (Glaser & Strauss, 1967/2017). So, 10 entrepreneurs and their wives (i.e., 20 separate interviews) were interviewed in Study Two.

Table 3, Table 4, Table 5, and Table 6 demonstrate the demographical characteristics of entrepreneurs and their wives. Except for one, all entrepreneurs had a working wife with higher education. Furthermore, the couples were either in a relationship or married when the entrepreneurs started their businesses.

Table 3. Demographic characteristics of Study Two participants - Entrepreneurs

Baseline characteristics	In-depth interviews	
	<i>n</i>	%
Education		
Undergraduate	5	40.00
Graduate	5	60.00
Industry		
Technology	10	100
Ownership		
Solo	1	10.00
Partnership	9	90.00
Business phase		
Scale-up	9	90.00
Start-up	1	10.00
Acceleration/incubation		
Either/Both	7	70.00
None	3	30.00
Received Mentorship		
Yes	7	70.00
No	3	30.00
Got Investment		
Yes	10	100

Table 4. Descriptive properties of Study Two participants - Entrepreneurs

	M	SD	Range
Age (in years)	38.90	4.23	46-31
Total experience (in years)	16.55	5.69	22-6
Experience in corporate life	2.55	2.77	8-0
Experience in entrepreneurship	14.00	6.32	21-4
Number of enterprises	3.30	2.36	8-1
Number of employees	22.00	15.06	50-8
Duration of marriage (in years)	10.60	4.70	16-1
Duration of pre-marriage	5.10	2.69	10-0
Number of children	0.90	0.74	2-0

Table 5. Demographic characteristics of Study Two participants – Wives

Baseline characteristics	In-depth interviews	
	<i>n</i>	%
Education		
Undergraduate	3	30.00
Graduate	7	70.00
Working		
Yes	9	90.00
No	1	10.00
Occupation		
Medical doctor	1	10.00
Engineer	2	20.00
Financier	3	30.00
Business owner/co-partner	3	30.00
Academic	1	10.00
Status when he founded the business		
Married	5	50.00
In relationship	5	50.00

Table 6. Descriptive properties of Study Two participants - Wives

	M	SD	Range
Age (in years)	38.18	4.21	44-30

3.3 Procedure

Charmaz and Belgrave (2012, p. 361) defined the nature of the interviews in constructivist grounded theory as follows:

A grounded theory interview can be viewed as an unfolding story. It is emergent, although studied and shaped; open-ended, however framed and focused; intense in content yet informal in execution; and conversational in style but not casual in meaning. The relationship of the research participant to the studied phenomena as well as to the interviewer and the interview process also shapes the type, extent, and relative depth of the subsequent story. This unfolding story arises as interviewer and participant together explore the topic and imprint a human face on it.

They contain “what” and “how” questions to highlight the process and “when” questions to specify under which conditions those processes occur (Charmaz, 2014).

Based on the constructivist way mentioned above, in-depth interviews were designed to understand how the entrepreneurs and their wives define their family life as the husband being an entrepreneur. It was a cross-sectional design since the interviews were performed once (Dooley, 2001). Because of the iterative analysis approach, the interviews were accomplished in 6 months.

The interviews were executed separately for the spouses because it was suggested that separate interviews provide the needed privacy to discuss their sincere and honest feelings (Hertz, 1995; Seymour, Dix, & Eardley, 1995).

The interviews were designed for 30 to 45 minutes, with an average of 39.70 minutes for entrepreneurs and 36.22 for the wives.

3.3.1 Interview Protocol

Due to the pandemic, all interviews were held online. The same invitation procedure of Study One was deployed for Study Two.

Likewise, in the beginning, a short presentation introducing the interviewer, the contact information for their further queries, the purpose of the interview, the attributes of the interview (e.g., anonymity, confidentiality), and the interview flow were shared. In the end, the participants' informed consent was taken orally.

The interviews of the entrepreneurs and their wives started with nine (per group) open-ended questions. However, as the interviews were realized and analysis was carried out based on the emerging ideas and concepts, new questions were led to investigate them further.

3.4 Data Analysis

The information gathered through in-depth interviews was analyzed via the grounded theory methodology with the constructivist assumption that the researcher is an element of the data collection process and analysis (Charmaz, 2014).

Following the constructivist grounded theory philosophy, during the analysis process, an iterative approach consisting of three steps: initial coding, focused coding, and theoretical coding, was executed (Charmaz, 2000).

The first step, initial coding, involves a detailed focus on the data, digging the data, and constructing codes by being open to exploring every possible analytical concept (Charmaz, 2014).

Charmaz (2014) and some other researchers (e.g., Saldaña, 2014) advised using active codes (i.e., gerunds) to get the action and the progression of the action. It helps keep the codes as similar to the data as possible. Furthermore, the line-by-line grounded theory coding, i.e., naming each line of the data, provides the researcher with a tool to interact with the data (Charmaz, 2014). Line-by-line initial coding generates two critical quality-related criteria for any grounded theory research: fit (i.e., fitting to the empirical standards) and relevance (regarding the concise analytical framework) (Charmaz, 2014). Finally, coding the full interviews grants that the researcher does not miss any ideas embedded in the data. Hence, following the recommended methodology, the initial coding step in this study resulted in 1340 line-by-line gerund-type codes. The initial coding was done separately for wives' and entrepreneurs' transcriptions. Yet, at the focused coding step, they were converged.

The second step, focused coding, involves comparing the codes that emerged in the first step (Charmaz, 2014). During this step, broader categories appeared, and initial codes were associated with those categories. This second phase resulted in 38 categories.

The last step, theoretical coding, aims to interconnect emerged categories (Charmaz, 2014). In order to constitute the conceptual framework, the relationships among the categories were formed (see Table 7 for a coding structure example). In other words, theoretical codes were driven by the focused codes. This phase resulted in 11 concepts under three headlines.

The qualitative data analysis software, MAXQDA Analytics Pro 2020, was employed to identify line-by-line initial, focused, and theoretical codes based on the participants' responses. As suggested (Charmaz, 2014; Creswell, 2007), detailed memos have been recorded to build on the conceptual framework for the upcoming interviews.

3.4.1 Validity of the Results

To ensure trustworthiness -the quality criterion for qualitative research (Lincoln & Guba, 1985), in the present research, multiple sources (i.e., entrepreneurs and wives) were used, and the strategy of respondent validation (Silverman, 2014) was realized. Two couples were reached at the end of the analysis to ask whether the conceptual framework reflects their reality or not. Furthermore, the interviews were recorded and transcribed verbatim to represent data precisely. Finally, systematically executing the process based on the constructivist grounded theory approach made responses more comparable and the process more systematic and transparent (Charmaz, 2014).

Table 7. Initial – focused – theoretical coding example – Wife / SUPPORT

Initial	Focused	Theoretical
Coming over his father's bankruptcy together Using her credit cards for business Supporting when he wanted to spend the money Took risks and spent her money, too Guaranteeing their life while he started a business As having a guaranteed salary, making to be braver Being a working wife making him feel safe in terms of future Giving everything financially what she has when he needs Not having "it is mine, that's yours" financially Supporting him financially Wife being investor of the business Wife affording their life when he started the business Taking bank credit for him even in the early times of their relationship	Financial	Support / WIFE
Having the control of house-related tasks Planning everything to ease things for him Realizing that things are done at home without reflected to him Giving room Making the biggest sacrifice with the child Doing child-related organizations Having a support as wife takes care of the child more Having support physically to let him work (e.g., dishes) Supporting him when he needs to work flexibly Taking more house responsibilities because she is freer at night Wife's support during very busy periods Having the control of house-related tasks Planning everything to ease things for him Realizing that things are done at home without reflecting to him	Instrumental/Home domain	Support / WIFE

4. FINDINGS

Following a constructivist grounded theory approach (Charmaz, 2014), the analysis of 20 interviews with entrepreneurs and their wives resulted in a conceptual framework demonstrating the family system characteristics, i.e., family patterns, dynamics, and demographics (Aldrich & Cliff, 2003; Dyer et al., 2014).

4.1 The Marriage

Interviews' coded segments revealed five concepts of marriages: the nature of the marriage with an entrepreneur, the interplay between the entrepreneurs and their wives, the mental status spillover, the parenthood, and the ideal marriage.

4.1.1 The Nature of the Marriage with an Entrepreneur

When the participants were asked about their marriage and how the marriage with an entrepreneur is experienced, the answers revealed the nature of the marriage over six attributes: difficulty, excitement, uncertainty, liberation, pride, and dissimilarity.

The first attribute emerged was *difficulty*. One entrepreneur (#ENT9) defined an entrepreneur's marriage's nature as "unbearable" and said that: "He [the entrepreneur] works too much that it is hard to expect someone to live with that. Especially at the beginning of the marriage; when you are young and have less experience, there is more disappointment and bigger problems." One wife (#WF7) mentioned:

In other words, it is an experience in which the boundaries of work and personal life are violated. Honestly, that was the first thing that came to my mind. So, after all, it is not the job, but it is his life. Since you share his life as a wife, naturally, as a natural consequence of this work-life balance, you also share the job. Moreover, it is difficult.

Some mentioned the difficulty regarding the entrepreneur's time for marriage and the job. For example, one wife (#WF5) defined:

It is not easy. Because your husband devotes a large part of his time to his work, the time you spend together is very, very, very limited. So, it is a difficult thing. I think it has to be managed well to be able to go on.

Similarly, another wife (#WF10) explained how long it took to understand the situation:

First, being an entrepreneur is an experience requiring many sacrifices. Tough. Honestly, it took me a long time to realize that it takes much work, running, managing, and improving an enterprise, that you need to work hard and not have day and night [distinction].

The second attribute was *excitement*. Excitement referred to the exciting flow of life with an entrepreneur and the excitement of witnessing their entrepreneurial processes. One wife (#WF2) sharply pictured it as “You have a mood like on a rollercoaster.” Likewise, another one (#WF6) defined it as “I can say that the excitement is at its peak. Non-stop excitement.”

Furthermore, it was defined as a dynamic marriage away from monotony. One wife said (#WF1): “... Actually, what I mean by excitement is to be in a more dynamic process. So much far away from living monotonously.” Alike another (#WF4) declared how boring it would be if she were not married to an entrepreneur:

For example, every day, something new comes up in his life. That is exciting. If he worked at a monotonous job now, he would probably say, “What are you doing every day? “I am not doing anything.” Now, for example, he says, “This is what has happened, something weird came out here and one more strange problem emerged here.” For example, now it is enjoyable that he tells many things in our conversations. There is so much to speak about. Otherwise, there is nothing to talk about. ... Also, I do not know, but, with a person, it is a choice, yes, but I mean, I would not want to live with someone who just goes to work from morning to night, sits down and does nothing, like a fish.

Furthermore, the excitement of witnessing the process was expressed by one wife (#WF6) as:

However, the thing was, it was such a joy to see the sparkle in his eyes. So, we saw that excitement. ... Seeing the business grows up when it was small—those ups and downs. Oh, to say “we are sinking” one day and “we survived” the next day. It was very exciting. So, we confronted them all.

Also, another (#WF2) claimed:

There is excitement in it, and I love it. For example, although everything is normal at the moment, something unexpected may come up at any moment. There is a possibility. However, if you are a white-collar worker, this does not exist. It is always very stable; everything is very stable. It is an uneventful life for me.

The third attribute was *uncertainty*. Uncertainty was in the mid of difficulty and excitement. Although there is the excitement of the unknown, there is also the difficulty of, especially financial uncertainty. One said (#WF9): “If you do not have a family, capital, savings behind you, of course, there are periods in which serious uncertainties are experienced.” Another (#WF8) emphasized the difficulty of financial uncertainty “The only downside I think is the lack of certainty in terms of income.” One wife (#WF3) articulated her wish to have a more preorganized life: “Sometimes, you know, there are things that can be cumulatively overwhelming, from time to time. I sometimes say, ‘I wish our lives were more ascertained.’ ... Maybe in terms of income.” Similarly, one wife (#WF5) argued how their marriage would be if he were not an entrepreneur: “So we could have a regular family life.”

Another attribute of the marriage with an entrepreneur emerged was *liberation*. The participants pointed out the liberating nature of the marriage thanks to the entrepreneurs’ flexibility regarding their work planning and schedules. One entrepreneur (#ENT2) said, “If we want, we can go abroad and work there. So, there is such a comfort.” Another one (#ENT6) stated that thanks to entrepreneurship, they can make flexible plans:

My wife works 4 days a week, and Fridays are free. If I work from home on Friday, we sometimes go to other places and work from there, or sometimes we can spend a Friday together at home while both of us working remotely.

One wife (#WF8) claimed, “Yes, freedom. For example, we usually do our holidays during those times, when it is not a national holiday. It provides that kind of comfort.” Similarly, one (#WF6) claimed, “So, I think it is more advantageous. Because he pulls the strings. ... That is why we can arrange ourselves in terms of holidays or for going somewhere for fun.” Another (#WF1) defined it as “A situation where you can do the things you want to do a little more freely and do it more comfortably.” One entrepreneur (#ENT8) even advocated that thanks to this liberation, the quality of the time spent in their marriage is higher: “Yes, it does, I will say. Normally, if I were in corporate life, maybe we would not be spending this much.”

The fifth attribute was *pride*, i.e., as its nature, the marriage with an entrepreneur is something to be proud of. For example, one (#WF6) said that although they deal with much uncertainty:

On the one hand, it is something to be very proud of. ... Chasing their dreams, feeling excited about something that has not been tried before, not choosing a routine, you

know, trying to do something that has not been done, bringing something into existence. I think these are things to be proud of.

Similarly, another (#WF4) declared she is proud because of what his husband has chosen in life:

I am proud ... after all, chasing an idea is a success, a risk. There are many things that he takes risks for. He left an excellent job [to become an entrepreneur]. ... So, it was a decision. After all, I like the way he thinks. As I said, he chose the side of self-actualization, and that is why I am proud of him.

Finally, one wife (#WF10) mentioned her pride because of the sacrifices that entrepreneurship demands “I am very proud of the work he has done; this is something else. So, to be an entrepreneur, you must sacrifice your life.”

The last attribute (mentioned comparatively less than others) was the *dissimilarity*. One (#WF3) described their marriage’s difference with other marriages around her:

So, it is a different experience. Most of the people around me generally work. Both men and women. Generally, like me, are working in a corporate. I can say that being the wife of an entrepreneur is different in the sense that they usually work in jobs with fixed working hours.

Another one (#WF8) emphasized its difference in terms of perceptions of classical Turkish marriages:

It is a little different from the classical Turkish understanding of marriage. Because when you get married, your family is constantly questioning like ‘Will you be able to afford your life?’. My husband was more at the beginning of entrepreneurship when we got married. He was already doing another job, but everyone was skeptical because his salary was low.

4.1.2 The Interplay Between the Entrepreneurs and Their Wives

The participants’ answers generated the concept of the interplay in the marriage composing of open communication, togetherness, knowing each other (including history, acceptance, and compatibility), and complaints.

The most important aspect of the interplay appeared as *open communication*. Open communication entailed language, exchanging ideas, explaining what he does, negotiating, sharing plans, and chitchatting.

One entrepreneur (#ENT4) voiced the conversations about the entrepreneurs' business which increased the knowledge and awareness of their wives:

Language is critical there. He [the entrepreneur] has to reveal the reality in a language that the other party [the wife] can understand. The entrepreneur needs to turn it into an action plan, and awareness can be created that way. ... You know, I explained to her [the wife] that it could not go on like this all the time. So, this will not go on forever; this is a transition. We had no problems because she understood and granted me right."

One entrepreneur (#ENT3) advocated that if they have strong communication about their job, it would be easier to handle possible problems: "If the communication between the two parties, namely the entrepreneur and his wife, is sufficiently established, solutions to the entrepreneurial problems can be found." Likewise, another one (#ENT2) suggested that open communication would make it possible to be understood as an entrepreneur:

Suppose entrepreneurs can explain well why they work. When people look from outside, I may seem like a person who loves to work and wants to work all the time, but I am not such a person. My goal is to earn a good income, frankly, but not to work day and night. However, it can be misunderstood sometimes, even within the family. Something needs to be done, but you have to work at that moment. For example, this can be misunderstood. In marriage, there should be communication where such things will not be misunderstood, and people can understand each other well, and this is the most ideal.

Furthermore, open communication involved exchanging ideas between the entrepreneur and the wife and making decisions by talking to each other. One wife (#WF8) said that her husband asks her opinion all the time, and talking about business at home is not an exceptional situation:

He always told me about his work or ideas. He does not make comments like 'it is my job, left it at work; I will not talk about it at home.' We both always talk and know everything about each other. ... He cares about my ideas. So, he asks me, for example, if he has an entirely new idea, he comes and tells me. What do you think about the idea? Do you think this would be a good attempt? Will it work?' He may even ask for a name for this [business] idea. ... So maybe that is why I can sympathize with him when he is unhappy. Because being informed makes me more tolerant.

One entrepreneur (#ENT1) emphasized that he always acts on a continuous idea exchange and consensus with his wife:

... I usually share and talk with my wife. I always ask for her opinions; we go over some problems together, we interpret them together. ... Constant exchange of ideas ... For example, during the design period, while I was designing my workplace, I designed it with my wife, even while designing my logo, in social media posts. ... We discuss in detail all the new ideas. Then, after we understand the logic, we say, 'okay, so there is no harm in taking the step; we should try it.'

Similarly, an entrepreneur (#ENT10) clarified how good their communication is as:

We talk about everything. So, we do not have taboos we cannot discuss: work, home, kids, or families. That is, we both talk about the challenges we have been through, and we also talk about the moments when we were happy. I think we have open communication.

Open communication also included some negotiation. This negotiation can be about different topics. For example, one entrepreneur (#ENT3) explained:

We had some conversations, especially when I had to work on the weekend when I had to work several weekends in a row. ... One way or another, I also have to have a setup according to some job requirements; this setup may require me to work. Nevertheless, we try to solve it somehow by negotiating with my wife, trying to establish a balance between work and personal life.

Similarly, another one (#ENT4) told how he negotiated the process's course with his wife as:

[Entrepreneur] may say, 'I will recover this situation; I want 6 months' and ask for time from his wife. In other words, the way for the spouses is evident here because after 6 months, they may fail again, and the wife can say: 'Six months is over; you have used your time. Let us go back, start again.'... [At this point] you are projecting your wife: 'Look, if these things happen, this is what will happen. Then this is not going to happen if this is the case or if it is like this, then we can choose the way you say', so, an ongoing negotiation process.

In addition to negotiation, sharing their plans was also part of open communication. Those plans can be business-related or daily ones. One wife (#WF10) stated that:

Of course, he shares his successes, new venture ideas, and investments. [He] will share them. ... It is not like sharing a calendar, but in general, it is like I am asking, 'Are you at home tonight?' he often says, 'No, I have dinner.' ... So, when he has a plan, he always shares it with me.

Finally, the pleasant aspect of communication, i.e., chitchatting, was mentioned. One wife (#WF4) declared how thanks to his husband's job, they have a lot to talk about:

For example, I love this situation. We like to talk like, usually in the evenings or every other day, we do like a one-to-one 'what did you do, how did it go?' It is pleasant that he tells many things in our two- or three-day conversations. There is a material we will talk about. Otherwise, there is nothing left to talk about. It is more like sharing and like 'how can we solve this problem?' Or, for example, when he does not want to reflect it that way, I can have an approach like, 'okay, how do we solve it? Let us solve this together.' It is also enjoyable for me to talk because, as I said, there is so much to talk about life.

Another wife (#WF1) mentioned a similar situation: "We love to chat and share. There is much for us to talk about." Finally, an entrepreneur (#ENT7) said: "So, we are having fun. We also have fun talking about work."

Another aspect of the interplay was *knowing each other well*, which covered the history, acceptance, and compatibility.

History emerged as the entrepreneurs and their wives spent time together. Almost all participants were met a long time ago (e.g., during high school or the university). All entrepreneurs had started their business while they were married or in a relationship.

Sourcing mainly from their history, since they had known each other for a long time, the wives got used to the entrepreneurial process. Furthermore, it ends up with the acceptance of the situation. For example, one participant (#ENT10) mentioned:

So, my wife and I have been together since high school. That is why my wife knew me very well before we married. She knew how much I love to work. ... Hence, she would not say, 'I did not know that you loved work so much. Why are you working so hard?'

One wife (#WF3) said, "There were times when I convinced myself by saying, 'I mean, he has been like this since I knew him, and I accepted him like that, yes. Another wife (#WF8) declared how she accepted the situation without questioning:

We have known each other for a long time, for almost 20 years, and we have been friends since our freshman year of college. Since then, I have known my husband. So, one day he came to me and said, ‘Here, I found what I am going to be. I am going to make a website, and it will explode.’ Since then, I have been convinced without questioning.

Likewise, another entrepreneur (#ENT2) stated:

Because I have been with my wife for a very long time and my work tempo has always been like this... I worked in the private sector for a brief period. After that, I was always an entrepreneur, and when we were not married, I often spent the morning in the office. I was working on Saturday and Sunday. She more or less knew how I worked.

Compatibility was another aspect of knowing each other. It involved the relationship established between the spouses in time. For example, some revealed that a consensus was developed after a while. One wife (#WF9) claimed that:

But after almost 15 years, something has happened; that is, a state of mutual consensus. ... So, for years, this has happened: Sincere sense of acceptance, trust, and love formed another communication style.

Likewise, an entrepreneur (#ENT3) expressed, “... there are some disadvantages brought by this situation [working too much], but I think we have learned to manage them over the years.”

Confidence was mentioned as part of the compatibility. Confidence developed due to knowing each other for a long time (#WF8): “I mean, we have been together for, like, 17 years. Maybe it could be the confidence he gave. It can also be the confidence given by being acquainted for a long time.”

Another entrepreneur (#ENT4) disclosed the friendly nature of their relationship in the marriage:

... We are usually like friends, and so is our relationship. ... I was with my wife during the most critical and difficult periods of my life. ... We are already life partners. ... She knows me, she knows my world-view ...

One wife (#WF10) clarified how knowing each other created an advantage, especially for his husband:

I mean, we have been dating for 20 years. It is a perfect time. Knowing each other [for this long] means starting those [business] stages one step ahead. Otherwise, it would have been more difficult. It would take much more time for us to empathize, understand each other, and realize that his personal qualities brought him here. I think we started one step ahead for his entrepreneurial life. ... I mean, we grew up together; we learned about the world together. Maybe he knew and foresaw these, but it was a process of getting used to each other and life experiences.

Finally, one entrepreneur (#ENT1) told how their level of knowing each other makes them decisive:

... Because we know each other well; we know very well what we expect [of each other and life]. Because we know each other and know what to expect, and understand very clearly what we want to do, we can be determined and consistent in our plans. No matter how it turns out, it may be a failure; it may be a loss of money; we can keep up with all these, restructure ourselves and take a step forward without any fear.

Only one wife (#WF3) voiced the possible adverse effect of knowing each other for a long time:

... The negative things I am talking about are not big ones. Just because we have lived like this for a long time; in other words, we have been married for a long time; some topics can naturally accumulate. It happens like 'I wish our weekend was all ours, too' or 'we would finish the job by evening.' If I have to choose, I still prefer him to work flexibly or to be an entrepreneur. But, as I said, sometimes some things are cumulatively overwhelming.

Another aspect of interplay occurred as *togetherness*. Togetherness involves having shared dreams, goals, or ideas, forming a team, and acting together. One wife (#WF8) mentioned their togetherness in terms of the match that they have:

We did not have a problem [related to the extended family] because we believed in each other so much. I think the fact that we both have the same understanding affects our relationship well. ... So, I cannot say that [our expectations] do match at 100%; we also have different expectations, but mostly they match. ... I love being mobile; I sometimes say: 'we are not going to live here all the time, are we? Can we move abroad?', so that kinds of dreams and wishes never conflict. We are compatible with each other. That is

why we are usually like-minded, but I think somehow, we also tolerate our inconsistencies.

Another wife (#WF9) expressed the importance of having someone together with you during the milestones of life: "... maybe it is important to feel that you are with the person at the turning points in life. That is, of course, in a way to share the life." One (#ENT7) told about being on the same wavelength and having some shared hobbies:

We like living together and working together. It is even more important to do this with someone you are on the same wavelength with. ... For example, we both sail as a hobby and enjoy sailing together.

Another entrepreneur (#ENT1) claimed their life motto as a couple and how they like to act together as a team:

We always have a motto; we live not to regret. We have a shared belief; we say that 'we cannot satisfy our child or anyone else until we satisfy ourselves.'... Since we decided about her and my goals together, the [mentioned] areas of conflict, i.e., the "either or always" decisions, has never come up. We decide together. ... There is a situation of building a life together. We rest together and get tired together. We do the cleaning together, and we do the cooking together. I can say that we spend quality time together. We are teammates at home.

Likewise, one entrepreneur (#ENT6) indicated being a team:

When there is a problematic period in entrepreneurship, it is critical to say: 'okay, we are together; how do we get through it together?'. So, if something happens, if one of us has a problem at work, we sit down and try to solve it together. ... Many things happened in 4-5 years, we went up and down together, we cried and laughed. After all, if there is a dream and a belief, one only has eyes for that. When you create the right team [together], everything falls into place. It is a reciprocal thing; there is a mutual highway on both sides, both on the ups and downs.

Another one (#ENT5) defined the life equation they created together:

We have created a beautiful equation with our shared challenges and solutions to those challenges, where we experience that satisfaction together and have common ideals. We dreamed together; We decided to have our small studio and do the things we enjoy together.

Finally, one wife (#WF4) cited the importance of convergence in different ways that the couples have: “There might be two different paths; nevertheless, they must somehow converge. If you are close to each other, if you can bring those two paths closer together, it becomes logical.”

The final and different aspect of the interplay was *complaints*. This aspect portrayed mainly wives’ complaints about the husband not being at home and husband being physically there but somewhere else mentally and the vacations. One entrepreneur (#ENT6) said:

We watched something, but I got distracted, so I checked the phone. Then she said, ‘Have we spent time together now?’. So, she was right. ... Sometimes, when something pops into my mind, she asks, ‘are you here?’ She has such complaints; I can say that.

One entrepreneur (#ENT10) mentioned that his absence at home is the main topic of complaints:

[her reproaches] They are more about me not being at home. So, they are not about me working hard, she does not complain about my working hard, but she usually complains about not being at home. ... ‘You have been absent for 3 evenings this week, girls miss you, I miss you, come.’ Did I receive such complaints; yes, I did. Are we still not experiencing them; yes, we are.

Two entrepreneurs stated that the main topic of the complaints was the topic of vacation. One (#ENT9) said:

That [vacation] is our biggest problem. ... We do not go on vacations together. We have a summer house, and we usually go there. Even there, I usually go for one week at most, and I come back, but they stay there longer. Of course, they want me to be there all the time. Vacation has always been a problem for us. We are seriously troubled about it.

One wife (#WF4) expressed:

... Yes, it happens. Our biggest problem is the vacations. I have 42 days of vacation. So, I say, ‘Come, let’s go for 2 weeks,’ and he says, ‘what, 2 weeks? I can only come for 2 days.’ Our biggest problem is the vacations right now. We can set it as a long weekend so that at least he can work less on weekends. For example, he says, ‘But I work other days.’ He is also constantly working on the road. If there is a situation where he could never come, then I go with my sibling or my mother. ... In fact, he would prefer work than going on vacation.

Another entrepreneur (#ENT2) said that his wife could have some reproaches as an entrepreneur's daughter: "When I work too much sometimes she says: 'You started to resemble my father.'"

4.1.3 The Mental Status Spillover

The analysis displayed the patterns of spillover of the entrepreneurs' mental statuses on the marriage. The emerged patterns were the reflection, the ways of reflection, and the communication of the mental status.

Reflection was about whether the entrepreneurs reflect their mood on their family and how the family is affected by the decisions or mental status of the entrepreneur.

One entrepreneur (#ENT6) pointed out the fluctuating nature of his job, and in marriage, it is inevitable not to reflect these fluctuations:

Entrepreneurship is an adventure with ups and downs, which are experienced together in marriage. It is reflected, I think it is tough not to reflect. ... When there is long-term unhappiness on one side [work or marriage], it is challenging not to reflect on the other side [marriage or work]. It is terrible when both the ups and downs are parallel, that is, when they both are down.

Another entrepreneur (#ENT4) stated the reflection of job-related stress on his wife, especially during the early phases of his entrepreneurship:

So, you are reflecting your stress because it is really annoying. ... You are trying to pay employees' salaries. You know the status of the employees. Some companies do not pay the payments you deserve. This feeling turns into stress after a while, and you reflect this stress. ... Especially for the first 3 years, I can say that stress was felt more. ... When the realization of dreams takes a little longer, that stress is reflected a little more. You reflect this: you are in the same house, and as I said, we are like friends in our relationship. I can say that it is felt more because of that. ... I am generally not a tripper when I am unhappy, but when I am unhappy, my face falls. I cannot hide this from my wife or anyone, and when that [unfortunate] matter comes to my mind, I feel depressed, until I get over it.

One wife (#WF3) explained that she is influenced by positive and negative circumstances her husband goes through and how she would like to see her husband positive:

I am significantly affected by my husband's emotional state. ... Of course, it has an effect, especially since everyone has been at home recently [due to the pandemic]; it also has an effect. I want people who are in a relationship with me to be content with the situation they are in. Furthermore, if, for example, my husband is not satisfied with something, it could be a minor thing, or it could be because of the problems at his job; if he is negative that day, it affects me psychologically. Even if my mood is high, when there is such a situation, I get pessimistic. But when his mood is positive, mine is, too. ... After all, no matter how good he is in that aspect [in terms of business], it is reflected in our life.

Another wife (#WF6) approached from a different perspective and asserted the role of his husband's team relations:

The team is vital. His harmony with his teammates, their rapport, and my knowing them is reflected in the marriage. Getting along with the girlfriends or wives of the entrepreneur's partners may not be very important to everyone, but I think they are essential elements. In other words, I think the team is critical for an enterprise and a marriage to progress healthily. ... Team gatherings happen often. You are like a small family. That is why the happiness there reflects on you inevitably. ... You are depressed, of course. For example, my husband has a somewhat more guaranteeing character; hence during investment periods, he wants everything to be precise. However, it is not much possible in this business world, nor the world of entrepreneurship. So, it made me a little nervous at some points ... sometimes his tension was reflected on me. ... When he is happy, I am also happy; it adds happiness to my happiness.

One wife (#WF7) revealed that the fact that his husband has some hobbies is reflected in the family life positively:

... He [her husband] is someone who has hobbies and is keen on his hobbies. That is something I greatly appreciate, and it has contributed a lot to our family as well. ... For example, he plays the drums. ... He is always happy to be able to do these kinds of things and to share them with me. ... [When his mood is low] he reflects, and wanders around like: 'ugh! what am I going to do today?' Moreover, of course, this situation has an aspect that is reflected in our relationship. I mean, when people are stressed and unhappy, they usually reflect it around them.

In addition to whether the entrepreneur's mood is reflected or not, *the way it is reflected* also exposed different patterns. Notably, the participants referred to the negative states' reflections. One entrepreneur (#ENT10) said: "I do not know, I may disagree with something, for example, or my wife sees me concerned." Likewise, one wife (#WF2) said: "So, sometimes he gets angry about something and can act so carelessly for a while." Another entrepreneur (#ENT4) indicated that his negative state is reflected in the decreased quality of time he spends with his wife on social occasions:

... Not the amount of time, but the thing is that the quality of time can decrease. So, for example, we meet four or five friends and talk about something, but my mind is on tomorrow's payments. Although I would cheer up the atmosphere, I just answer questions by passing them off. At one point, the question of 'we were we not like this?' can be asked [by his wife]. So, it affects spending quality time, I can say.

Similarly, one entrepreneur (#ENT6) said:

We were living in our families' houses during the pandemic. We could not spend much time, but even a little time spent was losing its quality. I mean, when we could meet, the quality of it was declining, I think. Because as I said, there is no situation like shutting down or resetting the computer. For example, you are taking a walk on a beautiful coast; right there, a question comes up like 'Would it be okay if we did it like this?' and it is already reflected in your facial expression.

One wife (#WF7) described how different reactions her husband might have when he is stressed because of his job and how he reflects them:

He reflects like this; he brings up something else that has not happened. For example, if he is stressed right now, he might say, 'hmm, what are we going to eat tonight?'; like saying, 'Let me create a stressor for you, too.' Maybe not much, but he can create a disturbance a little around. It is like; when he is nervous, not everyone should be so relaxed, it would be a situation like I should tense them a little. ... He also withdraws sometimes, you cannot talk to him about another social topic when he is highly stressed.

In addition to negative states, a few participants also mentioned how the positive state is reflected. For example, one wife (#WF8) explained that his husband becomes more productive at home:

If his business goes well, he will be happier and more productive at home. Spends more time with our son and becomes cheerful. He reflects this at home. I do not know if it is

because he is an entrepreneur or our relationship, but my husband cannot leave work at work. He brings home his stress or happiness.

The role of communication in spillover was the final element. Communication of the mental status was realized in two forms: non-verbal (i.e., body language) and verbal.

The non-verbal communication implicated the mental status reflection of the entrepreneurs in their wives without expressing them directly. One wife (#WF9) illustrated his husband's face as "darkened" when he is not feeling okay:

[He is] A man who somehow projects stressful situations into the home as little as possible. A man who has always lived like that, so he never brought it. I ask him, 'your face is dark; what's up?'; I understand it from there. I mean, it is the darkening of his face. If you see it, you will understand. You do not need anything extra. That is why I usually understand that he is bothered.

Another wife (#WF6) emphasized his facial expression: "I can even understand from his facial expression, tone of voice. ... So, it is understood from everything. He reflects I understand." Another (#WF8) stated, "I can understand his situation from his general aggressive or quiet manner." Similarly, one wife (#WF3) declared:

I can understand very clearly, but there is no such thing as he is trying to reflect it directly. His nervousness is somehow evident on his face. It is understood from something. ... He does not reflect directly as 'that is how it happened.', but, of course, I understand from his behaviors. He becomes more distracted or more cheerless. Or it can also affect the general climate at home.

Lastly, one entrepreneur (#ENT10) narrated how his wife can understand his mental status despite his effort not to reflect on her directly:

I usually try not to reflect on it, but in the end, since my wife and I have been together for many years, she already understands me very well.... I do not reflect my anger if I am angry about something. If there is something, I may get distracted. Nevertheless, she understands that I am anxious.

Although portrayed less, *verbal communication* was characterized as the entrepreneurs' direct transmission of the mental status to the wives. One wife (#WF5), for instance, said that "Of course, he says it directly. So, he says, "my motivation is low," "I cannot work"; he tells how he feels."

4.1.4 The Parenthood

The analysis revealed that being a parent and the decision of becoming a parent might be influenced by the fact that the father is an entrepreneur.

The participants stated that being a parent is a challenging experience independent of being an entrepreneur. Yet, they discussed the game changing role of the child by emphasizing the intense work-schedules of entrepreneurs. For example, one entrepreneur (#ENT7) mentioned how the child can be an obstacle for an entrepreneur to create a network: “For example, networking is very important in entrepreneurship. It is difficult to do some networking-related activities when there are children. Night life or business dinners are getting less frequent.”

One wife (#WF3) expressed that when her husband was working she used to spend that time for herself, yet with the child it has changed and the child made the family life planning more complicated:

I was trying to focus on the things that I like to do individually more before the child. I liked to spend a time on such things. But after the child, I was a little bit really worn out when my husband had to work on the weekend and I had to take care of the child all weekend. ... Because it cannot be postponed and it is something that needs to be done at that moment, something to be focused on. And no matter how much you love to take care of the child, whether your relationship is good or how calm the child is, it is tiring for an adult to focus on the child for hours. ... There is something that can never be postponed when you have a child. Taking care of the child is something that should be done at that moment and should be done with 100% focus. The desynchronization between my and my husband's daily flows became more obvious [due to her husband's job]. After we had a child, we had more responsibility for housework or life at home. After the child, it became more difficult and more complex to arrange when I was available or when he was available.

Similarly, another wife (#WF10) explained she had time for herself and it changed after the child and she was waiting for him at nights when the child was uneasy. She also added that she had to quit and having a child prevented her becoming an entrepreneur:

When we first got married, my husband worked until midnight and I was alone at home. I was playing the console play, you know. So, because there is nothing to do; no children. There is nothing to do some time at night. You are alone. Same TV, same

walls. ... There is never such a thing as 'I have free time, what can I do?' after the child. You always have something to do. ... [When the child was a baby] She cannot sleep, she has crying fits. At that time, I was like: 'my god, please let the father come in and take her in his arms' and it feels like magic, he takes the baby who has cried for hours and I could not stop, and keeps her silent. No matter how busy he is, when he comes home; that calmness was taking the child's stress away. Of course, I was calming down with him, too. ... After the child, someone needs to take care of the child more. That is why I quit my job. They [children] actually prevented me from being an entrepreneur. It takes a lot of effort [in entrepreneurship], but I always have a priority for children, so I could not progress [in entrepreneurship].

One wife (#WF4) speculated even the meal time planning would be difficult at home:

I think the child would change the situation. How would it change is that, for instance, we now adjust our lunch times like 'I have a meeting at 2 pm and you have one at 3 pm.' But in the end, I guess you cannot say to the child, 'wait a minute, my meeting will end at 2 p.m., your father's meeting will be over at 3 pm, we can have dinner at 3 pm.'

One entrepreneur (#ENT6) questioned whether the possibility of founding a new venture again if they would have a child and explained that the decision would have depended on different criteria such as the child's age:

The child changes everything a lot. So, everything will probably turn upside down. ... For example, let's say we had an exit; 'Would you consider starting a new venture?' would be a difficult question to answer. The child is an important factor; how old they are, how many children there are, the answers to those questions would matter. ... It is a really tough situation. There is probably a sharing there, a process in which the wife takes more responsibility; something like that may be discussed and progressed. I definitely think that making decision [the decision to become an entrepreneur again] is much more difficult when you have a child. It is already a difficult decision, it will be more difficult with the child, but it is not impossible at the end of the day.

Lastly, one wife (#WF9) added that it is difficult for the entrepreneur to make some decisions after the child. Furthermore, she mentioned that the child changes even the content of their conversations, nevertheless, it also creates a positive energy area for the entrepreneur who has a lot of stress:

So, it is not easy. On the one hand, it creates such a pressure on an entrepreneur, especially the state of having a child like ‘I am not a lone wolf, anymore.’ ... Of course, some things were easier before the child, but now there is a different speed in life, different planning, and different communication. For example, half of our communication is ‘do they have shoes in their bags?’ ‘Will you leave them to the nursery today or will I take them?’ ... Of course, while the child brings a lot of responsibilities on the one hand, it brings a new energy on the other hand. That is to say, [my husband] has talked to our child in 5 years as much as he has not spoken to me for 15 years. Maybe he even talked more. He has such a change, his relationship with the child is very enjoyable. And I am happy for my husband that he has found such a relaxing space.

Postponing having a child was mentioned by some participants because of the intense work situation. One entrepreneur (#ENT5) disclosed that they will consider a child if the business exits:

We have always had it [the topic of having a child] on our agenda. Especially, for the last 4 years; ‘whether we do it or not, we are getting old’ and so. But work was always our priority, so if we had children, my wife’s career would be negatively affected. If my current venture will not exit next year and if we do not become very prosperous economically, we do not plan to have children. Maybe after 5 years, if we reach economic prosperity and if our physical health does not allow to have children, we can consider adoption.

Another (#ENT4) explained that as parents, they should spare time for the child and teach them morality and that kind of virtues. And it might not be easy when the entrepreneurs work too much:

For example, I may not be able to answer the question ‘Would I have become an entrepreneur if I had a child?’ I actually look at all of the events as a responsibility, when you become a father, when that child reaches a certain age, actually you have all the responsibility and you have to spare time, especially at the beginning. As I said, I do not worry about financials, and according to my belief, the children grow up after they are born, but what you need to do is to give that child certain things about morality or how to communicate, and the most basic thing of this is to show the family environment to the child. Actually, the things that take some time off. We got married

early, but the delay having children was partly due to this, and then other factors intervened.

Finally, one entrepreneur (#ENT10) shared his observations of some other entrepreneurs' approaches to become a father:

Yes, there are many entrepreneurs around me saying like, 'I am working very hard right now, not a good time to have children now' or 'planning to have a child after this happens' etc. I do not really believe in this thought. In other words, there are two separate elements, linking such things together becomes like a project plan. Everything outside of the natural flow seems artificial to me. In that sense, I think it is a good thing [to have children]. I do not think that a child is an obstacle or something extra positive for entrepreneurship. I do not know, maybe it even adds some compassion.

4.1.5 The Ideal Marriage

The participants' answers constitute a marriage concept defining the ideal version of a marriage for an entrepreneur. The concept included the ideal wife's characteristics and expectancies, marrying a non-working wife, and the bachelorhood.

The prominent adjectives describing an ideal wife's characteristics were flexible, reasonable, adaptable, and supportive. Furthermore, trusting, respecting, and understanding were also acknowledged.

Reasonableness included having the wife as being the reality goggle of the entrepreneur, understanding, and being reasonable regarding the nature of entrepreneurship. One entrepreneur (#ENT4) clarified that the ideal wife should warn the entrepreneur about the reality when he gets blind:

As a fresh pair of eyes, she should reveal insights or future business situations as options like 'Look, okay, but that is where things go.' ... She should be able to say there 'if you cannot do it, you cannot.' Someone has to put on those reality goggles. Because the entrepreneur is really chasing a dream in the first place, this is very real and someone there needs to stick that needle in the right place at the right time, so to speak. ... The wife has to be reasonable, she has to be analytical. Being analytical is important because you are also projecting [the business plans] on your wife and she needs to be able to understand them.

Another (#ENT8) also highlighted that the wife should understand entrepreneurship, “I think she should understand entrepreneurship. Because the entrepreneur is someone different, as a soul, as a brain.”

One entrepreneur (#ENT6) said that the wife should be reasonable in terms of knowing that some extreme situations can be experienced: “Let’s say they are at the cinema. It is extreme, but the phone calls and the entrepreneur must go home and work. His wife needs to be reasonable enough to understand that he is doing this for his job.”

Related to the reasonableness, *supportiveness* referred to supporting him in general, motivating him, and if not supporting at least not blaming.

One wife (#WF1) claimed, “...if there is a wife who says, ‘Why do you use such a loan? What if something happens to my house, you go bankrupt, your business fails?’, constantly demotivates him or teases him in such a negative way, it means there is no support.”

One entrepreneur (#ENT3) stated that if the wife is not a supportive type, then at least she can be one who is not a blamer:

I can say that it will definitely be very useful if she is supportive, otherwise I don’t think it is sustainable. Secondly, I think it would be beneficial for him to be criticized without being accused even at points she cannot support. Because in a sense, I am not sure if there is a need for the pressure created by the feeling of guilt.

Flexibility was described as not limiting the entrepreneur in terms of time and space. One wife (#WF3) said:

Giving room as much space as possible, that is, giving room for the entrepreneur’s flexibility, for what he [the entrepreneur] wants to focus on and do, trying not to limit him too much. In fact, not only as his wife but also if his children act consciously, ‘our father is at work right now, focused on his job’ or ‘this is how he works.’

One entrepreneur (#ENT10) pointed out the same matter as “This issue of giving room is something that I have benefited a lot from my own experience.”

Similar to flexibility, *adaptability* referred to mainly being able to adapt to the dynamic work of entrepreneurship. One wife (#WF4) explained it, “I think flexibility is important. ... The wife should be more dynamic and have the adaptability to absorb the movement there. Because this life is dynamic after all; it is not a 09:00-18:00 one.”

While she said that she has not been like that, one wife (#WF3) magnified the role of adaptability such that it can be a life where everyone adapts to his life:

There may be an alternative where everyone actually adapts to his [the entrepreneur] life. Of course, the way of adaptation can be different. For example, we do not experience that much, but he may be constantly traveling. In general, there may be a family that accepts that he may have different foci and priorities during the hours when most families are together. ... At some points, such things as dedicating your life to him can happen.

The other dimensions were being respectful, trusting, and understanding. One entrepreneur (#ENT8) stressed that the trust and belief in the entrepreneur is vital, “She has to believe, she has to trust. The wife should be a person who believes -as much as her husband- that he can do that job, so that she can understand you when you make a decision.”

One wife (#WF1) expressed it is substantial to understand him and support him: “In fact, I think it is valuable to understand the entrepreneur, value what he wants to do and support him.”

Besides the characteristics, the wife’s expectations were part of the ideal marriage. The expectancies emerged in two dimensions: personal and financial.

The personal expectations included mainly wives’ expectations of spending all the time together and being point of attention. One wife (#WF2) clarified that “I do not think it can be with someone who wants to do everything together.” Likewise, another (#WF4) said, “If the wife has an expectation of living together 24/7, that is, for someone who expects the entrepreneur to be there 24/7, to eat at / o’clock every evening, to have lunch at noon, this life would probably be unbearable.” Further, one wife (#WF5) revealed that it is not possible with a wife like:

If she is a capricious person, she should not get involved in marriage with an entrepreneur. If she wants monotony or having a clerk mindset, who will do things like ‘spare time to me!’ or ‘don’t answer the phone, eat your dinner!.’ she should not become an entrepreneur’s wife.

In terms of *the financial expectations*, the participants mentioned being aware of possible financial risks and uncertain income and not willing to make some savings. One wife (#WF2), for example, said, “It cannot be done with a wife who wants to save and says ‘I will invest in gold regularly and make saving’”. Not with a wife who seeks stability in financial

matters.” Another one (#WF4) mentioned similarly, “[The wife] should accept the financial risks. So, she has to be aware of the fact that he will not get the same salary every month.”

Having a working or non-working wife appeared to be a topic considerable for entrepreneurial family systems. Especially, having a guarantee or at least another income was appeared to be important as one entrepreneur (#ENT5) said, “It would be financially difficult for us.” Alike, one wife (#WF2) revealed “A non-working wife may also cause economic problems.” Another wife (#WF4) stressed the risky nature of the entrepreneur’s income:

After all, he has no regular income. So, if I were not working now, of course, making plans would have brought some financial obligations. A wife who has never worked can be difficult, after all, there is only one income and that income is a risky one.

Some participants mentioned having the wife to be working is critical in terms of social relations and unsynchronized time plans with the entrepreneur. One entrepreneur (#ENT8) argued the importance of socialization:

I think a wife who does not work is problematic. Because what she does when she is not working is also very important. She will get bored after a while. Work is not just a job, it means an environment, a network, a socialization, and other friends. ... When she does not work, after a while, boredom turns around and explodes, so it also explodes on us. That is why I think she should work.

Similarly, another entrepreneur (#ENT6) argued that a non-working wife could be challenging since there would be huge gap in terms of their free time slots:

I think it will be more difficult if someone is very busy and the other one is not working at all, because the person who does not work would have a lot of time. However, since the other person is working hard, they may only spend 10% of that time together.

Other participants discussed that the scenario where the wife is not working could be applicable if the wife prefers not working. For example, one wife (#WF5) clarified the situation as working at home by choice rather than being a non-working wife:

Here, of course, it is very important that the wife must have chosen not to work. ... As a result, if someone works at home, in other words, for home and common life, of course, a much more comfortable equation can be realized. Because all these are tasks: making a schedule when something is going to be done together, deciding where to go, making a reservation, planning a vacation if it is going to be planned, or what to cook.

These are work items and someone has to do them. When both parties are very busy, of course, these are the issues that are always postponed. Therefore, if we look from this perspective, of course, the non-working wife, or rather, let me describe it as working for their own common life, can enable them to live a better life.

The final dimension of the ideal marriage was whether the entrepreneur would benefit from *being single* and whether being single has a possible link with entrepreneurship. Some cited that marriage is advantageous for the entrepreneur. For instance, one wife (#WF9) emphasized the comfort created by marriage:

... He does not think about what to eat or who cleans the house; his clothes are washed, ironed, put in the closet. If they have children, how do those children are fed. He does not think about those things. My husband does not think much of this either. However, at least there is the difference in our relationship, for example, he is trying to find ways to balance it because he is aware that he cannot do them and cannot find the time. ... But this situation, as I said, is also an advantage for men in terms of not thinking about housework, routinizing their lives and so on. Especially, if they have a happy and peaceful marriage, it will be an advantage that is reflected in business life, as well.

Some of them stressed the situation could be different both positively and negatively. One entrepreneur (#ENT1) signified that marriage is one of his life's milestones and his life was built on that stone:

[Being single] It would change a lot; both in a negative way and a positive way. By positive what I mean is that I would take the risks alone, I would live the unpleasant consequences alone. As you know, you will be affected by such things as your family. Many things are destroyed and rebuilt, destroyed and rebuilt. In other words, it could have such a positive aspect for me, because at this situation [being married], you have to make different decisions. Otherwise [being single], you could have made different decisions. I am not debating whether the decision you made would be good or bad, but you could easily make those decisions. But otherwise, of course, there is a very important difference between the presence and absence of it [marriage]. It [marriage] is one of the milestones of my life, the most important and fundamental stone. There is a life built on this stone. Otherwise [being single], a completely different building could emerge. I do not know if it would be better or worse.

On the other hand, some other revealed that bachelorhood could be advantageous for the entrepreneurs. One wife (#WF10) approached it from the time allocation and said: “Time disadvantage, he has to make time for us, too.” Another (#WF1) indicated that her husband should have made some decisions since he was a married man:

We did not have many opportunities to finance the things he wanted to do. But on the other hand, he wanted to push. Yet, such an offer came [from a corporate firm] at that time. Being married probably increases his responsibilities even more. While trying to make a careful decision like this, I think he was affected [by being married].

One wife (#WF2) implicitly indicated the freedom created by being single:

One of my husband’s partners, for example, left 2 years ago. He is currently in America. Because he said to himself, ‘yes, there is a bad trend, I am single, maybe I can be a little more liberated’ he thought.

Some entrepreneurs discussed the fact that the “big” entrepreneurs, in other words, the popular ones are usually divorced if not bachelor. One entrepreneur (#ENT4) argued it as a preference which could be a dispositional one: “Big-league successful entrepreneurs have already chosen their jobs, not their wives. They accepted their job as their wives. It is a decision and it is about the person.” Similarly, another entrepreneur (#ENT3) speculated about the possible role of personality:

I have seen many examples, actually. There are some entrepreneurs who have established a company and reached a certain point, and well known in the market. I see a lot of them are either single or divorced. However, I do not know if this can be explained by entrepreneurship itself, because they are a bit different as they seem from the outside or as I felt when we met; very dominant, strong and egoist, quite different characters.

4.1.6 Other Dynamics of Marriage

In addition to conceptual constructs, the participants mentioned some general thoughts and concerns when asked about their marriage. One of these concerns was about “the financials.” For example, one participant (#ENT7) mentioned that:

Financial comfort is an important issue. Our only source of income is not the work I am currently doing. So, I have other resources to be an entrepreneur. We somehow created

them with our family and ourselves in previous lives. So, maybe we can move forward without any significant problems.

Likewise, a wife (#WF8) mentioned usually there should be some sacrifices because of the financials: “A certain amount of money does not come every month. So, if you are making an investment or something, someone has to make such a sacrifice.”

Furthermore, when asked about their routines, the planning routine emerged as an essential variable in their family lives. The planning routine included making weekly plans, sharing their calendars with each other, or having the entrepreneur sharing his daily plans with his wife. One wife (#WF6) said:

We see our calendars. So, we proceed accordingly. ... Calendar sharing is very critical for us. At the moment, I know that he is at a meeting, for example. I know that we are not going to have dinner. In this case, I can eat without waiting for him”.

In like manner, another (#WF4) mentioned that they are planning their daily routine according to their meeting schedules: “We are making a meeting plan right away, ‘I have meetings at this time, you have meetings at this hour.’ We try to figure out when we can have dinner together and to determine who will prepare the dinner.” One wife (#WF8) mentioned that she knows her husband’s work plans: “Yes, he shares. I am always curious and inquisitive. Maybe that is why I usually know. I know more or less when their foreign business guests will come, for example or I know even important payment periods.”

A typical daily activity for the couples with children was that when the wife puts the child to sleep, the entrepreneurs use that time to work. Moreover, in terms of their working routines, the common points were that the entrepreneurs usually work till late, at the weekend (at least one day), on vacations, and during holidays; they usually mingle with their mobile phones even on social occasions; they are physically there but not mentally most of the time.

The final matter was the satisfaction with their marriage. In general, the participants remarked their content with their current situation. One entrepreneur (#ENT2) mentioned the importance of this feeling, “It gives me energy since I am very comfortable with it [marriage]. Otherwise, it does not make much sense to work like this.”

4.2 The Wife

The analysis revealed patterns and demographics of entrepreneurs' wives, a critical actor in the family system. Based on the coded segments, five concepts about the wives emerged: support, personality, awareness, family, and career.

4.2.1 Support

The concept of support encompassed the different types of support the entrepreneurs' wives provided.

The first type was *psychological/emotional support*. Some participants mentioned being always there for him, providing moral support, trusting and believing in him, cheering him up when he is down, and even hugging him as the provided support.

One wife (#WF1) stressed being there for him at the times when he needs encouragement:

I think it is essential to understand the entrepreneur, to value what he wants to do, and to support him. ... Being by his side, being able to say 'I believe in the path you are on, I am with you' or 'this path is our path together, we will do whatever it takes; we can step out of our comfort zone if necessary.'... I encouraged him to become an entrepreneur because I have never wanted him to regret his life.

Another wife (#WF8) explained that she had an unorthodox perspective toward her husband's condition and assumed that her belief in him made her that supportive:

I have never approached my husband in a traditional mode. I never said 'you do not have insurance.' or 'it is not clear what you do, what you earn'. ... I do not know if it is because I believed in him, but I always respected and supported his will and determination.

One entrepreneur (#ENT6) described different types of psychological/emotional support:

She has always been supportive since day one. She came to competitions and presentations and watched me. ... She was always with me on the ups and downs ... The support process is fundamental. ... Even if she listens, it is tremendous support, even if she does nothing and listens. Even when she says, 'Let's go out, let's do something' when I am down, I think it is excellent. Even hugging is great support; frankly, there is not much else to do.

Another (#ENT9) revealed that his wife understands the challenging situation that he struggles in and emphasized it will be impossible to bear the entrepreneurial life otherwise:

She knows well what to do and when not to do it. I can feel it. She usually makes life easier for me. I see it. Otherwise, we do not have a very bearable life [because of entrepreneurship] anyway. ... She sees the challenging situation I am in and does not push me.

One wife (#WF3) defined the psychological support she provided and explained the coaching role she assumes in some delicate decision-making periods:

It might be called coaching instead of decision making, so it is like you do not give him the answer but help him think. Sometimes people need such things. I may be playing such a role because there are sensitive topics that one cannot talk to everyone. ... It could also be psychological. Because, as I said, even if it is not a big problem, I understand that he needs to discharge momentarily, not to be pushed, to be seen that he is busy at that moment, or to be noticed that his head is engaged even if he has stopped working. I can understand that he needs to relax. I think I gave some psychological support in that sense.

The second type of support was *functional support linked to the entrepreneur's work domain*.

Functional support contained the business-related support that the entrepreneurs got from their wives. One entrepreneur (#ENT10) said that he got her ideas for their office renovation, "She has a lot of support in aesthetic matters. Since we are a startup, we constantly need to change offices and decorate them, and I get support at those points." One wife (#WF4) supported his husband in improving himself in terms of presentation skills:

I have been very involved in his presentations. He gets excited. For example, there are 3-minute presentations, I say, 'why are you telling me this in 3 minutes?'. I have changed his presentations. I comment, 'this is unnecessary; they will not understand; take this out.' I comment, 'How do you explain what you do to a person who does not know anything about the subject?' Since he is very technical and involved in the subject, he thinks it is easy, and everyone can understand it. He told my father many times, and my father used to say: 'I will help you if I understand, but I do not understand.' So, I have been helpful on the marketing side of the business rather than the technical.

Another wife (#WF1) mentioned that she is managing the digital channels of his husband's business in addition to her job:

I work hard. However, to make my husband's job easier, I sometimes ask him, 'I am free after 5 pm. Is there anything I can do for your work?' or I say, 'this is something I can do. ... I also support my husband's business' digital channels. We support each other in designs and content management. First, it goes through my filter, and then we finalize them by asking each other.

Finally, one entrepreneur (#ENT6) signified that his wife provided networking support at the startup phase of his business and added that she gave realistic feedback when asked: "She knew a couple of people who could help. She introduced us to them. ... If there is something about the job that she disagrees with, she feels it and tells it."

The third type of support was *instrumental support related to the home domain*. This support was provided by taking house- and child-related responsibilities to let their husbands focus on their business or work till late. One entrepreneur (#ENT3) mentioned, "She took over the housework when I was busy. I was in a hectic period when our child was a newborn. During that period, she was supportive and cared for all baby things by herself." Likewise, another (#ENT2) said, "She can pave the way for me so that I can work. For example, she says things like 'do not do the dishes, I will.'" One wife (#WF10) stressed it as essential support she provides him, "I think the biggest support I provide is to take all the control in the house, take care of all children-related responsibilities and say 'okay, you can work.'"

The final support type was *financial support*. This support emerged as a distinctive dimension probably because of the entrepreneurs' income uncertainty. One entrepreneur (#ENT8) mentioned that his wife supported him financially at the beginning of the business and his wife turned to corporate life to ensure that there would be a guaranteed income in the family:

I took huge financial risks. I took a very high risk and spent a lot of money. I spent her money, too. I took her family's money. During financially difficult times, I sometimes say that I am thinking of spending the money on something. Unless my idea was impractical, she always said okay. ... There were times when I used her credit card limits and tried to recover my business's financial struggles. ... Then she started working in a corporate company to have a guaranteed income.

Another (#ENT9) stated that his wife discharged his business-related debt without even telling him:

When we just met, I was financially in a very tough situation. Even though she was working for a mediocre salary and I had no such request, she went to the bank, took out a loan, and paid my debt, and I did not even know about it.

One wife (#WF3) argued that having her working in a paid job made him feel safer and braver financially:

My working in a corporate and providing a financially sustainable income enabled him to act more courageously as an entrepreneur. Especially when we first got married. ... I mean, it probably made him feel more secure in terms of the future. He is not someone who makes calculations like ‘we have a long-term plan, we have some savings.’ He is brave in that term. But I still think it [her salary] gives a sense of confidence.

4.2.2 Personality

The insights from the interviews pointed out some shared characteristics of entrepreneurs’ wives. These were openness to experience, peacefulness, enjoying me-times, smartness, and industriousness.

As a characteristic, *openness to experience* referred to being open to new experiences, new ideas, challenges, self-change, discovering new things, and being entrepreneurial. It was mentioned by some participants as their personality trait, while some others mentioned that they have become somehow open to experience thanks to their husbands. For example, one entrepreneur (#ENT10) said, “My wife was not entrepreneurial, but she became one since she lived with me; after all, rotten apple spoils the barrel.” Another (#ENT8) described his wife as “she is entrepreneurial-minded.”

One wife (#WF5) said, “I also enjoy trying something from scratch.” One wife (#WF6) emphasized her open-to-discovery character as the reason to be content with an entrepreneurial life:

I love discovering new things. Maybe that is why I can get along well with my husband. ... I find it valuable to chase one’s dreams and create something new. ... I think it is not difficult for me to comprehend it due to my personality. Because I quit my job in a corporate company, started my own business, changed the city I live in, and made some radical decisions.

Likewise, another (#WF8) declared that thanks to her personality and resemblance with her husband's, she was not anxious that much:

Honestly, I did not have intense worries. Maybe, it is because of my personality. I am a free-spirited and entrepreneurial person, too. Like him, I also like going on adventures, traveling, seeing other places, and settling in other countries.

Another wife (#WF9) approached it from a self-change perspective:

The world of entrepreneurship does not scare me that much. ... I do not know if I am open to changing myself; it is hard to change oneself, of course. However, I think that over the years, I have made severe progress in accepting criticism, thinking about it, changing myself, and transforming.

Another wife (#WF2) asserted that if her husband quit being an entrepreneur, she would like to try to be one, "I love this world of entrepreneurship. I can get to the point of 'I am not doing it okay, but if you do not, maybe I will.' I like this excitement."

Finally, one wife (#WF10) stated that although she thinks she has learned to be open to innovation with her husband, she has a creative type: "Frankly, I learned to be open to innovations while living with my husband. But regarding creativity, I cannot live without creating. I have to produce something. I need to design something."

The other characteristic was *peacefulness*. Peacefulness referred to mainly being kind-hearted, supportive, empathetic, peaceful, and understanding.

One wife (#WF8) described herself as a happiness-oriented person, "I am generally a happy and peaceful person. After all, I do not want to do anything if it bothers me, if I am stressed, or if I am going to be unhappy." Likewise, another (#WF) cited that she believes in inner peace and considered being happy as a choice, "I believe very much in inner happiness. So, I honestly think happiness is a personal choice." Furthermore, one wife (#WF6) clarified why she is a supportive type, "I love dealing with people. In that sense, I think I am more of a supportive type." One entrepreneur (#ENT10) portrayed his wife as an excellent role model for their children:

She is very kind-hearted. She is a giver for her family and the people around her. She is so supportive, especially about our children and me. She is an excellent mother. I think she is an excellent role model for children, as a character, and in raising ethics.

Moreover, another entrepreneur (#ENT9) referred to his wife as an understanding person, “She is understanding. I know she has done much to make my life easier.”

Finally, one wife (#WF3) commented on her empathetic nature:

Having an unhappy person at home affects me. It always concerns me negatively. Rather than unhappiness, maybe I can say dissatisfaction. Not just my husband, I want people who have some kind of communication with me to be satisfied with that situation.

The third characteristic was about *enjoying a me-time*. The wives enjoy these times when their husbands are not there with them due to work.

One wife (#WF2) remarked that she is not bothered by spending some time alone, “I do not mind spending a lot of time alone. In other words, I do not have a character like expecting to sit together and watch something together. ... There should be a system where both sides stand on their own.” Another wife (#WF5) turned her weekend hobby into a new enterprise:

During this time, I have turned my project, which I spend my weekends on, into another venture. Namely, I manage my remaining time by devoting it to other tasks. When my husband gave his energy to something else, I gave my energy to something else, too. I can say that is how I managed it.

Furthermore, one wife (#WF3) turned that time into an opportunity to watch her favorite movies, “I was turning that situation into an opportunity. It was not a big deal, but, for example, I watched movies I liked to watch on my own.” Lastly, another (#WF6) stressed the importance of me-times, “I think it is imperative to devote some time for yourself.”

The fourth characteristic, *smartness*, was mainly voiced as result-orientation, being visionary, logical, rational, and clever.

One entrepreneur (#ENT4) described his wife as a visionary person and added that he believes in her vision:

Her vision is higher [than mine]. Namely, I can do something in 8 hours, but she can think about it and do it in 3 hours. ... Because I trusted her vision and thinking, we started the business after she said ‘yes, you are ready now.’

Moreover, another entrepreneur (#ENT10) pictured his wife’s rational side, “For example, I can sometimes fly a little bit high while I am dreaming, and it is the case she says things like ‘should we fly a little lower, don’t you think?’” Similarly, a wife (#WF6) said, “I

always look from the logical side.” Finally, one entrepreneur (#ENT7) stated, “As a smart person, she also contributes a lot.”

The final character was *industriousness*. It covered working hard, doing different things simultaneously, and love to work.

One wife (#WF9) expressed her enthusiasm about what she does:

I work with many organizations, I write papers, and so on. ... I am an agile person; I push all my conditions at work for something that I love and want to do or something that I think I should do at that moment.

Furthermore, another wife (#WF10) portrayed herself as one not suitable to be at home all the time, “I am not a person who can live without working. I am not the type to sit at home.” Similarly, one entrepreneur (#ENT5) defined himself and his wife as a workaholic, “Both me and my wife are not a bit but rather workaholics.”

Lastly, some mentioned they work hard and do not have time for lunch or dinner. For example, one (#WF6) said, “Because of my busy schedule, we do not have dinner together most of the time. We hardly eat together 4 days a week.” Similarly, another (#WF3) stressed her busy schedule and how it makes her feel:

I cannot even find time to eat right now. Since my work is busy, there is a constant rush, especially starting with the pandemic, and there is a feeling of trying to complete things by connecting them end-to-end and not being able to suffice anything.

4.2.3 Awareness

Awareness was about the wives’ perceptions of their husbands as an entrepreneur and the entrepreneurship’s nature.

The husband’s perception as an entrepreneur referred to how the wives perceive what their husbands do, their goals and perseverance toward those goals, their grit, and the overall experience of their husbands’ entrepreneurship.

One wife (#WF4) manifested how she perceives his husband’s entrepreneurial journey:

Along with the risks of being self-employed, there are also many benefits. ... The effort is genuinely respectable, they do extraordinary things. In Turkey, such efforts are hardly rewarded. Nevertheless, I think they will pay off. ... I believe that he will always move forward. ... After all, I want him to succeed, of course, because that idea is like his baby.

... The impression he gave me was ‘I am still after it, and I will succeed.’... I also like his way of thinking. ... I expect him to experience his self-actualization.

In addition, another wife (#WF2) asserted her trust in her husband as a hardworking entrepreneur:

Even though it was a period when I was on maternity leave, I have never wondered if we would be financially struggling. I never had such a thought. Because my husband is a very hardworking entrepreneur, I never thought that it would come to that level.

Similarly, one wife (#WF8) declared that she has never worried since she perceives her husband as successful, “I have never had any worries or disappointments because my husband is an entrepreneur or the sacrifices I have made so far. I do not know; maybe it is because my husband is successful at his job.”

Finally, another wife (#WF10) expressed how difficult it was to adapt to her husband’s entrepreneurial work and life habits:

In the early phases of entrepreneurship, he had different priorities, for example, not being there when you needed him. ... It took me a long time to understand that he had to work hard, work until late at night without distinction between day and night, that he wakes up early in the morning and starts working, that it is his life, not his job, that his characteristics brought him here. It took me a long time to get used to and adapt to his cycles.

The second aspect of awareness was *the wives’ perceptions of the entrepreneurship’s nature*. The awareness could be about the soul of entrepreneurship, its gratifying elements (i.e., touching others’ lives, being able to say “I did it.”), the challenges that it contains, and the expectations of entrepreneurs.

One wife (#WF6) voiced the scary spirit of entrepreneurship over her husband’s worries:

In later phases [of business], my husbands had fears and worries like ‘are we going down?’, but that is the spirit of entrepreneurship, anyway. ... Tomorrow may not be certain. Money will be consumed somewhere, and there will be a question mark and uncertainty about whether a new investment will come or not. But, again, that is the nature of this business.

Additionally, another wife (#WF3) talked about the perception created in the business world about successful entrepreneurs and its drawbacks on entrepreneurs in general:

Success stories like ‘they got rich, bought a luxury car’ affect people. Since I am a wage employee, I do not have an individual goal of earning much money. But since entrepreneurs can have such an alternative destined to them constantly, they probably have a high determination to succeed.

Besides, one wife (#WF7) emphasized the financially risky nature of entrepreneurship and its reflections, “Because entrepreneurship carries a high degree of [financial] risk, there is not always a regular income. Income to meet life expectancies is unavailable, at least in the early phases.” Lastly, one wife (#WF1) underlined the gratifying aspect of entrepreneurship:

It is gratifying to be able to touch other people’s lives, to be able to make changes in someone’s life and to be able to improve someone’s life even a little. That is why I think entrepreneurship is significant and valuable.

4.2.4 Family

The analysis framed two dimensions regarding the wife’s family: experience of the entrepreneurial family system before marriage and comparisons in terms of their previous and current experience in the marriage.

Experiencing entrepreneurship in their own family created a *familiarity with the entrepreneurial life*. Besides, some entrepreneurs benefited from this fact and utilized the vision of their parents-in-law from time to time. It was also easier to explain to those parents what their future husbands do and convince them. The wives who did not have anyone self-employed in their family experienced it as a challenge while adapting to their husbands’ entrepreneurship journey.

One wife (#WF4) said, “I think I was even more aware of it [entrepreneurship] than him when he started it. I had more insight because I was brought up in such a family. I already knew what the nature of this business could be.” Alike another (#WF2) mentioned:

Because of the house I grew up in, I knew about it [entrepreneurship]. For example, we used to go to Antalya for business with my father; we would have taken it as a vacation, and he would have worked. My father also came late; he worked hard, including the weekends.

Moreover, one wife (#WF7) shared her experience as an entrepreneur's daughter "My father was an entrepreneur. ... There have always been such ups and downs in my family, either we had great financial comfort or difficulties."

Furthermore, another wife (#WF3) explained that having self-employed members in the family eased the pre-marriage period:

My father also started his own business. He worked as a small tradesman and earned money. So, they were not that unfamiliar with the experience [entrepreneurship]. My brother used to work somewhere; he later started his own business. They also knew it because of my brother. My brother was also very busy, but it was going well. That is why there was not much of a negative approach. I guess they thought since I was already a wage employee; they thought we could balance it somehow.

The second dimension of wives' own family was *the compared experience*, in other words, entrepreneurship experience in the family vs. marriage. Few wives mentioned the differences they experienced. For instance, one wife (#WF5) discussed that personality interferes in the process and affects the perspective as an entrepreneur:

My father used to balance the situation. I mean, he would come and go to his house like a civil servant, I can say that. My father was also an entrepreneur, but what I experienced as a child and what I experience today are very different things. I think that people's characters come into play here.

Another one (#WF7) mentioned a similar point:

However, my father's business did not affect our family relations. For example, I do not remember my father at work all the time. He also had a very standard timeline. So, at our house, we would have dinner at 8 o'clock, and my father would be there. There would be no such thing as 'I am working late tonight, and I am not coming.' We had family events every weekend. There was no 'I have to work this weekend.'

4.2.5 Career

The final pattern of family system characteristics related to the wife was their careers. Career appeared to have two aspects; one was *an enterprising experience*, and the other one was *a co-work experience with the husband*.

Some wives had some trials and turned back to corporate life. Some left corporate life and have their own business. And some do in between that, working somewhere and having an

enterprise simultaneously. One wife (#WF8) outlined her trials and reported that not being an entrepreneur right now makes her feel sad:

I tried entrepreneurship for a while. I have had a few attempts. Some were disappointing, and some progressed. They were not going bad for a time; I made money. ... Not being able to do my job and not being able to have my enterprise makes me a little sad.

On the other hand, one wife (#WF7) clarified why she returned to a salaried job after some trials.

I have two entrepreneurship stories. But for some reason, I decide to return to corporate life. One was the fact that it made more sense financially. Another was motherhood. Although it is a wonderful phenomenon, after work life, being at home and looking after children always get difficult. I went back to corporate life to break that motherhood complexity.

One wife (#WF10) declared that she could not handle the entrepreneurship' tempo, "I also had a trial. I created my brand. But frankly, I did not manage to be a real entrepreneur. I always say this. Because I could not work day and night." Finally, another (#WF6) shared her career transition experience, "I was working in corporate life. Then I started my own business. It was not in the sense of an innovative idea; it was professional. I changed my profession. It was fascinating. It is nice to have my own business."

Regarding the career pattern, some participants had or still have co-work experience as a couple. Mainly, they mentioned them as positive experiences. For instance, one entrepreneur (#ENT5) highlighted that the partnership strengthened their bond:

My wife and I established a joint venture. We ran it together for a long time. I had my team, and she had hers. Nevertheless, we were under the same company's roof. ... If she had worked in a corporate company, our relationship would not have been as strong; it would have been much weaker.

Likewise, another entrepreneur (#ENT7) outlined the co-work relationship with his wife:

Now I am paying for the consultancy I got for free [from my wife] at that time. ... We do not see working together as such torture. The system works pleasantly. Of course, it has some risks. Nevertheless, even if we were not doing this now, we would be doing

something else. ... In fact, we do other things, too. We were together at my wife's ceramic initiative. I was helping her with matters I was relatively knowledgeable about, such as taking photos, putting them on the internet, making business connections, planning the production, etc.

4.3 The Entrepreneur

The participants' answers disclosed intuitions about the second critical actor in the family system, i.e., entrepreneurs.

The emerged pattern was mainly about the shared characteristics of entrepreneurs. These characteristics were revealed as perceived by the entrepreneurs and their wives.

4.3.1 Personality

Based on the analysis, four personality dimensions emanated: not a "corporate type," resilient, a free-spirit, and an achiever.

The first personality dimension was *not being a corporate type*. The wives asserted this characteristic as a justification for why their husbands are happier as entrepreneurs.

One wife (#WF3) mentioned that her husband is not fitting into corporate life because he does not like to deal with bureaucratic tasks:

Due to his character, working in a corporate company was not suitable for him. ... In corporate life, sometimes it may be necessary to deal with very bureaucratic tasks that we do not know why we do. He likes to be a little further away from such matters.

Likewise, one wife (#WF2) revealed that her husband could not ignore some annoying problems happening in the corporate environment, "I know that anything else is not suitable for him, and it can make him unhappy. I can ignore some things in corporate life, but he has never experienced it that long. That is why I think he cannot do it."

Another wife (#WF9) said that his husband would be incomplete in terms of his creativity if he were working in a corporate company, "It seems that [corporate life] would limit his creativity and what he was thinking of doing. I think he would be unhappy. He would be incomplete. I think he would be far below his skills and competencies." One wife (#WF10) claimed that her husband loves to lead and could not make it in corporate life, "I do not think he could. ... He likes leadership. ... I think he would be unhappy." Alike, another (#WF8) defined his husband as born to be an entrepreneur:

I can say, ‘My husband was born for entrepreneurship; he has such a character.’ He has a personality that I guess will not be happy working for someone or in another company, even if he would be in a good position. He was never a person who could be in the 8 am - 5 pm schedule.

Furthermore, one wife (#WF1) stressed how her husband was forced to take some innovative actions but could not put into practice due to the decision-making mechanisms:

He was also good in corporate life, but his freedom to do whatever he wanted and his room for acting was minimal. He also made great efforts to do innovative things in corporate life. However, I always thought he felt very constrained in what he wanted to do in corporate life, as the last decision was always by someone else. I felt like he could not express himself freely.

Finally, one wife (#WF7) questioned whether her husband would be the same person, “If he had worked for a corporate, would he have been the person he is now? That is a question mark.”

Being *resilient* comprised acts and attitudes like learning from and developing from challenges, being idealistic, passionate, conscious, ignoring negativity, and having determination and inner peace.

One wife (#WF4) expressed that she was surprised by her husband’s determination and she appreciated his resilience:

Sometimes I wondered, ‘When will he give up?’ At that point, he kept going. ... He learned many things by stumbling; it was an incredible journey, and he never gave up. ... I think my husband is very idealistic and tries to do his job well.

One entrepreneur (#ENT10) revealed that he learned a lot from the challenges and the chaotic nature of entrepreneurship:

I am not a person who gets tired of working. ... No matter what happens, of course, I am not talking about ignoring it, but I think people who focus on at least getting their ship to float in this chaotic storm are successful. ... I believe I have learned over the years to take a lesson from every bad experience.

Another wife (#WF2) described her husband’s decisive mental status and calm nature and how calmness helps him:

He was not very excited, but rather cold-blooded, down-to-earth, and more conscious of the steps to be taken. ... He ignores the things that bother him, puts them somewhere as if they did not happen, and tries to move on. Of course, this is about his character; his mood does not fluctuate; it is stable.

One wife (#WF6) stressed her husband's quick recovery, "My husband is s more of a down-to-earth type. ... He recovers his bad mood very quickly. They switch to mode as a team to 'Okay, what can we do now?' instantly". Another (#WF7) expressed her husband's process passion and also emphasized that he is someone with inner peace:

Above all, he is a person with inner peace. ... He is a person who enjoys processes so much. He loves to design and live that process. What I mean by the process is to think about something, to design something, to put something here and there from his engineer perspective, then design something with some data or produce solutions for some needs. So, he can live with that process for years.

Finally, one entrepreneur (#ENT1) pointed out the link between life struggles and inner peace:

I have learned that life is not an experience that can be defined simply like black and white; it is something completely different. For me, life is a beautiful puzzle and a process of analysis. It is a series of struggles, no matter where you are. In this struggle, you may have better tools or be luckier. ... When there is inner peace, one does not worry about any of these and can ignore them.

Being a free spirit was mentioned mainly as related to being a non-corporate type. It included characteristics like the freedom to plan his own time, being disorganized, preferring a flexible life, and chasing his dreams.

Two wives (#WF7 & #WF10) used the exact definition for their husbands: "He is a free spirit." Another one (#WF8) added that he is pretty disorganized in addition to being a free spirit:

He is too free-spirited to work for someone. ... He is very disorganized. For example, he works at night and goes to work at the last minute. He is a person who can leave the house at 8:45 am if he has a meeting at 9 am.

Similarly, one wife (#WF2) cited that her husband does not like planning anything, "He has no interest at all in planning. It makes him unhappy."

One entrepreneur (#ENT3) highlighted, “I have always liked to make my own decisions about planning my time.” Likewise, another (#ENT5) mentioned that the best part is to decide what to focus on, “I enjoy the freedom of my own decision on what to focus on—right or wrong—and taking responsibility for it.” Finally, one entrepreneur (#ENT10) remarked on the freedom of doing something you want to with people you like:

Freedom is what entrepreneurship provided me. The freedom of being able to do the job I dream of, together with the people I dream of, to follow a dream that I have envisioned for myself or that we have envisioned collectively, rather than following a dream drawn by someone else for you.

The final personality dimension was being *an achiever*. This dimension included characteristics such as loving to work, being successful, competent, and need to succeed.

One wife (#WF5) discussed her husband’s obsession with finishing what he started:

... There may be some things such as the obsession of not being able to quit a job you have started without finishing it, or there is a problem somewhere at work, and you cannot leave it without solving it. ... It can be considered as an aversion to things left unfinished or a desire to complete everything.

One wife (#WF2) remarked that her husband is a successful learner, “He is a very successful student in terms of educating himself. Also, when you teach him something, he learns and applies it.” Another (#WF7) highlighted her husband’s skills, “He has strong communication skills.”

One entrepreneur (#ENT4) explained that he pushes himself harder to get happier, “I make myself happy like, ‘I ran 7 km yesterday, I have to run 8 km tomorrow’. So, that is how I always push myself to the next step. If I can do that, it makes me happy.” Finally, another (#ENT10) said, “I enjoy achieving.”

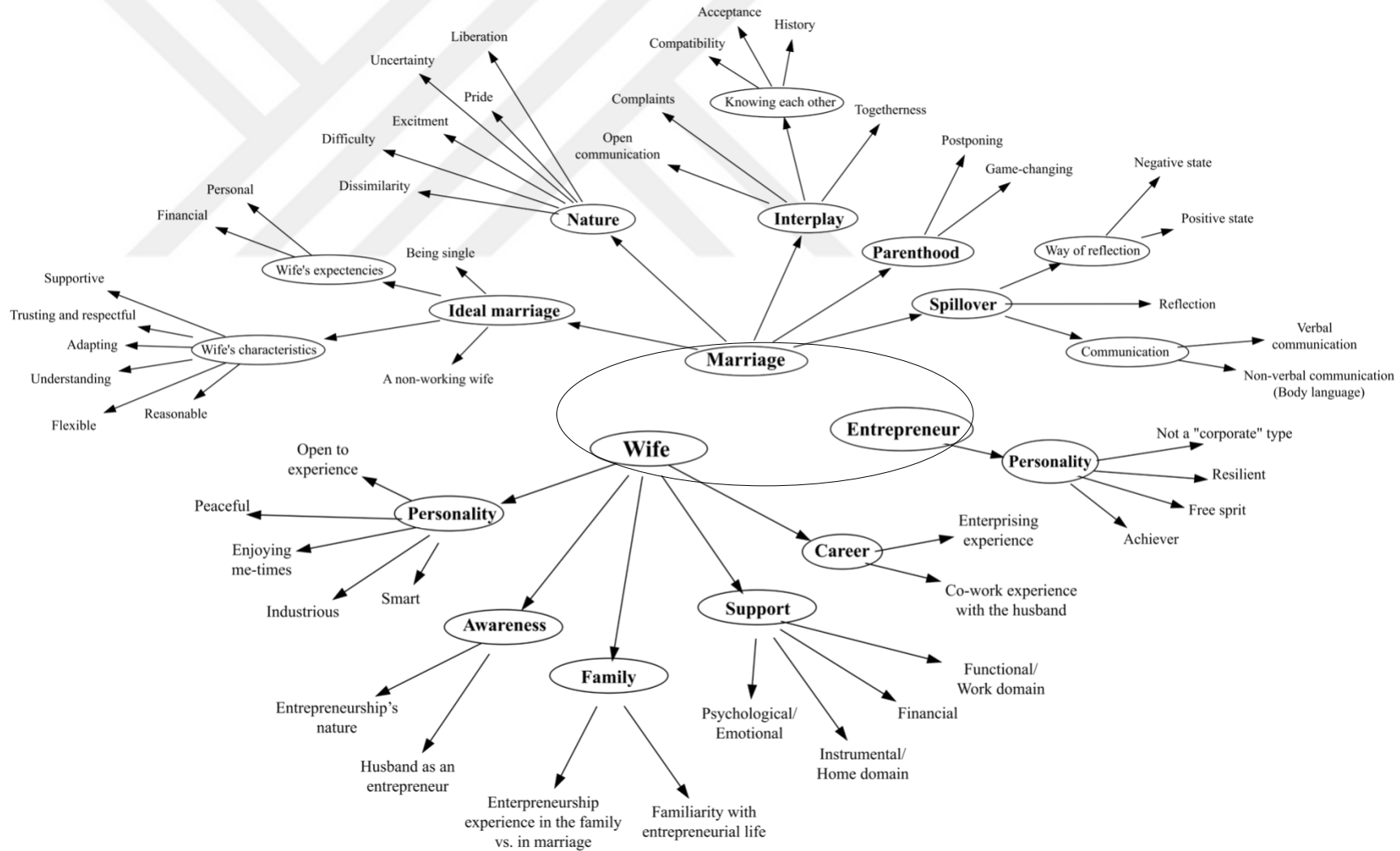


Figure 3. The substantive model of a male entrepreneur's family system

5. DISCUSSION

Study Two focuses on conceptualizing male entrepreneurs' family system characteristics. Following the constructivist grounded theory approach (Charmaz, 2014), the analysis based on the 20 in-depth interviews with opportunity-driven Turkish male entrepreneurs and their wives revealed a substantive model for an entrepreneur's family system. It is a conceptual model consisting of 11 constructs gathered under three main factors (see Figure 3). It frames the primary family dynamics (i.e., marriage and the actors), patterns (e.g., marriages' nature), and demographics (e.g., wives' personalities)

5.1 Theoretical and Practical Implications

Study Two responds to various calls for research in the field of entrepreneurship.

First, it responds to the call for research by applying a grounded theory approach to explore potential research questions to build entrepreneurship-specific theories. Fifteen years ago, Mäkelä and Turcan (2007) remarked that entrepreneurship research was immature and would benefit from theory-building attempts and advocated that grounded theory methodology was promising for the field. Nevertheless, the field has been still at its *developing* phase (Stephan, 2018). Likewise, Aldrich and Cliff (2003) promoted the use of qualitative methodologies by investigating the role of the family in entrepreneurship. Therefore, by employing the constructivist grounded theory methodology, this study demonstrates a substantive model embodying various variables that can be tested later for its empirical verification with quantitative techniques to test its generalizability to different populations (Creswell, 2007).

Second, it responds to calls for research on the family aspect of entrepreneurship (Nguyen & Sawang, 2016). Aldrich and Cliff (2003) declared that treating the family system and entrepreneurship as separate domains has a limited understanding of entrepreneurial phenomena. Therefore, Study Two extends limited knowledge about male, opportunity-driven entrepreneurs' family systems.

Above all, the current study establishes a substantive model that corresponds with and adds up previous knowledge.

Inspired by Aldrich and Cliff's (2003) family system characteristics, Dyer et al. (2014) proposed a framework portraying some family patterns and dynamics effective in creating family capital. They suggested that marriage, as one of these family variables, can provide entrepreneurs access to various family capital sources, such as the spouse's social connections or financial security provided by the spouse's job (Dyer et al., 2014). The current study's findings complement their proposal that the entrepreneurs are financially supported by their wives during financially challenging business periods. Especially, having a wife working in a corporate (i.e., with a certain salary) lets them act flexibly and bravely. This finding also matches Dyer's (1992) argument that the employed spouse provides a financial and psychological safety net during tough periods experienced by entrepreneurs. It also fits Sirmon and Hitt's (2003, p. 339) "survivability capital" argument that the financial capital accumulated thanks to the family can provide an entrepreneur with a competitive advantage. Besides, the functional support their wives provide (e.g., introducing the husband to relevant network contacts) enhances the professional social capital of their husbands.

Moreover, the current findings reveal a unique family pattern: the wife has someone with a self-employment history in her own family. As the current framework exhibits, the fact that the wife is familiar with an entrepreneurial family life might constitute some advantages for the entrepreneur and the wife. The current findings, for example, display that the wives unfamiliar with the self-employment process struggled while adapting to the marriage with an entrepreneur, or they kept some distance from their family after the marriage. It might also influence the wife's awareness of the entrepreneurship's nature, increasing the acceptance of their husband's work patterns. Acceptance of the entrepreneurs by their wives might reduce the feeling of guilt created by their job's nature (as mentioned by #ENT3, p. 69).

Dyer et al. (2014) cited one family dynamic, having shared family goals and values (p. 271), as moderating the relationship between family patterns and family capital. The current findings demonstrate a similar family dynamic, i.e., togetherness -an aspect of the interplay-including having shared dreams, goals, or ideas. Dyer (2006) informs that family members with shared goals and values communicate more. Furthermore, they can cultivate resources effectively. Thus, it might be possible that the interplay between the entrepreneurs and their wives can promote resource management for the entrepreneurs.

Besides, Pearson, Carr, and Shaw (2008) discuss four criteria that act as antecedents of social capital: family time and stability, closure, interdependence, and interaction (p. 960). The time and stability demonstrate that social capital is developed by investments in long-lasting

relationships and necessitates a particular time. In other words, long-standing internal relationship assists the stability essential for social capital generation. Pearson et al.'s (2008) interdependence criterion is a function of the shared goals, similar to the shared goals and values dynamic of Dyer et al. (2014).

Regarding the current findings, knowing each other –the other aspect of interplay also containing their relationship's history, supports Pearson et al.'s (2008) time and stability argument. Likewise, the interaction involving their relationship's quantity and quality can be compared to the current study's open communication -another aspect of the interplay. Thus, as the couples communicate more openly, their social capital strengthens.

Considering the family demographics (Dyer et al., 2014), an early study's results yield that entrepreneurs married well-educated women are more advantageous in terms of earnings (Wong, 1986). Accordingly, considering the wife's personality dimension of smartness revealed in the current study, it can be speculated that entrepreneurs prefer to marry such women. Besides, some scholar discusses that due to the women's gender roles expectations (i.e., dual responsibilities weighing the family domain), women are involved in a venture as part of their husband's team than enterprising alone (Aldrich & Cliff, 2003; Ruef, Aldrich, & Carter, 2004). Also, some argue that the spouses can influence each other to become an entrepreneur, such that having a self-employed spouse can increase the likelihood of someone being self-employed (Aldrich & Cliff, 2003; Budig, 2002). Hence, the work-life construct of wives in the current study reflects a supportive framework for previous research.

Gender role expectations can also elaborate on the finding of postponing having children. Scholars stress that because of gender role expectations, men prioritize the work domain over family, particularly during the early stages of their careers (Becker & Moen, 1999). Correspondingly, entrepreneurs might decide not to have a child until the business is on track.

In her border theory, Clark (2000) emphasizes "other-domain awareness" (p. 762) as a critical element. Other-domain awareness represents the wife's (i.e., border-keepers of the family domain) awareness about the entrepreneur's (i.e., border-crosser) work domain. It sources from the open communication between the border-keeper and the border-crosser. Besides, Clark's (2000) argument of commitment to the border-crosser signifies that commitment is expressed by the border-keeper's support provided to the border-crosser in their other domain responsibilities. The current findings support Clark's (2000) proposal and display

that the wife's awareness of entrepreneurship's nature is one of the family demographics. Furthermore, the functional support provided in the entrepreneurs' work domain and the instrumental support provided in the home domain can be considered within the commitment to the border-crosser argument of Clark (2000). Because since being liberated from some family domain responsibilities, the entrepreneurs can dedicate more time and energy to their work domain (Jennings & McGould, 2007).

The spillover-crossover model (SCM) (Bakker & Demerouti, 2013) stresses the spillover of stress/well-being of an individual from the work domain to the home domain (or vice versa) and crossover to the spouse in the home domain via social interaction. The current findings enhance the understanding of social interactions' details such that it frames how the entrepreneurs' mental status is reflected (e.g., in the decreased quality of time spent with the wife/family) or communicated to their family (e.g., via facial expressions).

The current findings further present that the wives perceive their husbands' personalities as not fitting with the corporate life; hence, the husbands would have been unhappy if they had to work as wage employees. On the contrary, they assume that their husbands' "free spirits" make them suitable for entrepreneurship where the husbands can feel happy and fulfilled. In her study, Kirkwood (2009) highlights supporting arguments that entrepreneurs are pushed to found a venture since the wives consider corporate life adversely affecting their husbands' happiness and family lives. Thus, entrepreneurship is perceived as a solution to those problems. Similarly, in one of her studies, Bowman (2009) discusses that the wives interpret their husbands' entrepreneurship journeys as a path to their self-fulfillment and personal growth.

Furthermore, the current findings reveal that as a characteristic, the wives create and enjoy "me-times" to fill up the time when their husbands are absent because of their work. These me-times include watching movies, playing console games, or even developing a business idea. It is even mentioned that ideally, an entrepreneur's wife should not expect to have a marriage where they are 7/24 together or do every activity together. Likewise, the time that cannot be spent with the husband is spent with others, such as going on vacation with the siblings or the parents when the husband cannot join. In her study, Bowman (2009) similarly shows that the wives somehow get used to the absence of their husbands and learn to manage the time and space not accompanied by their husbands. They develop social and family networks to compensate for the missing companionship.

In addition to the insights discussed above, Study Two unveils a genuine understanding of male entrepreneurs' family system characteristics. For instance, the analysis revealed the pros and cons of being a single entrepreneur. Because previous research on marital status mainly focuses on female entrepreneurship (e.g., Mathew & Panchanatham, 2011), the possible effects of being single on male entrepreneurship can enhance the existing knowledge.

While discussing the current findings, the fact that the family is an institution dependent on the social context in which it exists should be considered (Harris, 1984). Hence, it is essential to take the cultural context into account.

In terms of the family structure, Turkish families resemble the classical patriarchal family (Dedeoğlu, 2000). Correspondingly, the relationship between husband and wife is mainly based on roles like while the man is responsible for earning money and affording the family's costs, the woman is responsible for domestic tasks such as motherhood. Regarding gender roles, women are expected to take on housework and childcare responsibilities. Besides, the fact that women work in an income-generating job does not change their family domain role (Gülseven, 2017). For example, in Study Two, it is highlighted that in Turkey, when the child enters into a family system where the father is an entrepreneur, parallel to the fact that the child is the mother's responsibility due to gender roles, the inequality between the husband and the wife becomes even more pronounced. Furthermore, women have more work when they have children, which even sometimes makes the women quit their jobs. This insight is a direct reflection of Turkish gender roles and division of labor in the Turkish family system (Gülseven, 2017).

Furthermore, as one of the national cultural dimensions, gender egalitarianism represents "the dimension of national culture that reflects the degree of differentiation in prescribed gender roles for men and women" (Lyness & Judiesch, 2014, p. 102). GLOBE project (House et al., 2004) operationalizes gender egalitarianism as "the degree to which a collective minimizes gender inequality" (p. 30). The project's results reveal that Turkey is one of the countries with a low level of gender egalitarianism. Scholars highlight that in low-gender egalitarian cultures, men are expected to prioritize work over family, and intense working conditions are congruent with their traditional "breadwinner" responsibilities (Lyness & Judiesch, 2014). In that sense, Turkish entrepreneurs' working conditions can fit with the gender role created by the national culture, which might ease their acceptance in their family systems.

From the practical perspective, since entrepreneurs play a critical role in nations' economies, enriched knowledge of entrepreneurs' family systems can pave the way to understanding its effects on opportunity recognition and new venture creation (Aldrich & Cliff, 2003). Understanding the family patterns and dynamics that play a role in entrepreneurial resource (e.g., family capital) accumulation and mobilization is essential.

Additionally, as explored in Study One, the entrepreneur's family has a dual role (i.e., an antecedent and a consequence) in entrepreneurial well-being. Considering the significance of entrepreneurs' optimum functioning, it becomes even vital to comprehend their family system characteristics.

5.2 Limitations and Future Research

Study Two's limitations can be grouped into three.

The first limitation is that even though the grounded theory approach is applied, the insights cannot build a formal or grand theory (i.e., theories of higher levels of generality, Glaser & Strauss, 1967/2017). On the other hand, it leads to a substantive theory (i.e., theory particular to a substantive area, Glaser & Strauss, 1967/2017) which has a limited potential to be generalized. Nevertheless, scholars argue that any field of research necessitates substantive theories to create a base for further and the less established theorizing of concepts can highlight some detailed attention points (e.g., demographics) (Mäkelä & Turcan, 2007). Moreover, if the substantive theory is well developed, its insights become more general than idiosyncratic. Thus, since entrepreneurship is still an emerging area in terms of theories (Stephan, 2018), a well-established substantive theory can make a valuable contribution.

The second limitation is the sampling strategy and its possible effect on the findings' generalizability. It is stated that a purposeful sampling strategy narrows the findings' generalizability potential (Neergaard, 2007). Still, some scholars advocated that representativeness is not the ultimate aim of qualitative research; but, instead, they are "context-dependent and not representative of a larger universe, neither do they allow generalization across time and space" (Neergaard, 2007, p. 271). Likewise, Strauss and Corbin (1998) suggested that "criteria for evaluating qualitative research are meant as guidelines and should not be understood as hard-and-fast evaluative rules" (p. 273). Therefore, the participants establish a reasonable sample of the entrepreneurial population.

Although the current sample includes 10 couples, each participant expressed details of their family life, marriage, and themselves in detail. Hence, the analysis resulted in a comprehensive substantive model.

The third limitation is its cross-sectional nature. Since the interviews are carried out once, the design is cross-sectional. However, it is well discussed that entrepreneurship is a process with different phases (Baron, 2012). Accordingly, the fact of the husbands being at which phase of the entrepreneurship process could make a difference. The insights from the interviews provide some clues stressing the potential importance of the time frame (e.g., “It was like that in the early stages of entrepreneurship, but it is not like that now.”). Thus, longitudinal methods to address the family system characteristics parallel to the entrepreneurship phases can provide valuable information.

Study Two aims to elaborate on opportunity-driven male entrepreneurs’ family system characteristics. Nevertheless, future research can consider how these characteristics would emerge if the sample consists of necessity-driven ones since, as discussed in Study One, they have different motivational mechanisms than opportunity-driven ones (Johansson Sevä et al., 2016). Likewise, it is stated that limited research has investigated the role female entrepreneurs’ husbands play in female entrepreneurship (Kirkwood, 2009). Therefore, future research can focus on female entrepreneurs and their family system characteristics.

Furthermore, although almost 70% of Turkish families are nuclear, the extended family remains a solid cultural structure such that the relationships in nuclear families are like those experienced in extended families (Dedeoğlu, 2000). Additionally, Study One exposes extended family as one of the entrepreneurial well-being antecedents. Therefore, future research on the family-entrepreneurship relationship in Turkey can consider the extended family reality.

Finally, as mentioned before, the concepts portrayed in the current substantive model can be empirically tested as variables to extend the current knowledge.

6. CONCLUSION

Two studies are carried out in this study to broaden the notion of positive entrepreneurship.

In Study One, precisely, entrepreneurial well-being is figured out, resources boosting their well-being, and possible consequences are discussed. Informed by Study One that family emerges both as a resource and a consequence, in Study Two, the entrepreneurs' family system characteristics are inspected from a general perspective. As a result, while the findings of Study One show that family matters, Study Two explores how it matters. For example, Study One addresses the interaction is critical in reflection on well-being, and Study Two highlights the way of reflection and different types of communication via which they are reflected.

7. REFERENCES

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