



Research Paper

Relationship between Nano-Entrepreneurship and Employees' Work-Life Balance in a Local Government Unit in the Philippines

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Abstract

The impact of nano-entrepreneurship on work-life balance differs based on the demands of the dual roles of employees in their entrepreneurship and office employment activities. This study assessed nano-entrepreneurship engagement and employees' work-life balance in a Local Government Unit (LGU) in the Philippines. The study employed a descriptive-quantitative research design using a researcher-structured questionnaire to collect data from 110 nano-entrepreneurship employees of the subject LGU. Data analyses included frequency, percentage, weighted mean, and regression analyses. This study provides empirical evidence that nano-entrepreneurship engagement of employees in the subject LGU is adequate and manageable in terms of balancing work, personal, and professional activities. Moreover, the work-life balance of nano-entrepreneur employees considering the duality of their roles was found to be acceptable and satisfying; however, it has no significant relationship with nano-entrepreneur engagement. The study also disclosed that although employees believe in the advantages of nano-entrepreneurship, they face certain challenges that may not allow them to pursue such opportunities efficiently. Finally, strategies fostering a supportive culture that encourages psychological safety and autonomy were proposed by the researchers to enhance the well-being and productivity of nano-entrepreneur employees while balancing government responsibilities with their entrepreneurial ventures. This study is essential for an organization, whether public or private, in fostering a supportive culture that enhances employees' financial stability, job satisfaction, and work-life balance through entrepreneurship.

Keywords *financial stability; job satisfaction; local government unit; nano-entrepreneurship; role conflict; time management; work-life balance*

INTRODUCTION

Nano-entrepreneurship refers to relatively small-scale business ventures pursued alongside primary employment, often requiring minimal capital and managed by individuals or families (Jahangir & Bulut, 2024). This type of entrepreneurship has gained popularity among employees, including public sector employees, as a way to generate additional income. Filipino families, particularly employees of Local Government Units (LGUs), engage in these small businesses to meet financial demands, demonstrating the growing relevance of side hustles. These nano-enterprises, which are generally smaller than microenterprises, have asset sizes of Php3,000 to Php150,000 and operate with the help of unpaid family members targeting immediate local communities (Social Enterprise Development Partnerships, Inc., n.d.).

In the context of being a small-time entrepreneur, work-life balance is equally significant because it affects employees' well-being and job satisfaction. Greenhaus and Allen (2011)

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emphasized that balancing work and personal responsibilities enhances performance and reduces stress. This is also the same contention of [Zhou et al. \(2022\)](#), who provided strong evidence that entrepreneurs can balance work and life, maintain healthy lifestyles, and care more about their families. On the contrary, several studies ([Agarwal & Lenka, 2015](#); [Bhattacharya, 2017](#)) have revealed that entrepreneurs suffer from work-life balance problems because of role conflicts between family responsibilities and their entrepreneurial roles. In the same vein, employees managing full-time jobs and nano-enterprises face unique challenges that may impact their ability to maintain a healthy work-life balance. In the latest report of a global human resource service firm, the Philippines obtained the second worst work-life balance score among 60 countries ([Philstar, 2024](#)).

[Abad \(2024\)](#) also pointed out that Filipino workers are behind many of their international counterparts in achieving acceptable work-life balance, a situation intensified by public sector demands. Thus, it can be surmised that the demands from work and, at the same time, accomplishing their role as nano-entrepreneurs contribute to impact their over-all work-life balance.

Although nano-entrepreneurship offers financial stability, its impact on work-life balance has received limited attention, especially among public sector employees. [Rapisura \(2023\)](#) argued that nano-enterprises are often overlooked in policy discussions and are normally grouped with micro-enterprises despite their distinct needs and challenges. International studies have noted that poor work-life balance can lead to burnout and decreased job satisfaction ([Negosa, 2024](#)). However, studies on nano-entrepreneurship's effects on public employees' work-life balance remain scarce.

Our review of the literature reveals no prior studies exploring nano-entrepreneurship engagement among public sector employees. Most existing research on nano-entrepreneurship tends to focus on high technology or innovation ([Chalmers et al., 2021](#); [Daraojimba et al., 2023](#); [Kreiterling, 2023](#); [Mia et al., 2024](#); [Nikraftar et al., 2022](#)). As a relatively new concept, nano-entrepreneurship remains underexplored, with most studies focusing on micro-enterprises. Therefore, this study filled this research gap.

The subject of this study is one of the most populous LGUs in the Philippines, and it serves as a critical economic, political, and cultural center. This LGU, comprising several *barangay* under its jurisdiction, fosters community engagement in decision-making and service delivery. Employees in this unit are responsible for implementing national programs while addressing local concerns. Many LGU employees engage in nano-entrepreneurship to supplement their incomes, but this dual responsibility adds pressure to their workloads. However, there is limited institutional support for these employees, leaving them to manage their own role conflicts. This study presumed that the nano-entrepreneurship engagement of some employees may impact their employee productivity during official working hours and their over-all work-life equilibrium might possibly be affected, which may consequently constrain the LGU's effective delivery of services to its stakeholders.

Therefore, this study aimed to examine the relationship between nano-entrepreneurship and work-life balance of selected employees of the subject LGU in the Philippines. Anchored on the Spillover Theory as cited by [Lee et al. \(2021\)](#), this study assessed the nano-entrepreneurship engagement, and work-life balance of employees. It also examined the relationship between the two aforementioned variables. In addition, the study examined some of the problems encountered by the employees engaged in nano-entrepreneurship. Based on the findings, the researchers proposed strategies to enhance work-life balance and improve nano-entrepreneurship engagement among LGU employees.

LITERATURE REVIEW

This review of related literature provides a comprehensive understanding of how personal, professional, and structural factors interact to shape nano-entrepreneurs' experiences in the context of local government employment in the Philippines.

Spillover Theory

This study is grounded on the Spillover theory, which highlights positive and negative spillovers in the work-life balance of employees that affect their mental health over time. As used in the context of the present study on nano-entrepreneurship and employees' work-life balance in an LGU setting, this implies that developing a supportive entrepreneurial environment might reduce negative spillovers and improve personal well-being and job satisfaction (Lee et al., 2021).

According to Ghio et al. (2014) and Kaushik and Nair (2020), they considered the Spillover Theory to relate to the study of entrepreneurship and employees' work-life balance by highlighting how the interplay between work and personal life can lead to either positive or negative outcomes. Negative spillovers can increase the risk of depressive moods. In contrast, positive spillovers promote well-being, suggesting that the flexibility offered by nano-entrepreneurship can help employees maintain healthier work-life integration and reduce stress. This is further supported by Bello and Tanko (2020), who found that proficiency in one role affects proficiency in another role, making the roles similar.

Nano-Entrepreneurship

Nano enterprise, a new category of business enterprise often characterize with zero or few number of employees, operates on a smaller scale than a microenterprise (Olateju, 2024). This is believed to be the largest segment within the micro, small, and medium enterprise (MSME) sector (McKeown et al., 2016). In the Philippines, nano enterprises are generally established and managed by marginalized businesspeople who do not experience the benefit of the country's economic growth despite being entrepreneurs (Goza & Dimaculangan, 2024). As confirmed by Social Enterprise Development Partnerships, Inc. (n.d.), these nano enterprises often operate on the margins of the formal economy, usually out of necessity rather than opportunity. They serve local communities by providing essential goods and services, often with limited resources and technological access.

Maynard (2015) stated that nano-entrepreneurs are conducting business activities for themselves and their families' survival. He further emphasized that their efforts are to provide them with income to survive and do not necessarily grow into a medium or large business. In Mexico City, most nano entrepreneurs are not willing to formalize the transition of their business operations. As revealed by Medina et al. (2023), when a nano-entrepreneur makes a lower initial investment, the more complex the informal-to-formal transition becomes.

Nano-entrepreneurship offers both opportunities and challenges to employees who manage dual roles. Kimbu et al. (2019) confirmed that a lack of relevant business knowledge and expertise remains a significant barrier to entrepreneurship. Employees who balance government work and small business ventures often face role conflicts, which may intensify stress and impact work-life balance. Additionally, structural and cultural discrimination can add to the challenges faced by nano-entrepreneurs, particularly women (Yoopetch, 2021), leading to work-life conflict and decreased job performance.

Although women with higher confidence in their entrepreneurial abilities are more likely to engage in business ventures (Yoopetch, 2021), they often remain limited by structural barriers.

These barriers are especially evident in the informal economy, where businesses frequently operate unregistered or involve undeclared employment. [Madanaguli et al. \(2021\)](#) also noted that women's entrepreneurship remains underexplored in the literature, particularly in rural settings. [Lagunas et al. \(2021\)](#) claimed that nano-business entrepreneurship has a positive and significant impact on women's entrepreneurship through the creation of more economic opportunities and increased self-confidence. However, women operating micro-businesses in developing economies, such as the Philippines, face limited opportunities for professional growth because of insufficient support and training programs. Thus, this situation underscores the need for a focused effort to empower women micro-entrepreneurs, particularly in local government settings where balancing work responsibilities with entrepreneurial endeavors poses unique challenges.

Despite the number of nano-enterprises contribution to the economy, this economically exploited sector is generally taken for granted. In Nigeria, [Ebegbetale et al. \(2024\)](#) stated that less than 14% of nano businesses experienced growth and development, which they considered to have a significant impact on the national economy. As recommended by [Goza and Dimaculangan \(2024\)](#) government intervention is necessary to spur inclusive growth for this marginalized sector.

Impact of Nano-Entrepreneurship to Work-Life Balance

Nano-entrepreneurship in an LGU setting in the Philippines underscores the importance of understanding local sociocultural factors that influence employees' work-life balance. These factors can be vital to foster a supportive environment for entrepreneurial growth and innovation. Such insights could inform policies that enhance work-life balance and regional entrepreneurial success ([Pandey & Pansera, 2020](#)).

Balancing multiple roles, particularly for employees engaged in nano-entrepreneurship, can harm physical and mental health. The World Health Organization and the International Labor Organization reported that long working hours are linked to a significant increase in the risk of stroke and ischemic heart disease ([World Health Organization, 2021](#)). Employees who work over 55 hours a week, a reality for many nano-entrepreneurs, are 35% more likely to suffer from stroke and 17% more likely to develop heart disease. The health risks associated with long working hours emphasize the importance of achieving a proper work-life balance, particularly for those who manage dual responsibilities.

On the other hand, [Egga \(2021\)](#) revealed that work-life balance positively influences women entrepreneurs' performance, job satisfaction, and success by reducing workplace stress and promoting productivity through flexible schedules and support networks. On the contrary, according to [Bajwa et al. \(2023\)](#), since women entrepreneurs are already overwhelmed by their family obligations and tasks, they have a high level of role overload and related work-life balance problems. In the context of nano-entrepreneurship within an LGU, this suggests that fostering work-life balance through supportive policies and flexibility can enhance employee well-being and entrepreneurial success.

Personal testimonies further demonstrate the importance of work-life balance. [Fujiwara \(2021\)](#), a professor who struggled with overwork, recounted her experience of burnout and the need to adhere to regular work hours and integrate leisure activities to restore balance. Similar experiences are echoed in various studies, which demonstrate that the conscious effort to establish boundaries between work and personal life contributes to a healthier lifestyle and better work performance.

It can be noted that the importance of work-life balance cannot be understated. [Drnovšek et al. \(2024\)](#) stated that the benefits of achieving satisfaction with work-life balance in an entrepreneurial career are significant because it is important for an entrepreneur's subjective well-being and has a positive impact on firm growth.

Research has revealed conflicting views on the relationship between entrepreneurship and work-life balance. Several researchers have affirmed that entrepreneurship contributes to positive work-life balance (Abd Rahman et al., 2020; Tahir, 2024; Zhou et al., 2022). On the other hand, a group of researchers have considered entrepreneurship to negatively impact entrepreneurs' work-life balance because of the duality of roles for family responsibilities or office work responsibilities (Agarwal & Leka, 2015; Bennett et al., 2017; Bhattacharya, 2017; Block et al., 2018).

Corollary on the differences in the claims on the effects of nano-entrepreneurship engagement with work-life balance of the entrepreneurs, the researchers posited the following hypothesis:

Ho: There is no significant relationship between nano-entrepreneurship engagement and work-life balance.

RESEARCH METHOD

This study employed a descriptive-quantitative research design, as outlined by Manjunatha (2019), to explore the relationship between nano-entrepreneurship and work-life balance among LGU employees in the Philippines. The participants included LGU employees who are engaged in small-scale entrepreneurial activities alongside their primary jobs. With a population of approximately 18,000 LGU employees, where there is no available list of those engaged in nano enterprises, the researchers used non-probability sampling through convenience and snowball sampling strategies to scout for employees who are into nano-entrepreneurship. The researchers went to the different offices of the LGU to identify the target respondents with the desired qualifications. The selection criteria included employees who had been with the LGU for at least one year, were involved in nano-entrepreneurial activities, and were willing to share their experiences regarding work-life balance. This approach ensured that respondents possess relevant qualifications to provide valuable insights into the relationship between nano-entrepreneurship and work-life balance. During the survey period, which lasted for one week, the researchers considered a sample size of 110 participants.

The survey questionnaire served as the primary data-gathering tool. The study was prepared to assess the participants' perspectives on work-life balance and their experiences with nano-entrepreneurship. The instrument features closed-ended questions measured using a five-point Likert scale to collect the level of agreement on specific statements from the respondents. The scale ranges from 1.00 to 5.00, and each range correlates with a verbal interpretation of the score. Scores in the range of 4.20 to 5.00 are "Strongly Agree," which connotes a high level of agreement. Scores in the range of 3.40 to 4.19 are "Agree," which connotes a moderate level of agreement. The "Neutral" scale ranges from 2.60 to 3.39, indicating mixed emotions or neutrality. Scores of 1.80 to 2.59 indicate "Disagree" indicating no consensus, while scores of 1.00 to 1.79 indicate "Strongly Disagree" for highly opposed statements. The subjective opinions were, therefore, quantified, making them measurable for analysis.

The questionnaire developed by the researchers was validated for accuracy and relevance by two individuals experienced in nano-entrepreneurship and work-life balance within the context of LGUs in the Philippines. All suggestions given by the validators were taken into consideration in the revision of the final questionnaire for pilot testing. Then, the questionnaire underwent a pilot test to 10 nano-entrepreneurs from the same LGU to assess its reliability. Table 1 shows the reliability test results using Cronbach's alpha. A general average value of 0.9369 indicates that the questionnaire items are reliable and with high internal consistency. However, there are two items which were dropped in the Work-Life Balance category (one item each in the "Support for supervisors and colleagues" and "Personal well-being and satisfaction" dimensions). A confidentiality note was likewise included in the

questionnaire, guaranteeing respondents that their answers would be treated with the utmost privacy and used solely for research purposes. The final questionnaire was formatted in Google form and such was forwarded either by Facebook messenger or through electronic mail depending on the preference of the target respondents.

Table 1. Reliability Statistics

Indicators	Cronbach's Alpha	No. of Items Dropped*	No. of items considered
Nano-Entrepreneurship Engagement			
1. Time Management	0.9662	0	5
2. Role Conflict	0.9565	0	5
3. Financial Stability	0.9519	0	5
4. Personal Life	0.9625	0	5
5. Professional Growth	0.9744	0	5
6. Work Efficiency	0.9189	0	5
Average	0.9551		
Work-Life Balance			
1. Workload and Job Demands	0.9536	0	5
2. Workplace Flexibility	0.9127	0	5
3. Support from Supervisors and Colleagues	0.9730	1	4
4. Organizational Policies and Resources	0.9613	0	5
5. Work Environment and Organizational Culture	0.9563	0	5
6. Work-Life Conflict and Prevention of Occupational Stress	0.9766	0	5
7. Personal Well-Being and Satisfaction	0.9706	1	4
Average	0.9577		
Problems Encountered in Nano-Entrepreneurship Engagement			
1. Management of Time	0.8995	0	3
2. Workload and Stress	0.8737	0	3
3. Work Efficiency and Job Performance	0.9503	0	3
4. Work-Life Balance and Well-Being	0.9100	0	3
5. Organizational Support	0.9469	0	3
6. Financial Motivation	0.8070	0	3
Average	0.8979		
General Average	0.9369		

Note: * = All items dropped have Cronbach's alpha scores of less than 0.70, which are not sufficient for establishing reliability.

** = All items considered have Cronbach's alpha scores >0.70, which are sufficient for establishing reliability.

Data analysis involved descriptive and inferential statistical methods. Frequencies and percentages were used to summarize the survey responses on demographic information. The

weighted mean helped identify overall patterns in respondents' perceptions of their nano-entrepreneurship engagement and work-life balance. Regression analysis was employed to determine the relationship between nano-entrepreneurship and work-life balance, providing insight into how these variables influence each other considering the dual roles of selected LGU employees. These analytical techniques provided a detailed understanding of the impact of nano-entrepreneurship on maintaining a healthy work-life balance.

FINDINGS AND DISCUSSION

The data collected using the survey questionnaire were presented, analyzed, and interpreted to support the study objectives.

Respondents' Profile

This section provides a detailed overview of respondents' demographic and employment characteristics. The importance of demographic characteristics contributes to a better understanding of employee experiences and performance outcomes (Amegayibor, 2021). Table 2 presents the respondents' key demographic and employment characteristics.

Table 2. Profile of Respondents

Indicator	Frequency	Percentage
Age		
18-24	9	8.18
25-34	43	39.09
35-44	30	27.27
45-54	19	17.27
55 and above	9	8.18
Total	110	100.00
Gender		
Male	40	36.36
Female	70	63.64
Total	110	100.00
Marital Status		
Single	65	59.09
Married	38	34.55
Widowed	3	2.73
Divorced	0	0
Separated	4	3.64
Total	110	100.00
Number of Dependents		
None	51	46.36
1	17	15.45
2	22	20.00
3	15	13.64
4 or more	5	4.55
Total	110	100.00
Employment Information		
Position/job title		
Manager/Supervisor	3	2.73

Indicator	Frequency	Percentage
Professional/Technical	26	23.64
Clerical/Administrative Support	79	71.82
Trades/Crafts	2	1.82
Total	110	100.00
Business Established/Managed		
<i>Types of NanoEnterprises</i>		
Selling Labor (e.g. Construction, Plumbing, Masonry)	3	2.73
Selling Access (access to shelter, water supply, electricity)	4	3.64
Selling Creativity (Commission Writing, Social Media Marketing, Virtual Assistant)	14	12.73
Selling Services (Massage therapist, Manicurist)	2	1.82
Selling Influence (Modeling, Brand Ambassador, Content Creator)	1	0.91
Selling Goods (Food Stalls, Sari-sari Store)	51	46.36
Other: Please Specify	35	31.82
Total	110	100.00
<i>Length of Business Operation</i>		
Less than two years	59	53.64
2-3 years	21	19.09
4-5 years	9	8.18
6 years and above	21	19.09
Total	110	100.00

Most respondents were single, female, aged 25-34 years old, and had no dependents at all. Regarding occupation, the majority are clerical/administrative support workers (71.82%), and most of the established nano-enterprises sell merchandise, like food stalls or sari-sari stores (46.36%), with more than half of them managing their small-scale business for less than two years (53.64%). The findings indicate that young and predominantly female employees with administrative support roles in the subject LGU are involved in starter entrepreneurial activities. This suggests that such demographic characteristics influence the productivity of nano-entrepreneur employees in the LGU. In this regard, a tailored support programme based on these demographics should be considered to enhance entrepreneurship outcomes in LGU.

Nano-Entrepreneurship Engagement

The assessment of nano-entrepreneurship engagement of the LGU employees was made across six key dimensions: time management; role conflict; financial stability; personal life; professional growth; and work efficiency. This demonstrates how employees engaged in nano-entrepreneurship balance the management of their entrepreneurial activities with their professional roles. Time management evaluates the distribution of time between work and business. Role clarity probes the understanding of responsibility levels in both domains. Financial security measures should be implemented if entrepreneurial ventures enhance economic security. Personal life answers the reflection about maintaining relationships and self-care. Professional growth evaluates opportunities in career progression, whereas work efficiency measures

productivity potential in work and related life activities. Table 3 presents the nano-entrepreneurship engagement of the respondents.

Table 3. Nano-Entrepreneurship Engagement

Dimensions	Weighted Mean	Verbal Interpretation
Time Management	3.91	Agree
Role Conflict	3.79	Agree
Financial Stability	3.69	Agree
Personal Life	3.82	Agree
Professional Growth	3.85	Agree
Work Efficiency	3.86	Agree
Average Weighted Mean	3.82	Agree

Generally speaking, all core dimensions were rated “Agreed” (3.82) on average by the respondents, with time management appearing as the top rated category at 3.91 in terms of its influence on employee productivity and individual well-being. Other dimensions include role conflict at 3.79, financial stability at 3.69, personal life at 3.82, professional growth at 3.85, and work efficiency at 3.86. All these ratings show positive assessments, which indicates that effective management in these areas is necessary to improve performance and well-being at work.

These results indicate that the respondents are aware of the profound impacts of various dimensions of nano-entrepreneurship on their work experience. A high score in time management indicates that individuals value effective planning and organization, which significantly contribute to their job satisfaction and stress management ability. Positive reviews in other aspects indicate that respondents are of the opinion that achievement in areas such as role clarity, monetary stability, personal life, professional growth, and work effectiveness contribute to enhancing overall productivity and effectiveness as a nano-entrepreneur. A whole view represents knowledge of collective awareness where success as a nano-entrepreneurship depends on an efficiently handled multiple responsibilities.

The findings support the literature that advocates for the relevance of dimensions in the context of nano-entrepreneurship. For instance, it is argued that effective time management contributes to job satisfaction and well-being because stress levels are reduced. In this regard, [Bagtasos \(2021\)](#) argued that managing personal life should be essential for work-life balance and productivity; additionally, [To et al. \(2020\)](#) stated that security at work is an essential aspect of performance and job satisfaction, particularly in cases where job insecurity exists. Together, these studies align with the current findings because enhancing the management of these dimensions positively impacts the outcomes of nano-entrepreneurs, thus proving the requirement of a balanced approach toward work and entrepreneurial activities. This proves that employees engaged in nano-entrepreneurship have a positive disposition toward their work, personal, and professional life, and they consider their engagement in these areas as adequate and manageable.

Work-Life Balance

Work-life balance is critical for maintaining personal well-being and professional productivity, especially in nano-entrepreneurship settings where individual responsibilities and resources can vary widely. According to [Gubi et al. \(2023\)](#), the well-being of employees depends on a combination of several factors. Table 4 presents the work-life balance as perceived by the respondents.

Table 4. Work-Life Balance

Dimensions	Weighted Mean	Verbal Interpretation
Workload and Job Demands	3.90	Agree
Workplace Flexibility	3.72	Agree
Support from Supervisors and Colleagues	3.85	Agree
Organizational Policies and Resources	3.71	Agree
Work Environment and Organizational Culture	3.75	Agree
Work-Life Conflict and Prevention of Occupational Stress	3.78	Agree
Personal Well-being and Satisfaction	3.93	Agree
Average Weighted Mean	3.81	Agree

The analysis of Table 4 shows that the overall weighted means for different aspects of work-life balance among nano-entrepreneur employees range from 3.71 to 3.93, indicating general agreement among respondents on the importance of these dimensions. Personal well-being and satisfaction received the highest mean score of 3.93. These findings indicate that employees perceive their nano-entrepreneurial activities as significantly enhancing their overall quality of life. The next highest values were obtained for workload and job demands, at 3.90, and support extended from supervisors and colleagues, at 3.85. The total weighted average was 3.81, indicating that the respondents perceived adequate support to maintain a balance between work and personal life.

Furthermore, the results indicate that respondents value various dimensions of work-life balance and realize their overall impact on well-being. A high mean score for personal well-being reflects a strong belief that nano-entrepreneurship positively influences life satisfaction. Scores for workload and supervisor support also demonstrate that employee empowerment comes from adequately managing job demands and receiving encouragement from superiors and colleagues. A balance between workload management and support systems is crucial to maintaining a sustainable balance between work and personal commitments that prevent burnout and enhance job satisfaction.

These results agree with the existing literature that underlines that balancing work and life promotes the individual's job satisfaction and, ultimately, fulfillment of the self. For example, [Ruggeri et al. \(2020\)](#) emphasized that attaining balance in both the work and the life aspects is the core of enhancing job satisfaction. The workload should also be considered to avoid the perception of burnout is not formed. As revealed by [Silva and Briones \(2022\)](#), the changes in work setups and increased workloads can affect the psychological and physical health of employees, thus affecting their overall wellbeing. Thus, to overcome these issues, several researchers ([Asif et al. \(2019\)](#); [Arendon et al. \(2023\)](#); [Alonzo et al. \(2023\)](#)) opined that organizations should create a healthy environment for their employees. In this regard, [Abdullatif and Anindita \(2021\)](#) are correct about the fact that the finding of this research proving that both efficient workload management and comprehensive support systems are the drivers for the overall well-being of nano-entrepreneurs. This close relationship between work-life balance dimensions and nano-entrepreneurial experiences indicates that organizational support practices are crucial in cultivating employee productivity and satisfaction. Thus, the LGU should serve as a support system by having policies and guidelines that can further enhance the work-life balance of the employee-entrepreneurs.

Problems Encountered by Government Employees Pursuing Nano-Entrepreneurship

Government employees pursuing nano-entrepreneurship encounter challenges that significantly hinder their ability to balance their public service responsibilities with their

entrepreneurial aspirations. These challenges stem from various factors, such as limited organizational support, inadequate time management resources and the demands of primary government roles. Table 5 presents the respondents' responses.

Table 5. Problems Encountered by Government Employees Pursuing Nano-Entrepreneurship

Indicators	Weighted Mean	Verbal Interpretation
Management of time	2.88	Neutral
Workload and Stress	2.97	Neutral
Work Efficiency and Job Performance	2.56	Neutral
Work-Life Balance and Well-being	2.63	Neutral
Organizational Support	2.55	Neutral
Financial Motivation	3.11	Neutral
Average Weighted Mean	2.78	Neutral

Table 5 shows that the variables of the nano-entrepreneur challenges elicited a neutral response, as indicated by its weighted mean ranging from 2.55 to 3.11. From the monetary reward, a weighted mean of 3.11 was achieved, and the possibility of generating extraneous sources of income was illustrated, which could be the motivational influence. However, other dimensions, such as work efficiency and organizational support, stood at 2.56 and 2.55, respectively, indicating improvement areas; hence, the overall weighted mean was 2.78. This shows that although employees believe in the advantages of nano-entrepreneurship, they face certain challenges that may not allow them to pursue such opportunities efficiently.

It can be interpreted that government employees know the potential associated with nano-entrepreneurship. However, they still suffer from certain challenges that limit their efforts. A neutral rating across all dimensions indicates that employees do not feel highly supported or substantially hindered by their prevailing work environment. The high financial motivation score suggests a motivation to supplement income. However, low ratings for working efficiency and organizational support indicate specific areas where improvements are needed to facilitate the success of such a dual career path. This situation would require better skills in managing time and more support from the LGU to perform their public service duties, coupled with their entrepreneurial ambitions. According to [De Ramos and Briones \(2023\)](#), these challenges can be addressed by improving communication and infrastructure in the workplace.

These findings resonate with existing literature that calls for supportive organizational practices to enhance employee engagement in entrepreneurial activities. For instance, [Sunday et al. \(2019\)](#) emphasized effective time management in balancing public service demands and entrepreneurial ventures. This finding aligns with the improvement in skills identified in the current study. Accordingly, [Omar et al. \(2020\)](#) considered higher workload as causing elevated levels of anxiety; in fact, an organization-level intervention is necessary to decrease the levels of stress at the workplace. Neutrality in findings suggests a void within organizational interventions, suggesting that although nano-entrepreneurs perceive the merits of being entrepreneurs and pursuing careers parallel, barriers have surfaced before these dual career-oriented workers pursue their entrepreneurship dreams. This alignment with the literature reinforces the importance of strategic policies supporting work-life balance and employee motivation in the government sector. The findings also imply that the LGU should provide support to these employee entrepreneurs regarding how they would be able to perform at their best considering the duality of their roles. In this regard, probable problems may not arise, which may ruin employees' performance and productivity in the workplace and in the enterprises they build up.

Relationship between Nano-Entrepreneurship Engagement and Work-Life Balance

Understanding the relationship between nano-entrepreneurship engagement and work-life balance is essential for understanding how government employees juggle their various commitments. This relationship is crucial because it highlights the potential benefits of nano-entrepreneurship, such as enhanced personal fulfillment and financial rewards, while also revealing the challenges that can arise, such as increased stress and role conflict.

Based on the regression analysis results, there is no statistically significant relationship between nano-entrepreneurship and work-life balance. The R-squared value of 0.1046 suggests that only 10.46% of the variance in the dependent variable can be explained by the independent variables. The p-values for both "Nano-Entrepreneurship" (0.09) and "Work-life Balance" (0.84) are above the standard significance level of 0.05, indicating that neither variable has a statistically significant effect on the dependent variable. The ANOVA table also shows an F value of 0.1907, suggesting that the overall model is not statistically significant. Therefore, the null hypothesis of this study is accepted. While this analysis does not support a significant relationship between nano-entrepreneurship and work-life balance, it does not rule out the possibility of other factors influencing work-life balance in the context of nano-entrepreneurship engagement. This study does not jibe with earlier studies ([Abd Rahman et al. 2020](#); [Tahir, 2024](#); [Zhou et al., 2022](#)) that considered a positive association between entrepreneurship engagement and work-life balance. The present study's finding indicates that employees who are engaged in nano-entrepreneurship may probably experience poor work-life balance, however this is not due to activities related to their personal or work responsibilities at the LGU. According to [Murphy and Manocha \(2024\)](#) the results of poor work-life balance include stresses and anxieties that can be deleterious to the well-being of individuals who are engaged in entrepreneurship. These stresses and anxieties are spill over causes which may possibly due to family-related and other environmental factors ([Lakshmypriya & Rama Krishna, 2016](#)). Moreover, these are generally implicitly human outcomes which occur naturally to make one's work and life imbalanced.

The null hypothesis that there is no significant relationship between nano-entrepreneurship engagement and work-life balance is analyzed by regression analysis. Table 6 presents the results of the statistical analysis

Strategies Enhancing Nano-Entrepreneurship Engagement and Work-Life Balance

Table 7 presents innovative approaches to fostering the well-being and productivity of employees engaged in government responsibilities and entrepreneurial ventures. To effectively enhance nano-entrepreneurship engagement and work-life balance, it is crucial to implement targeted strategies that address existing challenges while creating a more supportive organizational environment.

The proposed strategies foster a supportive culture that encourages psychological safety and employee autonomy and enhances employee well-being and productivity while balancing government responsibilities with entrepreneurial ventures. According to [Briones et al. \(2023\)](#), a supportive organizational culture is necessary for effective entrepreneurial transformation. Research also shows that environments where employees feel safe to voice their ideas and concerns without fear of negative consequences are linked to improved engagement, creativity, and job satisfaction, which is essential for those navigating dual roles ([Edmondson & Lei, 2014](#)).

Table 6. Regression Analysis of Nano-Entrepreneurship Engagement and Work-Life Balance

Regression Statistics		Value					
Multiple R		0.3234					
R Square		0.1046					
Adjusted R-squared value		0.0449					
Standard Error		1.3850					
Observations		33					
ANOVA		Df	SS	MS	F	Significance F	Decision
Regression		2	6.7228	3.3614	1.7523	0.1907	Not
Residual		30	57.5479	1.9183			Significant;
Total		32	64.2707				Accept Ho
Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	-1.99	10.59	-0.19	0.85	-23.61	19.63	-23.61
Nano- Entrepreneurship	0.43	0.24	1.76	0.09*	-0.07	0.93	-0.07
Work-Life Balance	0.53	2.68	0.20	0.84*	-4.94	6.01	-4.94

*not significa

Table 7. Strategies Enhancing Nano-Entrepreneurship Engagement and Work-Life Balance of Employees

Proposed strategy with a description	Basis of Proposed Strategy	Expected Outcome
<i>Nano-Entrepreneurship</i>		
Task Time Management (Mean: 3.91, Verbal Interpretation: Agree)	Provide flexible scheduling and prioritization tools to help employees effectively balance both roles.	Enhanced employee well-being, leading to a shift from agreeing to highly agreeing on nanoentrepreneurship dimensions.
Role Conflict (Mean: 3.79, Verbal Interpretation: Agree)	Provide boundary-setting and growth mindset training to view role challenges as opportunities for growth.	
Financial Stability (Mean: 3.69, Verbal Interpretation: Agree)	Financial literacy workshops to help individuals manage dual income and long-term stability.	
Personal Life Balance (Mean: 3.82, Verbal Interpretation: Agree)	Provide coaching to integrate personal, professional, and entrepreneurial goals for holistic well-being.	
Professional Growth (Mean: 3.85, Verbal Interpretation: Agree)	Facilitate leadership programs that leverage entrepreneurial skills for government work.	
Work Efficiency (Mean: 3.86, Verbal Interpretation: Agree)	Train for multitasking and energy management to sustain productivity across both roles.	
<i>Work-Life Balance</i>		
Workload and Job Demands (Mean: 3.90, Verbal Interpretation: Agree)	Provide workload management tools and prioritization training to enhance task balance within work hours.	Increased motivation and engagement, fostering a culture that values work-life balance, moving responses from agree to highly agree in the work-life balance dimensions.
Workplace Flexibility (Mean: 3.72, Verbal Interpretation: Agree)	Expand flexible work options, such as remote work and adaptable scheduling, to support personal needs.	
Support from Supervisors and Colleagues (Mean: 3.85, Verbal Interpretation: Agree)	Train supervisors and promote peer understanding to create a collaborative environment focused on wellbeing.	
Organizational Policies and Resources (Mean: 3.71, Verbal Interpretation: Agree)	Increase awareness and accessibility of work-life policies and wellness programs.	
Work Environment and Organizational Culture (Mean: 3.75, Verbal Interpretation: Agree)	Encourage a culture that values personal boundaries and respect.	

Proposed strategy with a description	Basis of Proposed Strategy	Expected Outcome
Work-life Conflict and Prevention of Occupational Stress (Mean: 3.78, Verbal Interpretation: Agree)	Provide stress-management workshops and self-care resources for work-life harmony.	
Personal Well-being and Satisfaction (Mean: 3.93, Verbal Interpretation: Agree)	Encourage well-being initiatives, such as wellness check-ins, flexible scheduling, and regular feedback on work-life balance, which will promote employee engagement and job satisfaction.	
<i>Problems Encountered</i>		
Management of Time (Mean: 2.88, Verbal Interpretation: Neutral)	Offer prioritization training and resources to help employees balance their government jobs and entrepreneurial activities.	Increased financial stability and reduced stress levels, shifting perceptions from neutral to disagree on issues faced in balancing roles.
Workload and Stress (Mean: 2.97, Verbal Interpretation: Neutral)	Introduce workload assessment tools and stress management workshops to alleviate pressure and promote healthier coping strategies.	
Work Efficiency and Job Performance (Mean: 2.56, Verbal Interpretation: Neutral)	Provide training on multitasking and focus techniques to improve job performance, which will allow employees to better manage their government duties alongside business commitments.	
Work-Life Balance and Well-being (Mean: 2.63, Verbal Interpretation: Neutral)	Implement wellness programs that teach boundary-setting and self-care to help employees prioritize their time and health.	
Organizational Support (Mean: 2.55, Verbal Interpretation: Neutral)	Advocate for flexible work arrangements and train supervisors to support employees who balance multiple roles to foster a more understanding environment.	
Financial Motivation (Mean: 3.11, Verbal Interpretation: Neutral)	Offer financial planning workshops to help employees evaluate their entrepreneurial motivation for government salaries.	

CONCLUSIONS

While nano-entrepreneurship engagement is found to be adequate and manageable in terms of balancing work, personal, and professional activities, and their work-life balance considering the duality of roles are acceptable and satisfying, there is no empirical evidence that the latter is a factor for successful or unsuccessful nano-entrepreneurship engagement. The results imply that other factors of work-life balance, apart from personal or work-related dimensions, may influence nano-entrepreneurship engagement. However, the study also revealed that they might be experiencing some difficulties when considering their dual roles as entrepreneurs and employees at the same time, which can have a bearing on their work performance and work-life balance. This study argues that the subject LGU should establish an organizational culture supportive of dual roles, flexible scheduling, workload management tools, and customized professional development programs that enable nano-entrepreneur employees to cope with their roles more effectively, thereby increasing their productivity and personal satisfaction. This study can also be used as baseline information by any organization in both the public and private sectors to support the entrepreneurial undertakings of its employees.

LIMITATION & FURTHER RESEARCH

Future researchers should consider the limitations of this study and the possible lack of generalizability to different settings because this study was conducted in a specific local government unit in the Philippines. Further research can be conducted to determine the long-term effects of nano-entrepreneurship on work-life balance across sectors and regions. Likewise, different factors of work-life balance, such as those related to family, environment, and other factors, can be considered for a more thorough assessment. It would also be effective to examine the opinions of workers with diverse demographics to better analyze the impact of nano-entrepreneurship on their work-life balance. Lastly, qualitative research may enable more profound insights into the personal experiences and challenges employees face when engaging in nano-entrepreneurial activities.

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