

The Active Performance Factors that Influence the Success of Bumiputera Women Entrepreneurs in Selangor

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Abstract

In the era of globalization, the role of women in the business sector in Malaysia are increasingly being recognized, as the Female Labour Participation Rate (FLPR) is escalating year by year. The growth is undeniably helps towards the nation's development, and also creates vast opportunities for women to be actively involved in economic activities. Consequently, an increase in the number and percentage of Women-Owned Small Medium Enterprises (SMEs) in Malaysia can be seen. Although the involvement of women in entrepreneurship can be classified as active, the failure rate among bumiputera women entrepreneurs are high. Due to that, there is an urgent need to implement this study, and to create better understanding of potential factors to ensure more entrepreneurs emerge successful. Therefore, by adopting the theory of action regulation (ART) which calls for a degree of attention from entrepreneurship perspectives, this study aims to determine the factors influencing entrepreneurial success. Several definitions have been identified from previous studies to better understand the meaning of entrepreneurial success. This study is based on data obtained from questionnaires administered involving 378 women entrepreneurs in Selangor. The data collected were analysed and evaluated to determine the active performance factors influencing the success of bumiputera women entrepreneurs in Selangor. The analysis revealed that the first independent variable, active action planning, contributed the most to the dependent variable, entrepreneurial success. The findings of this study also suggested a holistic strategic approach to be framed in order to ensure the success rate among bumiputera women entrepreneurs increases.

Keywords: women entrepreneurship, entrepreneurial success, small medium enterprises (SMEs), active performance, bumiputera

INTRODUCTION

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Entrepreneurs play a vital role in the economy, as it is inarguable that entrepreneurship has become an important economy force for both developed, and developing countries. As defined by Abdul et al. (2017), entrepreneurship involves the process of identifying opportunities in the market place, gathering the advantageous and useful resources to pursue the opportunities that emerge, and investing the resources gathered in exploiting the opportunities for a long-term gain. Entrepreneurs are people who occasionally equip themselves with necessary knowledge and skills, able to initiate

fresh ideas in creating and marketing their products, and ensure the ideas initiated are marketable and profitable. One important criteria to remain successful in the entrepreneurship field is that one has to be creative and innovative to anticipate opportunities. In fact, the reason why more people are becoming entrepreneurs is due to the opportunity to gain profit (Mustapha & Subramaniam, 2016). Even though not all entrepreneurs are motivated by profit, profit can still be regarded as a standard to measure business success.

Traditionally, women are restricted to their marital life once they get married as they are expected to be responsible in managing their family and household work. Nevertheless, this generalization has changed due to globalization, whereas women are no longer bound to specific roles at home as there is a significant increase of women participation in business fields that offer varied kinds of professionals and services. Rashmi (2016) defined women entrepreneurs as people who are able to initiate, organize, and adopt business activities to actively manage business enterprises. Women nowadays are no longer seen as vulnerable, as they have grown more confident and self-assured by having their own opinions, and are able to withstand potential emerging risks. Despite shouldering many responsibilities, women are still able to perform multiple roles skillfully.

According to the Global Entrepreneurship Monitor (GEM) 2016/2017 Women's report, the estimated number of women who started new businesses in 74 countries has increased to 163 million women, compared to 126 million women in year 2012 (Kelley et al., 2017). This finding indicates a significant magnitude of impact among women entrepreneurs globally. For developing countries including Malaysia, entrepreneurship is perceived as one of the vital drivers towards achieving the status of a developed country. A bigger involvement of women in economic activities results in the creation of vast opportunities for the country's economy to expand. Bahari et al. (2017) highlighted the roles of the Malaysian government to enhance and support entrepreneurial activities by demonstrating various entrepreneurial plans and policies such as Vision 2020, The New Economic Policy (NEP), The New Economic Model (NEM), and The National Development Policy (NDP). In further, a central coordinating agency, SME Corporation Malaysia was established since 1996, to spur the development of SMEs in Malaysia.

Although the number of women entrepreneurs is steadily increasing, it can be seen that women entrepreneurs are still not as successful as male entrepreneurs, due to considering many factors. In consequence, the factors influencing entrepreneurial success among women entrepreneurs should be identified and understood in order to ensure they are more women who are able to access business opportunities effectively, and be successful in the long run. Thus, the main objective of this study is to determine

the factors influencing entrepreneurial success that are derived from the characteristics of active performance.

PROBLEM STATEMENT

The failure rate of SME establishments is alarmingly high for the first five years at 60% (Chong, 2012). This statement is supported by the Federation of Malay Economic Bodies (GABEM) stated, only 18 out of 100 companies registered in the last five years with Companies Commission of Malaysia had succeeded (BERNAMA, 2017). This concern is directly explained the lower performance of Malaysia Total early-stage Entrepreneurial Activity (TEA). Based on report by SME Corporation Malaysia (2016), the percentage of individuals who are in the process of starting, or are already running new business was low at 2.9% in 2015, as compared to 6.6% in 2013 and 5.9% in 2014. This decline setting trend shows fewer people are pursuing entrepreneurial opportunities in Malaysia.

Moreover, the decreasing rate of entrepreneurial intention from 12% in year 2013 and 2014, to 6% in year 2015, demonstrates a lack of Malaysians who want to start a business within 3 years (SME Corporation Malaysia, 2016). The number of Malaysians who pursue entrepreneurial opportunities is still low although Malaysia is known as one of the countries with the highest number of entrepreneurship development organizations (EDOs). However, based on the SME annual report 2015-2016, there was a decreased percentage for fear of failure rate. The report mentioned in 2009, the percentage of fear failure among Malaysians was 65%, while the statistics in 2013 show it was at 33.3% and this percentage decreased in 2015 to 27.1%. This is due to the powerful entrepreneurial ecosystem that existed at that particular time. Examples of the ecosystem are the initiatives that have been undertaken by the government in providing training, financial aid and moral support through its relevant institutions-in a bid to reduce the fear of failing by the entrepreneurs.

From the above statements, the fear of failure may deter an individual from being involved in entrepreneurial activities and this may affect negatively towards development and growth of Malaysia. This is because, entrepreneurship plays a key role towards economic growth in the country (Ahmad et al., 2014). As mentioned by Baptista and Thurik (2007), entrepreneurial activities lead to self-employment that helps to accelerate economic growth, beside reducing unemployment. To conclude, higher rates of successful entrepreneurs may increase the number of entrepreneurial initiatives, which will in turn lead to employment, and reduction in unemployment rate.

In addition, this study focused on the bumiputera women entrepreneurs in order to correct the economic balance between ethnic communities in Malaysia (Lewison et

al., 2016). Although the majority of the Malaysian population is bumiputera, the number of participation among them in several economic indicators is still low (Rahim, 2018). Nevertheless, it was done to enhance the bumiputera's wealth creation capacity (Yusof & Johar, 2015) in accordance to the government agenda such as the Bumiputera Economic Community (BEC) plan. The stress on the bumiputera agenda is still relevant and necessary as Malaysia progresses towards becoming a developed economy. The data that have been provided by the SME Corporation Malaysia in 2018, states that only 20.6 percent of women in Malaysia, regardless of race, are involved in entrepreneurship. This percentage shows that the position of women in this sector is still lagging behind and this situation undoubtedly does not help in improving the country's continuous economic growth.

Most findings in entrepreneur researches have shown that the intention of individuals to be involved in entrepreneur activities are triggered by the intention to find the opportunity, the ability to brave risks, innovativeness and the intention to be successful in the business (Tanveer, Zafar, Shafique, Hangir and Rizvi, 2013). However, Che MohdZulkifli and Nurdiana (2015) mentioned that bumiputera entrepreneurs in general face failure due to their weaknesses in management especially in financial issues, lack of skills and other personality elements. But these findings do not reflect the entirety of bumiputera entrepreneur performance in Malaysia. It is believed that there are hidden factors that can be retrieved from the study and may reflect the strength of bumiputera in entrepreneurship activities.

Therefore, by using the ART, this study aims to determine the factors of entrepreneurial success among Malaysian bumiputera women entrepreneurs, derived from the characteristics of active performance. The characteristics of active performance involved are active action planning, active social strategy for networking, and active approach to learning. These characteristics are fundamental for business success (Frese, 2009). The theory used in this study is expected to have a very significant effect in identifying and understanding the entrepreneurial phenomenon, in particular that which involves the success and failure elements into the journey of an entrepreneur. The research objectives are:

1. To determine the relationship between action planning and the success of Bumiputra women entrepreneurs in Selangor.
2. To ascertain the relationship between active social strategy for networking and the success of Bumiputra women entrepreneurs in Selangor.
3. To investigate whether there is a relationship between active approach and the learning success of Bumiputra women entrepreneurs in Selangor.

4. To find out the highest contributing factor towards the success of Bumiputra women entrepreneurs in Selangor.
5. To identify whether the governmental programs have moderating effects towards the success of Bumiputra women entrepreneurs in Selangor.

LITERATURE REVIEW

Action Regulation Theory

There is a strong stand among researchers that recognize entrepreneurs' actions as important elements for success. Based on ART, it is concerned with how individuals manage and regulate their actions in a given situation (Frese & Zapf, 1994). This theory defined action as goal-directed behaviour. In order for an individual to initiate an action, person is required to identify an ideal state, and recognize a gap between his or her ideal and current state. Besides, ART also assumes humans as active agents who are able to set goals, and also to overcome challenges over time to achieve desired outcomes (Zacher & Frese, 2015).

Furthermore, a study by Frese (2009) found that this theory can be viewed from entrepreneurship perspectives that have received attention amongst entrepreneurs. One of the central tenets of ART which is highlighted is the active performance which contributes towards entrepreneurial success. This statement is supported by Frese and Gielnik (2014), which states that active performance is essential to be recognized by entrepreneurs because they are active performers who have the ability and capability to change their environment through their actions. In short, the concept of active performance concerns personal initiatives (PI). In consequence, a framework proposed by Frese that emphasized on the characteristics of active performance leading to entrepreneurial success was used as a guide for this study.

As can be seen from Figure 1, there are six characteristics of active performance which are also known as contributors towards entrepreneurial success. However, this study only adopted three characteristics which are, active action planning, active social strategy for networking, and active approach to learning because these characteristics are fundamental and suitable to be used in the context of SMEs entrepreneurs in Malaysia.

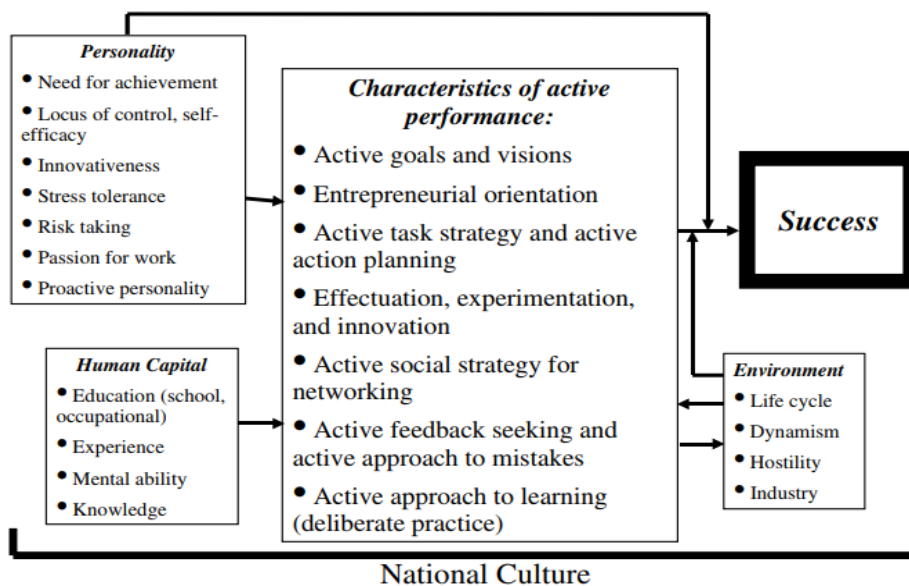


Figure 1: Characteristics of Active Performance towards Entrepreneurial Success by Frese (2009)

The concept of Entrepreneurial Success

Every entrepreneur has different views of what constitutes and contributes towards business success. The achievement of success can be determined objectively and subjectively. According to a study conducted by Angel et al. (2018), entrepreneurial success can be viewed from two perspectives, which are, monetary and non-monetary. Monetary perspective involves the usage of criteria such as growth in sales, profit, number of employees, and business age. Achtenhagen et al. (2010) stated that entrepreneurial success is widely conceptualized through business growth, and more studies by Nicolaou and Shane (2013); Gottschalk et al. (2014), determined that entrepreneurial success is appropriate to be used as measurement of success in accordance to business performance, business survival and business growth. Thus, prevailing focus on business growth as success indicator assumes that entrepreneurs are also viewing growth in size as a primary metric for success.

In spite of that, many other researchers disagreed on what the monetary criteria to measure business success are. According to Ashraf and Qureshi (2010), the means of achievement for doing business profitably is not only applied to indicate business success, but also the entrepreneurs' satisfaction within themselves in term of fulfilling careers and seeking guidance to boom individually. Referring to Wach et al. (2016),

entrepreneurs who prioritize personal fulfilment were likely to be more satisfied with their lives, rather than entrepreneurs who give priorities to their business' profitability. To summarize the concept of entrepreneurial success, as agreed by past researchers, business success can be determined from monetary measures which consist of return on assets, sales, profits, employees and survival rates, and non-financial measures such as customer satisfaction, personal development, and personal achievement.

Therefore, for the purpose of this study, the researcher will adopt the definition by Amit et al. (2001), which measures business success using monetary criteria such as profit, growth in term of number of employees and branches of business location, as well as the ability of the business to remain longer in the industry. As mentioned by Dafna (2008), a business venture is successful if it has been operating for at least 3 years. However, in this study, the business is considered successful as long as it able to remain in the marketplace, rendering businesses age of one and two years as also successful. Thus, the business is considered successful when there is an increase in terms of income, business growth, and the ability of a business to remain productive in the marketplace.

Active action planning

Planning has always been accepted as a foundation of management that is crucial for business development and sustainability. Every entrepreneurs is required to come out with strategic plans to manage their business, as the primary role of planning is to ensure that the entrepreneurs are able to respond proactively to opportunities and threats which emerge. When the entrepreneurs have properly made plans, they are likely able to recognize the opportunities they need to grab in ensuring business success, also to identify the threats they need to overcome in avoiding business failure. Mayer (2014) highlighted the importance of planning as low levels of planning increases the probability of business failure.

ART emphasizes the plan as a connector between goals and action, which means plans affect on how an individual acts in order to achieve the desired outcomes. Kyndtand Baert(2015) mentioned entrepreneur's vision is important because it can be transformed into operational and realistic plans. Every planning also has different degrees of detail and degrees of proactiveness (Frese, 2009). Specifically, a proactive planning is significant for entrepreneurs because it implies the ability of entrepreneurs to actively anticipate potential opportunities, and are ready to exploit them when they appear. Frese (2009) also reiterates the importance of proactive planning by mentioning individuals who are focused on long-term development will be able to develop detailed

plans because they are able to predict potential issues that might appear throughout business activities.

Although planning does not necessarily lead to high performance, Cassar and Gibson (2005) agreed high performers are likely to use planning in their activities. On top of that, Tarres et al. (2006) recognized planning as a contributor to success because planning requires the entrepreneurs to think about a variety business segments such as financial, human resources, competitors, and others. Hence, detailed and proactive plans are critical for business survival because entrepreneurs yield significant results when they plan their business activities.

Active Social Strategy for Networking

Today's dynamic environment in the marketplace forces entrepreneurs to quickly adapt and adjust to changes in ensuring businesses' survivability and competitiveness. Such changes demand the entrepreneurs to engage in networking which a basis to be more competitive and innovative. Smith and Schallenkamp (2009) defined networking as relationships or connections between defined set of actors that can be persons, groups, and collectives of organizations. Helander and Valkokari (2007) stated networking safeguards collaboration between individuals or organizations, that can influence the creation and delivery of marketable products and services, which directly contribute to business success.

Referring to the theory used, entrepreneurs as active performers should develop their networks because it benefits their endeavours, and it requires excellent interpersonal skills that must be equipped by the entrepreneurs. Antoncic and Hoang (2003) expressed entrepreneurial success can be achieved by having better and larger social networks, as it enhances the process of discovering and exploiting ideas for business improvement. Farinda et al. (2009) also supported the view by stating that networks can definitely contribute to business success.

Moreover, networking in SMEs can be classified diversely into level of networking, strength of network ties, and networking proactivity (Karin & Barbara, 2009). To simplify, level of networking refers to network range from limited to extensive, where limited means small network with some connections, while extensive includes many connections. Besides, strength of network ties can be positioned from weak to strong, as this can be indicated through factors such as degree of trust, experiences, intimacy, and others. Meanwhile, networking proactivity can be measured from reactive to proactive based on the level of connection between networks. Stefanovic et al. (2010) mentioned creation of such networking environment

can nurture the development in entrepreneurship field, as well as producing more successful women entrepreneurs.

Active Approach to Learning

Education is important to enrich individuals to be more knowledgeable as learning involves acquisition, distribution, storage, and interpretation of information (Erzetic, 2017). In this current dynamic business environment, entrepreneurs need to consistently endow themselves with appropriate knowledge, and requisite skills because failure to do so, they will result in them being unable to ensure success in their business. In line with the era of globalization, technological progress in the industry and anticipation shift of customer requirements force the entrepreneurs to acquire new mastery in order to assure products and services delivered match the customers' demands and needs.

Another factor influencing entrepreneurial success as mentioned by Frese (2009) is active approach to learning discussing about the entrepreneurs' motivation to actively seek knowledges for the purpose of improvement. Learning from errors is also indicated as one to improve current performance level, matching with high degree of efforts. This theory also highlighted on deliberate practice whereby it relies on small, achievable, well-defined steps, that is helpful to bring refinement towards business performance. By doing that, entrepreneurs constantly expand their abilities and push those boundaries little by little. Deliberate practice can contribute towards business performance, which inadvertently contributes to entrepreneurial success (Baron & Henry, 2010)

Heuristics et al. (2009) expressed the positive impact of learning in which when entrepreneurs actively gain knowledge and combine it together with prior knowledge, the entrepreneurs are able to recognize and exploit opportunities. Indirectly, it helps their businesses to survive by gaining competitive advantage, because rather than wait, the entrepreneur has the capacity to create the experience. This means, as entrepreneurs, they have to continuously engage in processes of learning to adjust their skills and knowledge for business management (Unger et al., 2011). To conclude, entrepreneurs have to be active learners as being so helps them to be more knowledgeable in entrepreneurship, and this will enable them to respond quickly to changes required and be successful in sustaining their businesses.

METHODOLOGY

This study utilized the quantitative research approach using questionnaire that was adopted and adapted from the literature and past studies. The sampling technique employed in this study was stratified random sampling technique where the samples were gathered from nine districts in Selangor including Gombak, Hulu Langat, Hulu Selangor, Klang, Kuala Langat, Kuala Selangor, Petaling, SabakBernam and Sepang. In order to determine the sample size, the model from Krejcie and Morgan (1990) was used, and the proposed sample size for this study was 378 as the population size of women-owned SMEs in Selangor is 27,111. Besides, the SPSS was used to analyze the data collected.

In this study, the descriptive analysis was used to analyse the data of the respondents. The result from the descriptive analysis allows the researcher to make an analysis and answer the objectives of this study based on the data collected. Table 1 shows the reliability test of the variables used in this study. The result indicates Cronbach's alpha of 0.802 for entrepreneurial success, 0.858 for active action planning, 0.796 for active social strategy for networking, and 0.860 for active approach to learning. Based on the results, the values determined are indicated as strong values and are consistent as a Cronbach's Alpha value of more than 0.6 is considered as acceptable and a value above 0.8 is preferable.

Table 1 : *Result for Reliability Test*

| Variable | Cronbach's Alpha | Number of Item |
|---------------------------------------|------------------|----------------|
| Entrepreneurial Success (DV) | 0.802 | 6 |
| Active Action Planning | 0.858 | 11 |
| Active Social Strategy for Networking | 0.796 | 7 |
| Active Approach to Learning | 0.860 | 10 |

FINDING AND DISCUSSIONS

Profile of respondents

The data collection process was carried out with a total number of respondents, namely bumiputera women entrepreneurs in Selangor; (n)=378. Provided in Table 2 is the profile of bumiputera women entrepreneurs in Selangor who participated in this

study, based on respective items and categories that are important for this study. Details on their profile are summarised in table 1 as below.

Table 2: Profile of Respondents

| Variable | Values | Frequency | % | N |
|--|--------------------------------|-----------|------|-----|
| Marital Status | No Respond | 0 | 0 | 378 |
| | Single | 180 | 47.6 | |
| | Married | 178 | 47.1 | |
| | Divorced / Widowed | 20 | 5.3 | |
| Age | No Respond | 0 | 0 | 378 |
| | 25 – 30 | 139 | 36.8 | |
| | 31 – 40 | 126 | 33.3 | |
| | 41 – 50 | 82 | 21.7 | |
| | 51 – 55 | 31 | 8.2 | |
| Educational Level | No Respond | 0 | 0 | 378 |
| | Secondary or Lower Diploma | 79 | 20.9 | |
| | Bachelor Degree | 102 | 27.0 | |
| | Postgraduate Degree | 142 | 37.6 | |
| | Others | 41 | 10.8 | |
| | Others | 14 | 3.7 | |
| Any Family Members Who Become Entrepreneur | No Respond | 0 | 0 | 378 |
| | Yes | 227 | 60.1 | |
| | None | 151 | 39.9 | |
| Main Activity | No Respond | 0 | 0 | 378 |
| | Food and Beverages | 107 | 28.3 | |
| | Professional and ICT Services | 42 | 11.1 | |
| | Entertainment | 13 | 3.4 | |
| | Manufacturing-related Services | 26 | 6.9 | |
| | Retail Shop | 60 | 15.9 | |
| | Beauty Shop | 45 | 11.9 | |
| | Others | 85 | 22.5 | |
| Business Management Experience | No Respond | 0 | 0 | 378 |
| | Yes | 178 | 47.1 | |
| Number of Employees | No Respond | 200 | 52.9 | 378 |
| | 0 – 5 | 0 | 0 | |
| | 6 – 10 | 224 | 59.3 | |
| | 11 – 15 | 84 | 22.2 | |
| | 16 – 20 | 46 | 12.2 | |
| | 21 – 25 | 14 | 3.7 | |
| | 26 – 30 | 3 | 0.8 | |
| | More than 31 | 0 | 0 | |
| Business Age | No Respond | 7 | 1.9 | 378 |
| | 1 – 3 Year | 0 | 0 | |
| | 4 – 6 Year | 76 | 20.1 | |
| | 7 – 9 Year | 163 | 43.1 | |
| | | 70 | 18.5 | |

| | | | | |
|--|-------------------|-----|------|-----|
| | 10 – 15 Year | 38 | 10.1 | |
| | 16 – 20 Year | 18 | 4.8 | |
| | Over than 21 Year | 13 | 3.4 | |
| Monthly Income (RM) | No Respond | 0 | 0 | 378 |
| | 0 – 2,000 | 46 | 12.2 | |
| | 2,001 – 3,000 | 65 | 17.2 | |
| | 3,001 – 4,000 | 83 | 22.0 | |
| | 4,001 – 5,000 | 56 | 14.8 | |
| | 5,001 – 6,000 | 42 | 11.1 | |
| | More than 6,001 | 86 | 22.8 | |
| Participation in Governmental Programs | No Respond | 0 | 0 | 378 |
| | Yes | 129 | 34.1 | |
| | No | 249 | 65.9 | |

Based on the table, the distribution of frequency and percentage for each variable is shown. A majority of respondents were in the age group of 25 – 30 years old (36.8%), followed by 31 – 40 years old (33.3%), 41 – 50 years old (21.7%), and 51 – 55 years old (8.2%). It can be said that most entrepreneurs started to venture in entrepreneurship from a young age, which is good, as they are exposed to this field early. It was also shown that a majority of the respondents (60.1%) have family members who become entrepreneurs, whereas the remaining 151 respondents do not have family members who are involved in entrepreneurship.

With regards to business activity, most respondents are involved in food and beverages (28.3%), followed by others (22.5%) whereby most of them involving in multi-level marketing, skill class, and academy. Meanwhile, 60 respondents are involved in retailing (15.9%), 45 respondents from beauty shop (11.9%), 42 respondents from professional and ICT services (11.1%), 26 respondents from manufacturing-related services (6.9%), and 13 respondents from entertainment (3.4%). Next, most of the respondents at 52.9% do not have experience in business management, which indicates the probability of facing failure in business. As for their participation in governmental programs, 65.9% are not involved in any programs, and this might be due to the lack of awareness regarding this matter. It is also shown that there is 0 percent of no respond from respondents for each variable which indicates that all the respondents answered the demographic questions accordingly.

Goodness of Measure and Testing Parametric Assumptions

In ensuring the goodness of measures, this study conducted the Exploratory Factor Analysis (EFA) and reliability test. Besides, in testing parametric assumption, normality test was conducted.

i) To determine the relationship between active action planning towards the success of bumiputera women entrepreneurs in Selangor.

The first objective is to determine the relationship between active action planning towards the success of bumiputera women entrepreneurs in Selangor. To find out the relationship between these two variables, the p-value must be less than 0.05.

Table 3: Result of Correlation Test for Active Action Planning

| Independent Variables | Pearson's r | Sig. (2-tailed) |
|------------------------|-------------|-----------------|
| Active Action Planning | 0.407** | 0.000, (p<0.05) |

**Correlation is significant at the 0.01 level (2-tailed)

From Table 3, the result indicates a significant positive relationship exists between active action planning towards the success of bumiputera women entrepreneurs in Selangor, where the value of Pearson's r is 0.407, and significant value at 0.000 (p<0.05). Therefore, it can clarify that active action planning is one of the factors influencing the success of bumiputera women entrepreneurs in Selangor. Active action planning involves the degree of detail and proactiveness, in which a proactive planning is a foundation for entrepreneurs to perform productively in managing business operation to achieve success. This can be done by preparing comprehensive plans to take advantage of the opportunities.

ii) To ascertain the relationship between active social strategy for networking and the success of bumiputera women entrepreneurs in Selangor.

The second objective is to ascertain the relationship between active social strategy for networking—and the success of bumiputera women entrepreneurs in Selangor. To find out the relationship between these two variables, the p-value must be less than 0.5.

Table 4: Result of Correlation Test for Active Social Strategy for Networking

| Independent Variables | Pearson's r | Sig. (2-tailed) |
|---------------------------------------|-------------|-----------------|
| Active Social Strategy for Networking | 0.242** | 0.000, (p<0.05) |

**Correlation is significant at the 0.01 level (2-tailed)

Based on table 4, the result indicates that a significant positive relationship exists between active social strategy for networking towards the success of bumiputera women entrepreneurs in Selangor, where the value of Pearson's r is 0.242, and significant value at 0.000 ($p < 0.05$). Therefore, it can be confirmed that active social strategy is one of the factors influencing the success of bumiputera women entrepreneurs in Selangor.

This finding conforms to a study conducted by Tamyez et al. (2017), involving 368 respondents to examine the significance of entrepreneurial competencies and entrepreneurial networks on entrepreneurial success of small size contractors in Malaysia. The result of this study found that entrepreneurial network has a positive effect on the entrepreneurs' success. Another study carried out by Abou-Moghli and Al-Kasasbeh (2012) also pointed out that social networks have a positive relationship with business success. This is because they provide better access to outside resources and support for the entrepreneurs.

The result was also supported by Setyawati et al. (2011), which highlighted networking as having a significant positive effect on successful entrepreneurs. They also recommended the need for networking because it opens opportunities for entrepreneurs to innovate. Constant innovation efforts could widen the market, and expedite the success among the entrepreneurs. It can be realized that entrepreneurs cannot stand alone, as they need support from other sets of actors to enable them to see upcoming opportunities that should be exploited to ensure business success.

iii) To investigate whether there is a relationship between active approach of learning and the success of bumiputera women entrepreneurs in Selangor.

The third objective is to investigate the relationship between active approach of learning and the success of bumiputera women entrepreneurs in Selangor. To find out the relationship between these two variables, the p -value must be less than 0.05.

Table 5: Result of Correlation Test for Active Approach of Learning

| Independent Variables | Pearson's r | Sig. (2-tailed) |
|-----------------------------|---------------|-----------------------|
| Active Approach of Learning | 0.220** | 0.000, ($p < 0.05$) |

**Correlation is significant at the 0.01 level (2-tailed)

From the table 5 above, the result indicates that a significant positive relationship exists between active approach of learning towards the success of bumiputera women entrepreneurs in Selangor, where the value of Pearson's r is 0.220, and significant value

at 0.000 ($p < 0.05$). Therefore, it can be clarified that active approach of learning is one of the factors influencing the success of bumiputera women entrepreneurs in Selangor.

The result conforms to a finding found by Unger et al. (2011) through their longitudinal study of deliberate practice involving 132 small business owners. The study found that the entrepreneurial success is increased when the entrepreneurs engage themselves in self-regulated practices. Another study carried out by Unger et al. (2009) studied the antecedents and outcomes of deliberate practice activities involving 90 business owners, found that deliberate practice has a direct effect on entrepreneurial knowledge as well as an indirect effect on business growth. They also underlined the importance of continuous proactive learning efforts in small business. In an everchanging market, it is vital to stay current, competitive and up to date and this can be accomplished by committing to the concept of continuous learning. Thus, the findings urges the women entrepreneurs to keep updating themselves with new knowledge because with it, the entrepreneurs are likely to maximize opportunities and reduce threats.

iv) To find out the highest contributing factor towards the success of bumiputera women entrepreneurs in Selangor.

Multiple regressions is used to predict the value of a variable based on the value of two or more variables. In this regressions' analysis, the predictors active action planning, active social strategy, and active approach to learning were used to examine their impacts on the dependent variable that is the success of bumiputera women entrepreneurs in Selangor. In this study, the analysis was done to determine which predictor is most influential to entrepreneurial success.

Table 6 : Result for Coefficient

| Variables | Standardized | t | Sig. (2-tailed) |
|---------------------------------------|--------------|-------|-----------------|
| | Coefficient | | |
| | B | | |
| Constant | | 5.359 | 0.000 |
| Active Action Planning | 0.366 | 6.714 | 0.000 |
| Active Social Strategy for Networking | 0.101 | 1.894 | 0.059 |
| Active Approach to Learning | 0.008 | 0.142 | 0.887 |

Table 6 portrayed the coefficient result from the multiple regressions' analysis. The result shows two of the independent variables, which are, active action planning and active social strategy for networking have a significant p-value of less than 0.05. It can be concluded than these two variables are statistically different in terms of their

coefficients. However, the third variable, which is active approach to learning, is not significant because the p-value is greater than 0.05. Thus, active action planning is determined as the most influential predictor to the dependent variable, that is, entrepreneurial success.

v) To identify whether governmental programs have moderating effect towards the success of bumiputera women entrepreneurs in Selangor.

In identifying whether governmental programs have moderating effects towards the success of bumiputera women entrepreneurs in Selangor, multiple regressions with moderating variable is performed. The mediating variable for this study is governmental programs.

Table 7: Results of Multiple Regression with Moderating Variable

| | Improved Value | | |
|---------------------------------------|----------------|---------|----------------|
| | R-square | F | P-value (Sig.) |
| Active Action Planning | 0.1747 | 27.5324 | 0.1687 |
| Active Social Strategy for Networking | 0.0072 | 10.9279 | 0.1350 |
| Active Approach to Learning | 0.0489 | 6.4248 | 0.9161 |

Table 7 showed the result of multiple regression with moderation between the dependent variable and independent variables which are active approach of learning, active social strategy for networking, and active approach to learning. The result of improved value indicates that there is no effect between the dependent variable, entrepreneurial success and all three independent variables with the existence of governmental programs as moderator because the p-values are greater than 0.05, indicating that it is not significant.

Therefore, it can be clarified that the intervention of governmental program does not influence the relationship between independent variables and the dependent variable. This is contrary with perceptions that the government plays a vital role in shaping the success of Malaysian women entrepreneurs because their decision can influence actions of the entrepreneurs.

Studies by Sarrayrih and Sriram (2010) and Masson and Brown (2013) have shown that government policy is positively related to entrepreneurial success. Governmental initiatives are collectively seen as an anchor as they increase the likelihood of a positive outcome for SME development, wealth creation and job creation within the locality. Additionally, Oyelakin and Kandi (2017) in their study involving 371 entrepreneurs, found that government support has a positive significant

effect towards entrepreneurship development. However, this study found that there was no moderating effect for factors influencing success of bumiputera women in Selangor. This may be due to low monitoring in term of governmental programs, because this study proved that most entrepreneurs do not need supports from the government in order to succeed.

There were also studies which found governmental programs to be negatively related to entrepreneurship. A study by Alhnaity et al. (2018), with a purpose to demonstrate the role of government as a moderating variable in the relationship between entrepreneurial networks and small business owners' performance, involving 384 entrepreneurs found that government's role is not proven to have a moderating effect between entrepreneurial networks and business performance. Thus, the government should re-revise the current programs and policies which can encourage and promote innovative ideas to bring economic growth through entrepreneurship development.

CONCLUSION

An increase in the participation of women in entrepreneurship indirectly presents the fact that—women's involvement in transforming the country into a developed country is essential. In other words, the country's development may remain stagnant if there is less participation of women in the industry. Even though the number of women in entrepreneurship is increasing steadily, the number of successful women entrepreneurs is still low. Thus, from the result acquired, the active performance factors should be more recognizable by bumiputera women entrepreneurs in ensuring more successful entrepreneurs are born. Key entrepreneurial traits should be instilled in entrepreneurs if they want to succeed in business.

From the findings, the positive correlation between active performance factors and entrepreneurial success indicates that there is a need to focus on the factors to enhance the understanding of success factors among women entrepreneurs. As of the framework proposed by Frese (2009) emphasized on the characteristics of active performance that lead to entrepreneurial success, future researchers should study further on each of the six characteristics proposed, as this study only focused on three characteristics from the framework. This could provide a better understanding on the active, relevant performance factors pertaining to the activities of women entrepreneurs in Malaysia, and enhance entrepreneurship in a globalized environment.

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