

Personality Traits and Competencies as Pathways to Women Business Success: A Covariance Based-SEM AMOS Analysis

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Abstract

Entrepreneurs think creatively or create business opportunities and work on them until they succeed. Although the reality is that there are many challenges that the entrepreneur will meet, it is necessary to prepare oneself and the resources before venturing into a business. Forming personality and character is crucial because it can influence business operations, particularly decision-making. A strong personality can be formed through training and learning. This study aims to determine the direct and indirect relationship between personality, entrepreneurial competencies, and women entrepreneurs' business success. This study involved 168 women entrepreneurs in Klang Valley who were purposively selected as a study sample. Data analysis of the study was carried out using the Statistical Package for Social Sciences (SPSS) and Structural Equation Modeling (SEM) software. The study shows significant relationships between personality traits, entrepreneurial competencies, and women's business success. Meanwhile, entrepreneurial competencies mediate the relationship between personality traits and women's business success. The implications of this study are expected to strengthen the theory and practice of entrepreneurship and to help improve women's participation in economic activities.

Keywords: *Personality traits, Entrepreneurial competencies, Business success, Women entrepreneur, Mediation analysis*

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1.0. INTRODUCTION

Entrepreneurship is a significant contributor to the economy of a country throughout the world. The field of entrepreneurship is identified as one of the main alternatives for creating job opportunities (Komninos et al., 2024). The role of women in economic development and human capital is enormous and increasingly challenging (Noor et al., 2024). Women not only play a role in the household, but they also play a significant role in uplifting the nation (Ahmetaj et al., 2023). The role of women in contributing to and developing society and the country cannot be denied in terms of education, economy, politics, and society (Simba et al., 2023). Many Malaysian women entrepreneurs have become successful entrepreneur icons. The founder of Naeolofar Hijab, Noor

Neelofa Mohd Noor, inspires young entrepreneurs who own a company with various products such as hijabs, contact lenses, perfume, Muslim clothing, and accessories. In 2015, BBC News revealed that Naeolofar Hijab's sales amounted to RM50 million, and this brand was sold in 38 countries and successfully entered the markets of Singapore, Brunei, London, Australia, the Netherlands, and the United States (Malhotra et al., 2024). She has brought a new wave of fashion and is known as a person who dares to accept risks and challenges.

The quality of women's entrepreneurship surfaces several essential elements in becoming an entrepreneur, namely personality (sociology), entrepreneurial orientation (psychology), and environment, such as government policies and programs. The government has

implemented various policies and initiatives to develop women entrepreneurs. The National Entrepreneurship Policy 2030 is the country's long-term strategy for making Malaysia a superior entrepreneurial nation by 2030. This policy will act as a catalyst for the achievement of Malaysia as a united, prosperous, and dignified country and continue to develop sustainability with a fairer and more inclusive economic distribution, subsequently emerging as the economic axis of Asia (Isa et al., 2022).

Various business support programs have been implemented. However, business success depends on intangible resources such as personality qualities and competencies. For example, entrepreneurial-oriented thinking includes being innovative, creative, proactive, and daring to take business risks (Watson et al., 2020). The entrepreneur's personality is a factor that relates to entrepreneurship quality. Personality factors affect entrepreneurial values and abilities (Awwad & Al-Aseer, 2021). Entrepreneurship involves a decision-making process that requires innovation, proactivity, risk-taking, autonomy, and aggressiveness (Bergner, 2020; López-Núñez et al., 2020; Sarwoko & Nurfarida, 2021). Therefore, the study's first objective was to examine the influence of personality traits on women's business success.

Women entrepreneurs often face challenges in continuing their business after five (5) years (Norman et al., 2024). Entrepreneurs often need help from a lack of knowledge or skills related to the business field (Amini Sedeh et al., 2022). In the specific context of women entrepreneurs, they also face gender barriers, negative perceptions, and work-life balance issues, which challenge their business's success and survival (Kuhar & Shunmugasundaram, 2024). Therefore, entrepreneurial competencies are essential for business performance and growth (González-López et al., 2021). This is also in line with Mokbel Al Koliby et al. (2024), who stated that business performance will be affected if entrepreneurs do not take the initiative to improve their business knowledge.

Entrepreneurial competence is defined as a concept that includes skills, experience, and knowledge. According to Mendoza et al. (2021) and Simba et al. (2023), personality and competency guarantee business growth and development. This is because more competent and efficient entrepreneurs can compete more effectively with other entrepreneurs with the same knowledge (Noor

et al., 2023). Although there is a positive relationship between competence and business performance, more research still needs to be done in the context of businesses owned by women entrepreneurs. Many studies are geared more toward large-scale businesses, and there needs to be more research connecting personality and competence with the business performance of the level small-scale women-managed businesses.

As such, the second objective of this study is to examine the mediation influence of entrepreneurial competencies on the relationship between personality traits and women's business success. Relationship research between proposed variables aligns with the theoretical argument of the Resource-Based View (RBV) theory, where internal resources can potentially increase business performance.

Although an inclusive framework was well-established to appraise business success by highlighting the ability of entrepreneurs' characteristics and competencies, past authors were inclined to examine the psychological factors or intangible abilities required by women entrepreneurs to ensure successful businesses (Lingappa & Shetty, 2023). Most studies have dominantly focused on institutional perspectives such as government roles, social norms, infrastructure, and others. Nevertheless, limited studies were conducted to explore the mediation effect of entrepreneurial competencies amongst women entrepreneurs (Khan et al., 2020), and the existing literature needed to provide a sufficient understanding of the causal linkages between personality, competencies, and business success. Therefore, driven by the dynamism of entrepreneurship, the present study aimed to provide new insight into the current literature on entrepreneurship. The study findings will facilitate decision-making processes concerning women's entrepreneurship strategies in the Malaysian context.

In general, this study contributes to knowledge related to entrepreneurship. This study has proved that intangible resources can improve business performance, and businesses cannot one hundred per cent rely on tangible, financial, and external resources. This study is also critical because it gives new exposure to entrepreneurs to develop strategies based on the business's internal analysis. The following section presents an overview of the literature, research methods, and findings. The paper concludes by discussing the findings,

implications for theory and practice, and limitations and suggestions for future research.

2.0. LITERATURE REVIEW & THEORETICAL FRAMEWORK

2.1. Resource-Based View (RBV)

This research model is in the scope of the theoretical resource-based view (RBV), which is based on a well-known theory that emphasizes the importance of firm resources in achieving competitive advantage and long-term performance. RBV logically explains cause-and-effect relationships between resources, capabilities, and competitive advantage (Chatterjee et al., 2023). Combining the firm's resources and capabilities is essential for organizations to remain in a dynamic and unstable environment. Performance achieved may vary even within the same industry due to the firm's internal resources, which have advantages in its competitiveness (Cooper et al., 2023). Firm resources are tangible or intangible assets, skills, processes and routines, information, and knowledge that help implement strategy (Agrawal et al., 2024; Kuhar & Shunmugasundaram, 2024). Resources include brands, technological know-how, skills, machines, procedures, capital, and others (Simba et al., 2023). Resources that cannot be imitated and are difficult for competitors to imitate can provide high profits to the firm (Cooper et al., 2023). Based on the RBV, this study argues that the personality of the entrepreneurs and their competencies are necessary internal resources that could help the business to succeed and perform.

2.2. Women Entrepreneurship Business Success

For a long time, women have been associated with housework and are usually considered less important in playing a role in the economy (Ahmetaj et al., 2023). However, with time, the needs of women in the professional field have changed, as well as their position in family institutions. Armed with dedication and tireless efforts, the number of successful women entrepreneurs in various industries is increasing. Their success in various fields has become a benchmark and inspiration for millions of women. This change is not a surprise because various factors influence the development of women entrepreneurs in the business world. Their methods may

differ, but the basic concept of their success remains the same.

Women entrepreneurship in Malaysia has witnessed significant growth in recent years, contributing substantially to the country's economic development. However, despite this progress, women entrepreneurs must overcome numerous challenges that hinder their full participation and success in the business landscape. One of the primary challenges is the pervasive gender bias prevalent in Malaysian society. Deep-rooted cultural and societal norms often limit women's access to resources, networks, and opportunities compared to their male counterparts (Franzke et al., 2022). This bias manifests in various forms, including limited financing access, discriminatory business dealings practices, and societal expectations prioritizing women's familial roles over their entrepreneurial aspirations (Galsanjigmed & Sekiguchi, 2023).

Scholars believe success should be measured based on financial and non-financial aspects (Panno, 2020). In addition, the element of profit and business growth is also associated with entrepreneurs' success (Mio et al., 2022). These elements have become a measure of the entrepreneur's performance. Hameed et al. (2021) emphasize that essential aspects of measuring success are based on efficiency in management and marketing. In addition, several characteristics of successful entrepreneurs have been identified, including initiative, seeing and seizing opportunities, persistence, high-quality products and services, customer satisfaction and retention, solving problems creatively, and others (Bacon, 2023; Gambelli et al., 2021; Sallah & Caesar, 2020). Some researchers agree that the success of women entrepreneurs could be attributed to their ability to increase income and business productivity (Assenova, 2020).

2.3. Personality Traits and Business Success

Personality influences individual entrepreneurial tendencies because entrepreneurs must have high determination, self-confidence, a strong spirit, and a willingness to sacrifice time and energy to ensure a successful business (Sarwoko & Nurfarida, 2021). This study's findings align with Bergner (2020) and Presenza et al. (2020), who found personality to predict

entrepreneurial desire and success. A brilliant entrepreneur is aware of their strengths and weaknesses. The personality of emotional stability is defined as an individual who has stable emotions even when confronted with stress (Hossain et al., 2021). Past researchers have agreed that to establish and manage new enterprises, individuals need self-confidence, perseverance, high endurance, and the ability to control pressure when difficult (López-Núñez et al., 2020; Mohd et al., 2024). On the other hand, conscientiousness personality refers to individuals who tend to be efficient, organized, systematic, and practical (Awwad & Al-Aseer, 2021). This factor relates to entrepreneurs because, to be an entrepreneur, individuals need to be motivated and aim high to achieve their dreams.

Next, agreeableness evaluates behaviour and attitude toward others as they tend to be trusting, loving, and forgiving (Bergner, 2020). Individuals with a high level of agreement will show sympathy and concern when other people are faced with conflict compared to individuals with a low level of agreement who only focus on themselves, feel suspicious, and have no mercy (Watson et al., 2020). Entrepreneurs must build trust with stakeholders and their team members. At the same time, extraversion personality refers to the formation of values that are energetic, ambitious, friendly, and enthusiastic (Ahmed et al., 2021), as well as assertiveness and dominance in socializing. Individuals who are extroverts are more suitable for being entrepreneurs rather than introverts because entrepreneurs need to promote business and share ideas with employees or investors. More extroverted individuals prefer entrepreneurial careers to traditional business (Sahinidis et al., 2020). Openness personality that explains the individual needs have an inquisitive nature towards new concepts and ideas. To be an entrepreneur, individuals must have the personality trait of openness. A previous study by Bazkiaei et al. (2020) found that successful openness predicted entrepreneurship. Innovation and entrepreneurship often go hand in hand (Kuwatno & Ratnawati, 2023). Although a creative and valuable idea may be considered a business innovation, this is only sometimes the case when developing a completely new product or service (Vu, 2020). Some of the most successful companies take existing goods or services and significantly improve them to match changing consumer demands (Gouvea et al., 2021).

Moreover, the personality element categorized as an interpersonal relationship refers to individual relationships with other individuals through socializing (Nielsen & Klyver, 2020). Mendoza et al. (2021) stated that if the level of individual interpersonal relationships is high, the probability of high entrepreneurship means the individual has good communication skills. Communication skills are essential to get business support such as funds, information, and resources and accelerate the entrepreneurial process (Mittal & Raghuvaram, 2021). Based on the above reasoning, the following hypothesis is proposed:

H1: Personality traits significantly influence women's business success.

2.4. Entrepreneurial Competencies as Mediator

Competencies refer to skills, knowledge, and experience in business. Knowledge in the field of business is essential in addition to experience (Mokbel Al Koliby et al., 2024). Entrepreneurs can follow courses the government or private sector offers through seminars, talks, and entrepreneurship conventions. This can help them get information about business opportunities around them (Khan et al., 2023). The increasingly intense competition has prompted entrepreneurs to prepare themselves with high knowledge (Miço & Cungu, 2023). If the knowledge they possess is high enough, this can help entrepreneurs make wise decisions that benefit them (González-López et al., 2021).

Nikitina et al. (2020) stated that a successful business often involves several skills other than functional aspects. A successful business is also an effort to ensure survival business in the market (Ataei et al., 2020). A successful entrepreneur must have a high level of knowledge. The value of wisdom is one of the essential elements in making an individual succeed (Ibidunni et al., 2021). For example, Datuk Wira Ameer Ali Mydin, managing director of Mydin Holdings, is a graduate with a Bachelor of Chemistry and a Master of International Business from a university in the United States. As a result of his education and work experience, he succeeded in expanding his father's business legacy, Mydin Supermarket, as one of the leading supermarkets in Malaysia. Armed with knowledge, entrepreneurs can take the right actions when facing any situation when running their respective companies (Ismail, 2022). One of the

success factors of an entrepreneur is having high knowledge and wisdom when using it.

Exploration of knowledge about the ins and outs of business makes an entrepreneur wiser when deciding. Basic knowledge about entrepreneurship is essential to master, especially knowledge related to accounting, marketing, business law, human resource management, and the basics of business administration (Olsson & Bernhard, 2021). Every entrepreneur must master basic knowledge to build the skills to manage a business (Amini Sedeh et al., 2022). Some researchers have linked entrepreneurial attitudes, business management skills, and entrepreneurial education and training programs with business performance.

According to the literature, management competency can restore the performance of small enterprises (SMEs) by increasing competitiveness (Jardim, 2021). This view is supported by Sariwulan et al. (2020), who think the weakness of management competence is the leading cause of the failure of SMEs in developing countries. This implies that it is essential for the owner to have the desired management competencies to achieve business performance (Rădulescu et al., 2020). In this study, the researchers aim to examine the mediating influence of entrepreneurial competencies on the relationship between personality traits and women's business success. Mediating variables are an excellent tool for explaining the nature of the relationship between two variables. Direct analysis only observes the correlation between the two variables. However, without realizing it, the study did not consider the intervening variable, such as competencies. Previous studies have examined the mediation effect of competencies, such as those by Singh et al. (2023) and Khan et al. (2023). However, the previous studies have produced inconsistent results, which led to more studies being conducted. Therefore, the following hypothesis has been formed:

H2: Entrepreneurial competencies mediate the relationship between personality traits and women's business success.

Figure 1 shows the conceptual framework for this research.

3.0. METHODOLOGY

The population of this study consists of Malaysian women entrepreneurs, including both full-time and part-

time businesswomen. There has yet to be an absolute number of women entrepreneurs in Malaysia. Companies Commission of Malaysia (CCM) has disclosed a total of 9,124,174 registered businesses in 2023, including both male and female business owners (Companies Commission of Malaysia, 2024). On the other hand, according to the Informal Sector Employment Survey Report 2021, 1.37 million women have engaged in informal business (i.e., unregistered business). Thus, the number of women entrepreneurs is expected to exceed 2 million. In deciding the study's sample size, the sample-to-variable ratio suggests a minimum observation-to-variable ratio of 5:1, but 15:1 or 20:1 are preferred (Hair et al., 2017). Therefore, 200 respondents are selected as the sample size. As many as 168 out of 200 questionnaires sent to the respondents were returned, giving an informed rate reply of 84%. Purposive and convenience sampling was employed because this is the best approach to obtain a sample to represent the population. The questionnaire uses a Google form sent to respondents internally via email and social media.

This study uses a measurement instrument adapted from previous studies to measure variables used in the study on a scale of five-point Likert ranging from 1 to 5, with one being strongly disagreed and five strongly agree. To measure the personality traits, this study has contemplated the Mini-IPIP inventory established by Donnellan et al. (2006). The entrepreneurial competencies were measured using the scale developed by Man et al. (2008). Women's business success was measured using a Liang and Frösén (2020) scale. Table 1 presents a summary of the instruments used in the study. Reliability tests were conducted, and Table 1 displays the reliability test results for each study variable. This reliability value is acceptable because, according to Hair et al. (1998), values above 0.80 are commendable, and 0.9 are excellent. The data analysis of this study was Structural Equation Modeling (SEM) through Amos 23 software.

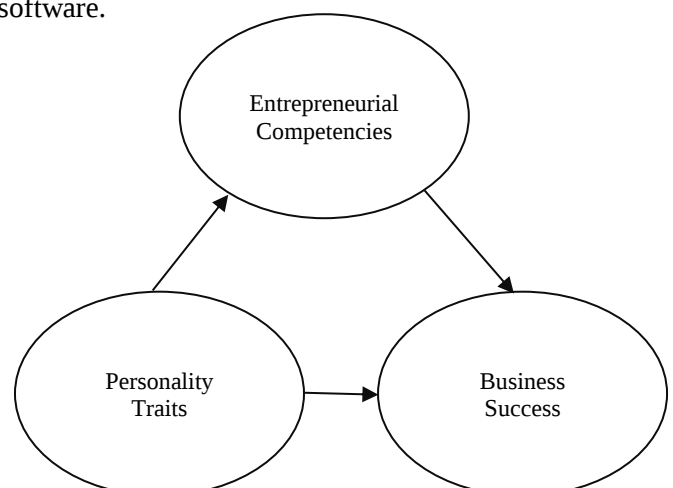


Figure 1: Conceptual Framework

4.0. FINDINGS

4.1. Demographic Profiles

The overall demographic information of the study respondents is shown in Table 2. Based on Table 2, the respondents studied had 31% part-time businesses and 69% full-time businesses. Related to the age profile of the respondents, more than half (57.1%) are less than 35 years old. Next, for business experience, most of them have business experience between 6 to 9 years (41.2%).

Profile		Frequency (n)	Percentage (%)
Business Orientation	Part-time	52	31
	Full-time	116	69
Age	Less than 35 years old	96	57.1
	36 – 45 years old	40	23.8
	46 – 55 years old	32	19.1
	Over 55 years	0	0
Business Experience	Less than three years	56	33.3
	3-5 years old	69	41.2
	6 – 9 years	43	25.5
	Over nine years	0	0

4.2. Analysis of the Validity and Reliability

There are two steps of the SEM approach used in this study, namely, by analyzing the measurement model used to verify the reliability and validity of the instrument before examining the structural relationship between the variables using the structural model. Therefore, the researchers analyzed each construct's Composite Reliability (CR) and Average Variance Extracted (AVE) values. The results of the analysis of the retained items are shown in Table 3. Table 3 shows the loading factor describes the relationship between the latent variable and the evaluated indicator. Data analysis shows that the CR of the measurement model is at a value of 0.811 to 0.871 for each variable, exceeding the suggested CR value of $CR > 0.700$ (Hair et al., 2010). To further improve the validity of the study instrument, the researchers have conducted a convergent validity analysis, which is

Table 1: Measurement of the variables

Items	α
Personality Traits <u>Agreeableness</u> P1. I always sympathize with others' feelings. P2. I am usually concerned about other people's problems. P3. I always feel others' emotions. <u>Conscientiousness</u> P4. I finish important tasks right away. P5. I like to follow the schedule when completing tasks. P6. I am organized in dealing with things. <u>Extraversion</u> P7. I am the life of any social gathering. P8. I love to talk. P9. I usually talk to a lot of different people at social gatherings. <u>Intellect</u> P10. I have a creative imagination. P11. I am interested in abstract ideas. P12. I can easily understand abstract ideas. <u>Neuroticism</u> P13. I do not have frequent mood swings. P14. I do not get upset easily. P15. I often feel happy.	0.90
Entrepreneurial Competencies C1. I can develop long-term trusting relationships with others. C2. I negotiate with others. C3. I apply ideas, issues, and observations to alternative contexts. C4. I determine long-term issues, problems, or opportunities. C5. I manage my firm effectively.	0.92
Business Success S1. There has been an increase in sales and profitability during the past three years. S2. I am committed to social responsibility (i.e., employing local nationals). S3. My business is offering high-quality products and services. S4. More than 50% of the profits are reinvested in the business. S5. The profits of my enterprise tend to increase.	0.88

determined based on the AVE value. The recommended AVE analysis for each variable must have a value greater than 0.50 (Hair et al., 2010). The findings of the AVE analysis of each study variable are shown in Table 3, and all variables have good convergent validity ($AVE > 0.50$).

Variable	Items	Item Loadings	AVE (≥ 0.50)	CR (≥ 0.60)
Personality Traits	P1	0.770	0.690	0.871
	P2	0.853		
	P3	0.846		
	P4	0.832		
	P5	0.868		
	P6	0.856		
	P7	0.806		
	P8	0.822		
	P9	0.800		
	P10	0.816		
	P11	0.825		
	P12	0.779		
	P13	0.715		
	P14	0.768		
	P15	0.759		
Entrepreneurial Competencies	C1	0.790	0.770	0.811
	C2	0.775		
	C3	0.741		
	C4	0.822		
	C5	0.843		
Business Success	S1	0.728	0.704	0.870
	S2	0.789		
	S3	0.741		
	S4	0.740		
	S5	0.751		

Table 4 also shows the correlation analysis to determine the relationship between each variable. Furthermore, assessing the discriminant validity, the square root of the AVE of all the constructs compared

with the correlations between constructs was found (Fornell & Larcker, 1981). The square roots of the AVE of personality traits (0.818), entrepreneurial competencies (0.869), and business success (0.735) were more than the correlations between the constructs (Table 4). Thus, all measures exceeded the recommended threshold for discriminant validity.

Variables	1	2	3
Personality Traits	<i>0.830</i>		
Entrepreneurial Competencies	0.514***	<i>0.877</i>	
Business Success	0.514***	0.514***	<i>0.839</i>

Notes: *** $p < 0.001$; Italics = square root of the AVE for each construct

4.3. Structural Model Analysis

The analysis of the Comparative fit index (CFI), Goodness-of-Fit (GFI), and normed fit index (NFI) shows a value greater than 0.90. The value of the root mean square error of approximation (RMSEA) index below 0.08 shows that the structural model developed has a satisfactory fit value (Hair et al., 2010).

Table 5 shows the direct and indirect relationship between the study variables. First, the finding found that personality traits significantly influence business success ($\beta=0.405$, $p<0.001$). Therefore, H1 is accepted. Then, entrepreneurial competencies significantly influence business success ($\beta=0.226$, $p<0.001$). Finally, the finding also found that personality traits significantly influence entrepreneurial competencies ($\beta=0.247$, $p<0.001$). These findings are significant at the $p < 0.05$ level.

Hayes' mediation method was used to evaluate the mediating effect. According to process V3.1, the 95% confidence interval of the mediating effect was estimated by extracting 5,000 bootstrap samples (Hayes, 2018). If the Boot LLCI and Boot ULCI ranges do not include the value zero (0), then it can be concluded that the estimate is significant, and a mediation effect occurs. The results are shown in Table 5. Personality traits - competencies - business Success, the mediating effect is 0.055, 95% confidence interval is [0.031, 0.114], excluding 0, and the mediating effect is significant. Therefore, H2 is accepted.

Effect	Path	Estimate	SE	95% Confidence Interval	
				LLCI	ULCI
Direct	Personality Traits → Business Success	0.405	0.073		
	Competencies → Business Success	0.226	0.070		
	Personality traits → Competencies	0.247	0.060		
Indirect	Personality traits → Competencies → Business Success	0.055	0.001	0.031	0.114

Figure 2 shows the final model for this research.

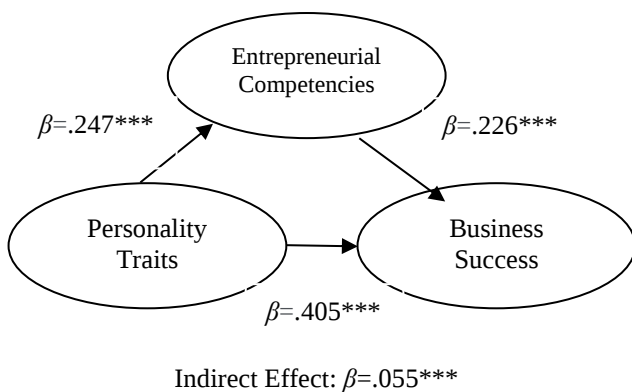


Figure 2: Final Model

5.0. DISCUSSION

The study shows significant relationships between personality traits, entrepreneurial competencies, and women's business success. Meanwhile, entrepreneurial competencies mediate the relationship between personality traits and women's business success. The findings demonstrated that entrepreneurship requires more than a great idea. Entrepreneurial competence is a person's ability to perform entrepreneurial functions more effectively through his or her duties as an entrepreneur (Mokbel Al Koliby et al., 2024). This study proved that entrepreneurs must have unique personalities and specific attitudes, skills, and knowledge characteristics. An entrepreneur has high confidence and has tried to achieve that success (Hossain et al., 2021). Successful entrepreneurs have good communication skills, and this

strength will enable them to sell their business products or services to customers effectively. With competency, a good personality entrepreneur could succeed in a highly competitive environment (Ahmed et al., 2021; Awwad & Al-Aseer, 2021; Mittal & Raghuvaran, 2021; Sariwulan et al., 2020). An individual is said to have good competence when he or she can produce a task excellently. Competence entrepreneurs could integrate the activities of planning, leading, using the latest techniques, managing time, and adapting to current changes towards multiplying profits (Rădulescu et al., 2020).

The findings have proven that personality traits and business competence are a source of business performance. In addition, this study provides a theoretical contribution by proving that business competencies can mediate the relationship between personality traits and the performance of women entrepreneurs. Further, all instruments used in the study show high reliability and validity, as suggested by previous researchers. Therefore, other researchers in related fields can adapt the instrument used in this study. The results of this study also have implications for helping interested parties, such as women entrepreneurs, policymakers, business agencies, administrators, and nonprofit associations, recognize unique characteristics and competencies as valuable resources for business. Therefore, women entrepreneurs need to improve their competencies by increasing capabilities and skills in critical factors of management business as well as improving business orientation according to the latest business trends. In addition, women's empowerment programs need to be provided by training agencies to ensure women's entrepreneurship continues to be a viable economic agent in improving people's standard of living.

Previous studies have identified several challenges for women entrepreneurs. These include access to limited advisory services, limited marketing and promotion strategy, limited access to global markets, management and technology capability constraints, low added value and not competitive, lack of training, limited R&D and technology capabilities, and difficulty obtaining financing (Kuhar & Shunmugasundaram, 2024). These challenges could be overcome if all parties are working together. The government needs to strengthen the infrastructure that supports business development. These strategies include developing and improving physical infrastructure and

establishing rules and requirements suitable for the business environment.

Moreover, the government must improve access to financing businesses by strengthening institutional arrangements to support business financing needs (Simba et al., 2023). Skills and entrepreneurship training programs specifically for women need to be implemented widely to provide training for participants in the field of skills that can be commercialized and to help participants increase their potential to become economically independent after earning skills. These programs empower and motivate women entrepreneurs. Opening the participants' minds to increase self-confidence is crucial, especially for low-income women, housewives, and single mothers.

A viable entrepreneur will always look for ways to improve the business's productivity (Amini Sedeh et al., 2022). Increased productivity means making production or providing services at a more economical cost or with a faster time without affecting production performance. Only in this way can wastage be avoided. Individuals who emphasize efficiency in themselves or their business will try to use business information or good management (Miço & Cungu, 2023). Therefore, any program and support claimed by any party should touch on the issue of improving and empowering entrepreneurial attitudes and culture (Jardim, 2021; Rashid et al., 2022). In this context, training and skills to improve knowledge and skills in business are crucial. Trade associations or related organizations such as nonprofit organizations and business foundations should constantly monitor women entrepreneurs' progress and identify their problems. It can also ensure that they receive appropriate training and assistance. Monitoring should always be carried out to ensure appropriate technical and financial assistance can be extended to the needed one.

6.0. CONCLUSION

Entrepreneurs are the catalyst for the development and economic growth of a country. Entrepreneurs also play a role in increasing income and raising the community's standard of living. The study results have proved that entrepreneurs must have competencies, characteristics, or traits such as finding, creating, and capitalizing on opportunities, utilizing resources optimally, working hard continuously, and never giving up. This study is expected to help increase the motivation

level and guide women entrepreneurs to succeed tremendously in the business industry. Finally, this study is also hoped to be used as a general reference material by the relevant agencies. However, several limitations in the study need to be considered in future studies. The results of this study need to be revised to generalize to the entire women entrepreneurs population in Malaysia. This is because this study was only conducted on the sample in Klang Valley. The study sample may only be able to represent a small population due to differences in geographic factors and socioeconomic status. In addition, this study only examines two predictor constructs. Future studies are encouraged to extend the study model and employ another method of investigation.

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