

# The Role of Entrepreneur of Small and Medium-Sized Industry (Sme) in Women's Career Development

Segufta Yasmi Binti Abdul Rahman

UNITAR International University

Email: segufta@unitar.my

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v13-i12/18442> DOI:10.6007/IJARBSS/v13-i12/18442

**Published Date:** 28 December 2023

## Abstract

Returning to work after an extended absence from the professional world is not an easy endeavor, particularly for women. Various factors may lead a woman to leave work, such as caring for children with special needs or tending to sick family members, among others. However, after a period of time, this group may choose to rejoin the workforce due to financial obligations within the family, ensuring that all daily needs are met. With the rapid advancement of industry and technology, they also find themselves in competition with younger counterparts, as most organizations and companies tend to lean towards hiring younger employees. Small and medium-sized industries (SMEs) play a pivotal role in offering employment opportunities to women seeking to re-enter the workforce, thus contributing to the broader societal support system. Elements such as organizational management, business environment, capital and funding, skills and knowledge, as well as innovative and creative thinking, have been identified as crucial factors in entrepreneurial success, which can significantly impact the progress of women's careers. Additionally, elements like social support, self-efficacy, personality, and human capital also play a substantial role in their workplace success. This concept paper proposes that a more focused study be conducted to explore the impact of entrepreneur SMEs in fostering the career development of women, including the influencing factors. Furthermore, it is recommended to investigate the factors that motivate this group of women to re-enter the workforce.

**Keywords:** Entrepreneurship, Small and Medium Industries (Smes), Women, Career Development, Human Resource Development.

## Introduction

The contribution of women to the world of work and their role in bolstering the country's economic growth cannot be denied. This sentiment is supported by Su Lyn (2014), who posited that an increase in the female workforce in Malaysia could lead to a 0.4 percent annual rise in the country's GDP (Su Lyn, 2014). In an effort to empower women in the

employment sector, the government has implemented various initiatives, including creating more flexible work environments, enabling women to channel their contributions towards national development (Zilman, 2016; United Nations Development Program, 2014; Duflo, 2012; Zhu, Khan and Muhammad Ilyas, 2012; Kartini, 2009). However, due to various challenges and issues, some women decide to leave their jobs. Among the reasons for this decision are responsibilities like caring for children with special needs and attending to sick family members. Unfortunately, this choice results in companies or organizations losing valuable employees whose skills and knowledge have contributed to their development over the years. After nearly giving up their careers for an extended period, some women choose to return to work once the issues they faced are resolved or improving. Additionally, economic or financial constraints within the family often compel them to re-enter the workforce. However, returning to work after an extended absence is no small feat. They must contend with competition from a fresh wave of graduates and adapt to new technologies, rendering some of their existing skills and knowledge obsolete. Moreover, they often face gender discrimination in the hiring process.

Small and medium-sized industries in Malaysia also grapple with challenges and fierce competition, particularly in the wake of the COVID-19 pandemic. Although the worst may be behind us, the lingering effects of this crisis continue to pose significant financial challenges for companies. In addition to financial constraints, there is the issue of losing employees—whether due to layoffs or individuals leaving to return to their hometowns to start anew. Nevertheless, resilient entrepreneurs rise to the occasion, devising innovative strategies to navigate these hurdles. Industries that have been cultivated over time must press on. Consequently, these sectors necessitate a workforce with updated skills to address the initial loss of employees (Hasnah et al., 2013). The recruitment of employees, especially women seeking to re-enter the workforce, is viewed as a highly encouraged effort by SMEs entrepreneurs. This not only bolsters the economic standing of these women but also brings experienced professionals into the fold, contributing expertise in management, administration, finance, production, and other areas vital to reinvigorating a company (Rosli Mahmud et al., 2008). Entrepreneurs not only establish new businesses but also create employment opportunities that lead to fresh discoveries, innovations, and technologies. In addition to their role in bolstering the country's economy, entrepreneurs also engage with and support their communities. Recognizing the pivotal role entrepreneurs play in elevating community standards of living is an integral aspect of a successful entrepreneur's character. Furthermore, for women re-entering the workforce, it's imperative to identify the motivating factors that drive their pursuit of success in the workplace. These elements collectively contribute to the development of a thriving career for women.

Organizational management, business environment, capital and funding, skills and knowledge, and innovative and creative thinking have all been identified as critical success factors for entrepreneurs. Similarly, factors like social support, self-efficacy, personality, and human capital significantly influence women's career success. Consequently, this concept paper proposes a more focused quantitative study to ascertain the relationship between these factors and women's workplace success. To delve deeper into the success factors driving entrepreneurs and how they contribute to the advancement of women's careers, this concept paper also recommends employing qualitative research methods

**Women Who Want to Work Again**

The group of women seeking to re-enter the workforce are those who have previously worked in various fields, either professionally or semi-professionally, and made the decision to stop working due to various challenges and issues. These challenges may include caring for children with special needs, tending to sick family members, responding to family members' immigration, and many other reasons that led them to make that decision. However, when they reach a point where the issues they faced have been resolved, and they are dealing with financial concerns, or they themselves desire to work again to enhance their skills and contribute their experience, they feel the urge to return to work. Nevertheless, one of the challenges they encounter is competing with new graduates and realizing that their skills and knowledge may have lagged behind due to an extended period of absence. Additionally, they also grapple with a lack of self-confidence, which requires support from various parties to help them re-enter the workforce.

According to statistics released by the Department of Statistics Malaysia (DOSM) in 2021, the total population of Malaysia is estimated to be 32.7 million. Out of this number, the female population comprises almost half, at 44.7 percent. However, the labor force participation rate for women stands at only 55.5 percent. Empowering women is a crucial aspect of the United Nations' (UN) agenda, highlighted under the Millennium Development Goals (MDG) from 2000 to 2015, and further emphasized in the Sustainable Development Goals (SDG) for the period 2016 to 2030 (Berita Harian, 2021). The fifth SDG aims to enhance gender equality to foster a balanced society, while also focusing on reducing poverty, promoting health, education, protection, and overall well-being for women. According to the latest targets set for 2025, the required growth rate is 0.74 percent per year. Hence, increasing women's involvement in the labor market is a crucial aspect of empowering women.

The Selangor state government consistently takes women's issues seriously by providing support and elevating the status of women across all domains. Menteri Besar, Dato' Amirudin Shari, stated, "Selangor has demonstrated the equally important role of women by entrusting them with key positions in the State Government administration, including the management of several local authorities, agencies, and subsidiaries of the State Government such as MBSJ, MBI, and PKNS. Furthermore, Selangor will continue its efforts to champion the Gender Mainstreaming agenda and ensure that women have access, opportunities, and prospects safeguarded in this Red and Yellow State" (Kini Source, 2021). This illustrates that the Selangor state government consistently supports women, especially those in the workforce.

In light of this, the study on women re-entering the workforce is seen as an emphasis on their challenges and the provision of support to facilitate their return to work, ultimately contributing to the development of women in the State of Selangor

**Small and Medium Industries (Smes)**

The role of SMEs in the national economy cannot be denied. Young entrepreneurs are identified as agents of change in the global economy, a fact evident in their achievements in entrepreneurship and business (Lambing & Kuehl, 2010). According to Muhamad Asri & Zaimah (2012), almost 99.2 percent of all entrepreneurs in Malaysia are Small and Medium Enterprise (SMEs) traders, who have registered and contribute as much as 32 percent of the GDP. Hafsah Hashim (2013) stated that SME Corp. expects the contribution of local Small and Medium Enterprises (SMEs) to the country's gross domestic product (GDP) this year to grow to 33 percent, given their growth momentum and the current robust national economy. The outbreak of COVID-19 has had a profound impact on the national economy, sparing no sector,

including SMEs. Since its declaration as a global pandemic on March 11, 2020, this disease has spread widely across borders, affecting every corner of the world (Ain et al., 2020; Sohrabi et al., 2020, Aydin&Ari,2020; Li et al., 2020; Aragona et al., 2020; Djalante et al., 2020; Javed et al., 2020; Zafir, NorLiza & Fazilah 2020; Mohd Helmy Mokhtar, 2020; & Abdul Basir Mohamad, 2020). The state of Selangor was also hit by a major flood on an unprecedented scale, affecting the lives of thousands of Selangor residents. In response, the State Government launched various stimulus and assistance packages such as Itizam Selangor Penyayang and Bantuan Selangor Bangkit to alleviate the burden on the people and enable traders to continue their daily activities. Despite the economic slowdown in 2020 due to the COVID-19 pandemic, Selangor remains a major investment destination in Malaysia. The state's economic structure is primarily driven by the service and manufacturing sectors, accounting for over 90% of the total GDP (RS-1, 2022).

Through RS-1 and the state theme of economic strengthening, it is evident that the State of Selangor is committed to further boosting economic activity, with SMEs being a direct beneficiary of this initiative. Additionally, the Selangor State government has provided further assistance to SMIs through the Selangor State Standing Committee on Investment, Industry & Trade, allocating RM 414,744 to cover part of the participation costs for SMEs entrepreneurs in exhibitions held both domestically and internationally, such as MIHAS 2019, The World Food & Beverage Great EXPO/Premium Food Show 2019 in Japan, HOFEX 2019 in Hong Kong, and SIAL Jakarta 2019. Furthermore, the State Government has allocated RM 1.8 million annually through SITEC to provide training and skills in online business (SITEC). Under Hijrah Selangor, an impressive sum of RM 459,287,500.00 has been expended since 2014 for programs under this initiative (HIJRAH).

Through the support provided by the Selangor state government, SMEs can contribute by recruiting women who wish to re-enter the workforce. This recruitment can help the Selangor state government address unemployment issues and empower women to enhance their skills and knowledge, which will, in turn, contribute to the development of companies. Researchers assert that to increase production, SMI entrepreneurs require a substantial workforce, which can help alleviate unemployment in the country (Ibrahim, 2019). The SME sector is considered vital as it significantly contributes to the country's income and fosters the growth of successful entrepreneurs. These entrepreneurs not only create new businesses but also generate job opportunities that lead to the emergence of new discoveries, technologies, and innovations (Zulhafizi et al., 2021).

## **Review of Literature**

### **a. Career development and Women**

According to Kirk et al. (2000) and Chauhtai (2018), career development can be described as a process aimed at achieving both employee and organizational goals. This includes providing employees with career information, assisting them in identifying advancement opportunities, fostering job satisfaction, and enhancing overall employee productivity. Bowers (2008) and Maurer, Hartnell, and Lippstreu (2017) assert that career development plays a pivotal role in facilitating internal promotion, while also encompassing the planning and implementation of career goals. Furthermore, career development can be viewed as synonymous with career planning (Mehrabani & Mohamed, 2011). In contemporary workplaces, women comprise a significant majority of the workforce. Wirth (2001) predicts that this trend is likely to persist and even intensify in most countries. Shifts in lifestyle routines and cultural norms have brought about a paradigm change in organizational management. Women are now

increasingly afforded opportunities and spaces to occupy high-ranking positions in both government and private sectors. As noted by Ismail & Hamjah (2012), the processes of urbanization and modernization have diverse effects on the role of women in the employment sector. Initiatives such as quotas and the designation of specific positions for women serve as measures to affirm their acceptance in this sector. This profound shift in the landscape of women's roles underscores their growing integration into the labor market (Rathi & Barath, 2013).

**b. Women Back to work**

There are various factors that may lead a woman to stop working, often tied to her role as a caregiver for children with special needs or sick family members. Sociocultural expectations regarding gender roles often assume that women will bear the responsibility for household duties and caregiving. Consequently, they take on additional tasks in addition to their professional roles. Due to this unequal distribution of domestic labor, women may find it challenging to equally contribute to their paid work. Sociocultural norms often prioritize a woman's domestic duties over her professional ones, as well as her spouse's job. This socio-culturally influenced preference may present a significant challenge to women's well-being and empowerment (Uddin, 2021). According to Turki (2017), the incongruity between work and life roles can lead to negative perceptions from others. In this context, individuals often encounter challenges and obstacles in trying to balance work responsibilities with personal life (Freeney & Stritch, 2017; Adisa et al., 2019).

Women who have taken an extended break from work and choose to return often do so for various reasons. One primary factor is the need to provide financial support for their families. As highlighted by Itani et al. (2011) and Mustapa et al. (2018), a woman's role shifts when she actively contributes to the economic sector to supplement family income. Lianda (2019) emphasizes that women engaged in labor in the fish salting village of Tarahan play a positive role in increasing their family's income, meeting essential needs like clothing, food, shelter, and addressing higher education requirements for their children, as well as family health and other unforeseen expenses. Modern women play a crucial role in the domestic economic market, with the energy and human capital they contribute driving economic growth. Additionally, women's involvement in career fields such as education, politics, social services, and community development have positive impacts on societal progress (Rahman et al., 2017). Therefore, the decision of women to re-enter the workforce can have a substantial impact on the economic development of the country.

However, this group encounters challenges when contending with competition from younger workers and also faces gender discrimination. Studies focused on gender disparities reveal significant gaps in terms of salary or income and productivity, with working women often earning less and being less productive than their male counterparts (Buvinic & Furst-Nichols, 2016). Work pressure serves as an example of a subjective factor influencing career success, often leading individuals to leave their jobs (Aryee, 1993). When a woman changes jobs or leaves the workforce altogether, it represents a substantial loss of human capital for the country (Kadir et al., 2020). The issue of gender equality and women's empowerment has become a global concern, attracting widespread attention. Numerous countries worldwide grapple with this problem, particularly in terms of women's involvement in driving economic sector development (Yusoff et al., 2021).

**c. The role of entrepreneur readiness**

The Small and Medium Enterprises (SMEs) business sector is considered crucial as it significantly contributes to the country's economic income, fostering the development of successful young entrepreneurs. These entrepreneurs not only establish new businesses but also generate job opportunities and more. Their success in the field of SMEs business positively impacts the country's economic growth. In Malaysia, today's youth are well-versed in entrepreneurship, equipped with a range of skills and knowledge. This wealth of knowledge positions them to become successful young entrepreneurs, thereby contributing to the socio-economic development of the nation. The prosperity of young entrepreneurs in the SME sector holds substantial implications for society and the country, as evidenced by the consistent growth in GDP data attributed to the flourishing SME industry. The sector experienced an average annual growth rate of 6.8% compared to the overall economy's 4.9% from 2004 to 2010 (National SMEs Development Council, 2012).

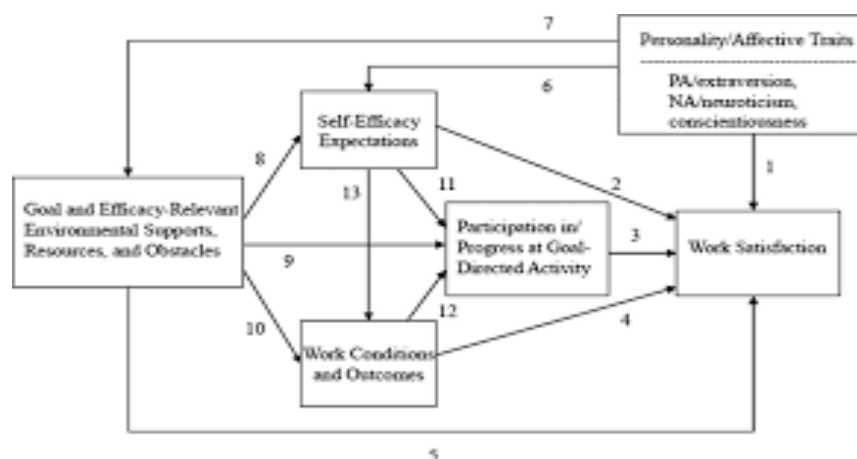
Social entrepreneurship not only ensures profitability but also addresses the social challenges faced by communities. As per Jain's view (2012), social entrepreneurship is a response to prevalent social issues like unemployment, poverty, community fragmentation, and chronic hunger, working towards universal social justice. Kostetska and Berezyak (2014) support this, asserting that social entrepreneurship applies traditional entrepreneurial principles while focusing on societal challenges. According to Nur and Akmaliah (2013), social entrepreneurship involves innovative business applications to solve social problems. Similarly, Suraiya and Ahmad (2015) state that social entrepreneurship encompasses roles and responsibilities previously held by government, private sectors, and charitable organizations. This is because the essence of social entrepreneurship lies in entrepreneurs not only generating profits but also aiding in solving the community's social problems. Profits from businesses are allocated towards the welfare of society (Mohd et al., 2014). This form of social entrepreneurship plays a significant role in addressing the community's social issues. Therefore, IKS must fulfill its role in supporting women looking to re-enter the workforce, thereby contributing to the success of women's careers.

**Theory and Model****a. An extended Model of SCCT (Lent and Brown, 2006)**

An extended Model of SCCT (Lent and Brown, 2006) is derived from the Social Cognitive Theory of Careers (Lent, Brown, and Hackett, 1994; 1996). In SCCT, individual career-related behavior (such as involvement in formulating career strategies, tendency to leave the organization, performance, and job satisfaction) is influenced by several aspects, including individual characteristics, personal factors (goal setting, self-efficacy, and expected results), and individual exposure to learning (Brown, 2003; Zikic and Saks, 2009). The Social Cognitive Theory of Careers is also designed to help explain the development of career interests, choices, and performance, described in three complex models: the interest model, the choice model, and the performance model.

Barnett and Bradley (2007) extended the SCCT model (Lent and Brown, 2006) to form a proactive behavior model (Barnett and Bradley, 2007). They discussed how the construct of job satisfaction, tested in the extended SCCT model, can be equated with the construct of career satisfaction. Career satisfaction refers to an individual's assessment of the journey, achievements, and expected results, related to their goals and aspirations. Additionally, career satisfaction is often synonymous with job satisfaction (Erdogan, Kraimer, and Liden, 2004; Ng et al., 2005). For instance, Arthur, Khapova, and Wilderom (2005) noted that 20 out

of 49 studies related to career success operationalized the construct of intrinsic career success using the same measurement tool as career satisfaction. Lent and Brown (2006) developed the extended SCCT model to predict how contextual factors and individual personality, cognitive, and behavioral factors influence job satisfaction (Lent and Brown, 2006; Lent, 2006; Lent et al., 2005). This model explores the relationship between environmental, individual, organizational, and behavioral factors on career satisfaction. Therefore, exploring the extended SCCT model, as justified by Barnett and Bradley (2007), can contribute to a more comprehensive understanding of intrinsic career success, accounting for cognitive, behavioral, personality, and contextual factors. By incorporating all individual, organizational, behavioral, and contextual variables found in the extended SCCT model, this study aims to test their impact on career success in a comprehensive and concise manner. A deeper understanding of the role of intervening variables (proactive behavior and self-efficacy), contextual factors, and individual factors in the extended SCCT model is also expected to provide a more comprehensive explanation of career success among women seeking to return to work.



An extended model of SCCT. Source: Lent dan Brown (2006: 241).

### Self-efficacy

Self-efficacy refers to a person's confidence and trust in their ability to organize and carry out a series of actions in various situations (Bandura, 1986; Van der Bill & Shortridge-Baggett, 2002). According to the social cognitive theory pioneered by Bandura, among all the thoughts that influence human functioning, self-efficacy holds significant sway over a person's decisions and actions.

### Social Support

Brannon and Feist (2004) define social support as a range of material and emotional assistance that individuals receive from others. It encompasses the support accessible through social relationships with individuals, groups, and the broader community (Lin et al., 1979), including family, friends, and the community at large (Zulhilmi, 2020). When a person receives substantial social support from their family and friends, they tend to experience improved well-being and a reduced sense of loneliness (Drageset, 2004).

Blau's Social Exchange Theory (1964) underpins the concept of social support, emphasizing the reciprocal relationship between individuals and groups. As highlighted by Li et al. (2015), social support plays a pivotal role in predicting job satisfaction due to its profound impact on an individual's overall job satisfaction.

**Personality**

Many studies have discovered that personality dimensions like extraversion and conscientiousness can positively influence an individual's career success (Crant, 2000)

**a. extrovert**

In general, extroversion is positively correlated with intrinsic career success. For instance, a study conducted by Watson and Clark (1997) found that extroverts are closely associated with positive emotions, leading to a positive mood, broader social engagement, and the cultivation of good interpersonal relationships both inside and outside the organization. Extroverts also exhibit a positive relationship with extrinsic career success. Rawls and Rawls (1968) discovered that a key distinguishing factor between successful and less successful individuals is the sociability of their colleagues. Those with a highly extroverted personality were also observed to have higher salaries and ranks. Furthermore, two studies conducted in the United Kingdom (Melamed, 1996a; 1996b) confirmed that extroverts exert a significant influence on extrinsic career success.

**b. Conscientiousness**

In general, the trait of conscientiousness can be associated with intrinsic career success. However, the findings of previous studies on the relationship between conscientiousness and career success were found to be inconsistent. Meta-analytic studies have proven that conscientiousness has a positive relationship with career success (Judge, Heller and Mount, 2002;  $\rho = 0.26$ ) and life satisfaction (DeNeve and Cooper, 1998;  $r = .21$ ). Judge et al. (1999) found that conscientiousness can predict intrinsic career success ( $\beta = .34$ ,  $p < .01$ ).

**b. Empirical Studies Related to Career Success****Human Capital**

A study conducted by Van Vianen, De Pater and Preenen (2008) found that human capital factors such as demographic variables can be associated with career success. Nabi (1999) found that human capital variables have a significant influence on extrinsic career success such as salary and promotion. Other studies show that investment in self-development such as education and training has been the most consistent determinant of individual career success (Dreher and Ash, 1990; Tharenou, 2001). Human Capital Theory asserts the importance of education to the success of an individual's career. It explains how workers with a higher level of education will have more career options and have the opportunity to earn a higher salary (Yu, 2012). Previous studies have consistently found a positive relationship between education level and career success. For example, studies conducted by several experts in the career field also explain the positive relationship between career success and education level (Chen, 2011; Wolff and Moser, 2009; Yu, 2012). They found that a person's level of education can increase an individual's income. This argument is supported by Nabi (1999) who found that a manager who is successful in his career is made up of those who are highly educated. Past studies have also shown the positive influence of education level on salary and promotion (LortieLussier and Rinfret, 2010; Ng and Feldman, 2010). The level of education can also affect an individual's belief in identity and self-worth (Nurita et al., 2010).

**Career Success**

Based on the literature review, it was found that most researchers have used conventional measurements in the study of individual career success of academics. In the early 1980s, most



researchers used salary, promotion, recognition and job security as indicators of career success. They also use career satisfaction as an indicator of intrinsic career success. For example, Finkestein (1984) has measured the success of an academic's career by using three indicators that can be described as components that can be arranged hierarchically. The indicators are: (1) guaranteed employment at leading higher education institutions; (2) promotion and salary; and (3) receive high recognition as a result of contributions in a particular field of expertise.

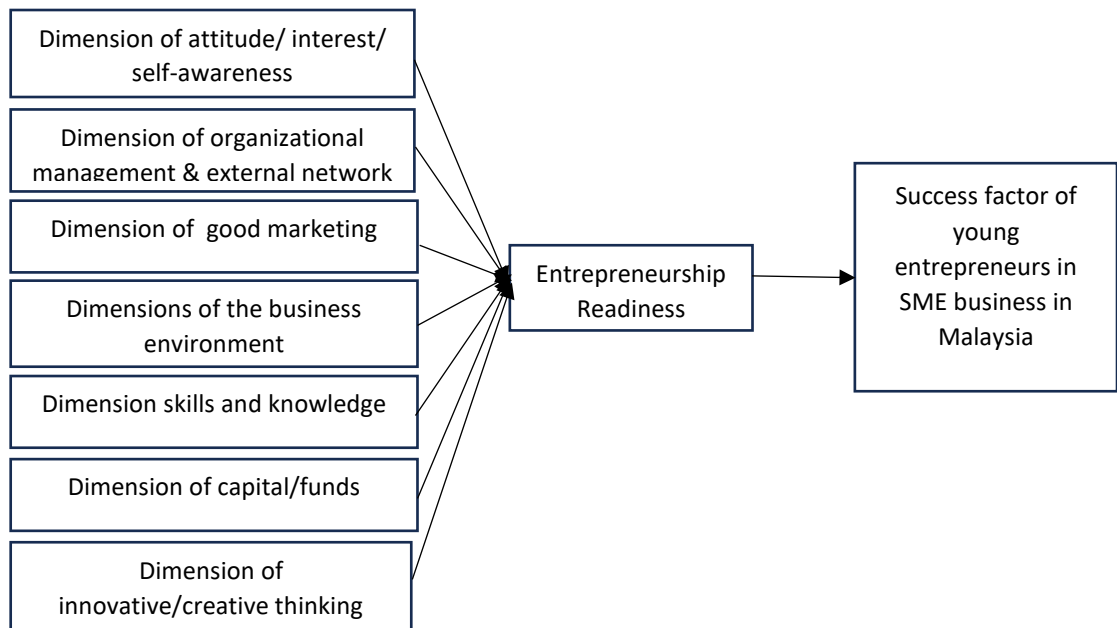
### **c. SMEs Business Entrepreneurial Success Factor Model**

Previous studies have demonstrated that entrepreneurial success can be attributed to the personal characteristics that set entrepreneurs apart from others, combined with a determination to succeed in entrepreneurship. This determination enables them to effectively observe and analyze their environment, allowing them to channel their high creative and productive potential towards achieving their desired outcomes. This definition underscores that the success of youth entrepreneurship in business hinges on their ability to explore various environmental opportunities, utilize available resources, and possess the drive for self-achievement, driven by motivation and self-awareness. Furthermore, as emphasized by Carsrud and Brannback (2009), the success of entrepreneurship is influenced by the youth's inclination towards entrepreneurial activities. Resources or capital encompass the "financial, physical, human, and organizational assets used by a firm to develop, manufacture, and deliver products or services to its customers in order to achieve success in business" (Barney, 1995).

In addition, Mosakowski (1998) defines entrepreneurial resources as "a person's inclination to discover new opportunities for obtaining funds, exhibit creativity, exercise foresight, and utilize intuition in acquiring business capital." Previous studies have debated the success factors of entrepreneurs, including environmental factors such as family and government institutions that assist in launching business operations. This aligns with Martinelli's (1994) assertion that aspects of the business environment, both social and cultural, provide support and foster the formation of successful entrepreneurship in business.

Furthermore, in the pursuit of success for young entrepreneurs in business, factors like knowledge, skills, effective marketing, and proficient organizational management, along with external network cooperation, play crucial roles. Audia and Rider (2005), as mentioned in Ishak Yussof et al.'s (2001) study, emphasized the significance of knowledge and skills for young entrepreneurs concerning the opportunities and potential within a given industry. This enables entrepreneurs to plan and strategize for business success with foresight and expertise. Additionally, it is argued that cooperation and external networks are vital factors in entrepreneurial success as they facilitate the expansion of product marketing (Bron & Markman, 2000).

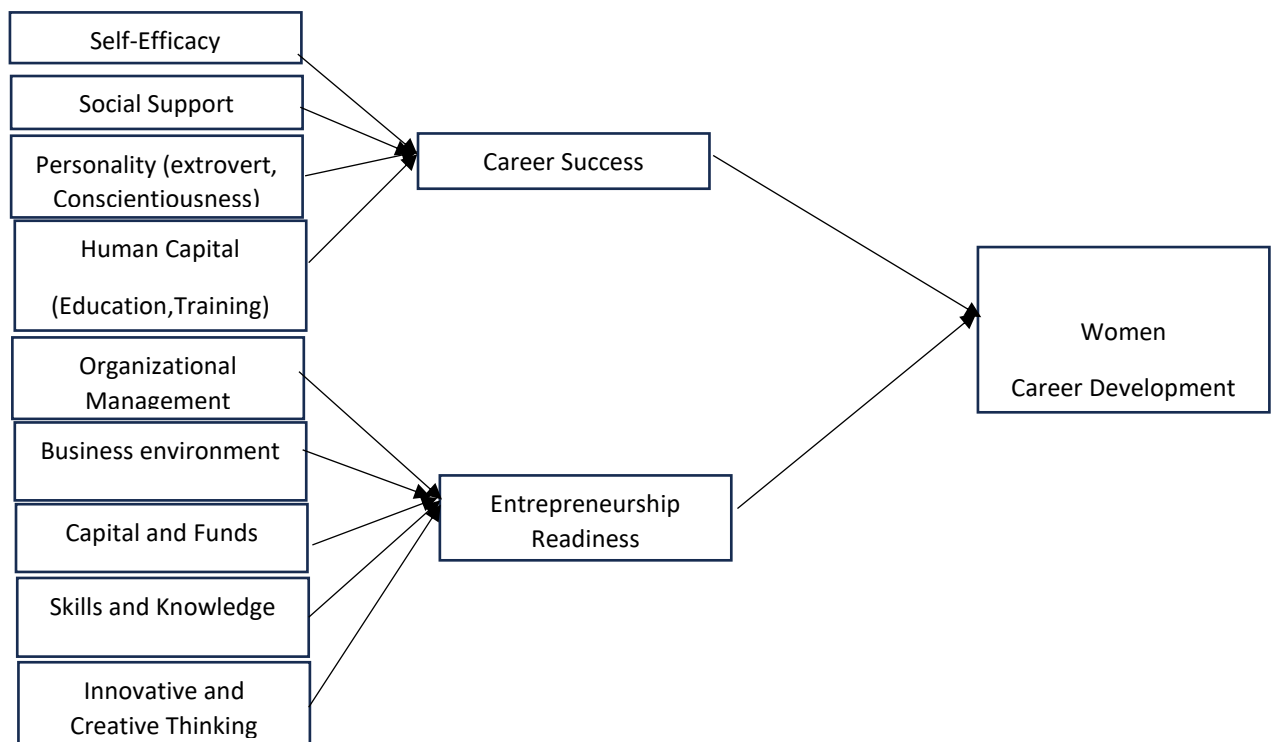
This research focuses on how IKS can support women seeking to re-enter the workforce, representing a step towards providing assistance to this group. Moreover, it underscores the wisdom of the IMS in discerning environmental factors to identify suitable labor sources for advancing the business. This includes the adept utilization of capital, particularly in terms of workforce, organizational management, and external network collaboration.



**Entrepreneurial Success Factor Model of SMEs in Malaysia by Yusof et al. (2020)**

**d. Proposed Concept Framework**

This research developed a research concept based on the combination of the SCCT extended model (Lent and Brown, 2006) and the Entrepreneurial Success Factor Model of SMEs in Malaysia by Yusof et al. (2020). The proposed conceptual framework can be seen as follows."



**Propose of Conceptual framework**

## **Methodology**

### **a. Research design**

This concept paper proposes that future research for this study will be conducted using both quantitative and qualitative methods. In other words, the research design will employ a mixed research method (mixed method) through simultaneous triangulation (concurrent triangulation research design). Data collection and analysis will be supported by secondary data obtained from library research.

To ensure that the research objectives are met, this simultaneous triangulation mixed design will guide the implementation and research approach, ultimately yielding comprehensive research findings involving the main stakeholders

### **b. Location and Subject of Study**

The proposed location for the study is throughout the state of Selangor. The study respondents will consist of women who plan to re-enter the workforce and Small and Medium Industries (SMEs). The study will focus on 9 districts in the state of Selangor, namely: Hulu Langat, Sepang, Hulu Selangor, Gombak, Klang, Kuala Langat, Sabak Bernam, Kuala Selangor, and Petaling.

### **c. Sampling**

According to Krecjie and Morgan (1970), if the total population of a study exceeds 1,000,000 people, then the minimum number suitable to be used as respondents is 384 people. Since there is no data related to the exact number of women who want to work again in the State of Selangor but the number of unemployed women in general, this study will take the maximum number as suggested by Krecjie and Morgan (1970). A total of 384 will include 9 districts of the State of Selangor.

While for qualitative studies, according to Spencer and Spencer (1993), seven study participants are sufficient to obtain valuable qualitative data. This research will use the Focus Group Discussion Technique or 'Focus Group Discussion' (FGD) and will be conducted according to 9 districts in the State of Selangor, that is, 7 informants per group.

### **d. Sampling Techniques**

The sampling technique used is cluster simple random sampling for quantitative research. Location selection is based on clusters according to 9 districts in the State of Selangor. As for cluster selection, the study will use a simple random sampling technique using the "Fishbowl" Technique.

Meanwhile, for qualitative studies, purposive sampling techniques will be used. For that purpose, the informant's characteristics need to be identified first for that purpose.

### **e. Data Collection Methods**

For quantitative data collection, data collection through a face-to-face survey using a questionnaire was implemented to obtain data from respondents among women who want to work again. As for the qualitative data collection, the study used the focus group discussion method or 'Focus Group Discussion' (FGD) with representatives from ISMEs.

#### **f. Questionnaire Distribution**

In order to distribute the questionnaire throughout the state, trained enumerators under the guidance of the research group will help implement the data collection process in each selected district.

#### **g. Focus Group Discussion (FGD)**

FGD sessions will be held according to 9 districts in the State of Selangor. Each of these districts will be managed by a leader where there is a trained enumerator who is in charge of obtaining a list of informants.

The FGD session will be interviewed by research groups according to the districts that have been set through protocol questions that will be developed. Each FGD group will be represented by 7 informants representing their respective districts.

#### **h. Data analysis**

All the data obtained from the study respondents will be collected, coded, totaled and analyzed. All quantitative research data will be analyzed using SPSS software. Descriptive and inferential statistics will be used in this study to answer the research objectives that have been set. Among the analysis that will be used is from the aspect of percentage value, mean, t-test, and correlation which is the main core in statistical procedures (May, 2004).

While for qualitative data, interviews with informants will be recorded and reported through 'transcribing'. Next, the data will be analyzed using qualitative techniques using NVIVO software.

#### **Significant of The Study**

1. Develop a new model which is the Success Model of Women's Career Development , which will explain the career success factors for women who want to work again and the attitude of successful entrepreneurs by helping these women.
2. Develop Selangor State policy related to women's career development, especially in the focus area of Women, Family and society.
3. Develop a policy related to the role of SMEs in helping the development of women's careers, especially in the focus areas of Family Women and society.
4. Expanding the field of human resource development studies, especially for career development, especially for studies on women who want to return to work.
5. To make women aware that they have the potential to develop their careers even if they have left the world of work for a long time .
6. More small and medium industries play their role towards society, especially helping and supporting women working again.

#### **Conclusion**

Women who have taken a break from their careers for an extended period and are now looking to re-enter the workforce require psychological support. This is because they often face a crisis of confidence, having to compete with younger individuals. Moreover, they need to possess skills and knowledge that are not only on par with but even surpass their contemporaries. Hence, it is highly encouraged for SMEs business owners to play an active role in providing support to this group. When a successful entrepreneur not only prioritizes profits but also offers career opportunities to this demographic, it demonstrates a genuine concern for community issues. Such efforts signify an entrepreneur's genuine care for the

well-being of the community, ultimately contributing to the enhancement of the national economy.

## References

- Adisa, T. A., Abdurraheem, I., & Isiaka, S. B. (2019). Patriarchal hegemony: Investigating the impact of patriarchy on women's work-life balance. *Gender in Management: An International Journal*, 34(1), 19-33. <https://doi.org/10.1108/GM-07-2018-0095>.
- Bowes, B. (2008). Employee development programs help companies achieve greater success: Are employers ready to replace up to 50 per cent of their retiring workforce with new trained recruits?. *CMA MANAGEMENT*, 82(2), 13.
- Chughtai, A. (2018). Authentic leadership, career self-efficacy and career success: a cross-sectional study. *Career Development International*, 23(6/7), 595-607.
- Feeney, M. K., & Stritch, J. M. (2019). Family-friendly policies, gender, and work-life balance in the public sector. *Review of Public Personnel Administration*, 39(3), 422-448.
- Culpan, O., & Wright, G. H. (2002). Women abroad: Getting the best results from women managers. *International Journal of Human Resource Management*, 13(5), 784-801.
- Kirk, J.J., Downey, B., Duckett, S. & Woody, C. (2000). Name your career development intervention. *Journal of Workplace Learning*, 12(5): 201-216.
- Maurer, T. J., Hartnell, C. A., & Lippstreu, M. (2017). A model of leadership motivations, error management culture, leadership capacity, and career success. *Journal of Occupational and Organizational Psychology*, 90(4), 481-507.
- Mehrabani, E.S. & Mohamad, N.A. (2011). Identifying the important Factors Influencing the Implementation of Succession Planning. 2011 International Conference on Information and Finance. 37-41, IACSIT Press, Singapore.
- Ismail, A., & Hamjah, S. H. (2012). Kefahaman terhadap kedudukan wanita bekerja menurut Islam. *Al-Hikmah*, 4, 3-14.
- Rathi, N., & Barath, M. (2013). Work-family conflict and job and family satisfaction: Moderating effect of social support among police personnel. *Equality, Diversity and Inclusion: An International Journal*, 32(4), 438-454.
- Yusoff, R. M., Ahmad, N., Ali, A., Ismail, N., & Asri, I. R. M. (2021). Analisa Terhadap Faktor-Faktor Isu Kesaksamaan Gender dan Pemerksaan Wanita Dalam Sektor Ekonomi Di Malaysia. *International Journal of Law, Government and Communication*, 6(22), 261-275.
- Uddin, M. (2021). Addressing work-life balance challenges of working women during COVID-19 in Bangladesh. *International Social Science Journal*, 71(239-240), 7-20.
- Itani, H., Sidani, Y. M., & Baalbaki, I. (2011). United Arab Emirates female entrepreneurs: motivations and frustrations. *Equality, Diversity and Inclusion: An International Journal*, 30(5), 409-424.
- Jain, M. (2012). Social entrepreneurship-Using Business Methods to Solve Social Problems: The Case of Kotwara. *Decision (0304-0941)*, 39(3).
- Kostetska, I., & Berezyak, I. (2014). Social entrepreneurship as an innovative solution mechanism of social problems of society. *Management theory & studies for rural business & infrastructure development*, 36.
- Muhamad, N. S. A., & Adham, K. A. (2013). Social Entrepreneurship as Transformative Service for Societal Well-Being. *Jurnal Pengurusan*, 39.
- Ishak, S., & Omar, A. R. C. (2015). Keusahawanan sosial sebagai satu pendekatan inovatif ke arah transformasi sosial masyarakat: Kajian kes di Malaysia (Social entrepreneurship as an

innovative approach in community social transformation: A Malaysian case study). *Geografia*, 11(8).

Abd Muin, M. A., Abu Bakar, A., & Abdullah, S. (2014). Model usahawan berjaya dalam amalan nilai-nilai murni keusahawanan sosial Islam. *Journal of Human Development and Communication (JoHDEC)*, 3, 129-141.

Sinar Harian. (2023). Retrieved from: <https://www.sinarharian.com.my/article/249551/suara-sinar/lidah-pengarang/tingkatkan-jumlah-tenaga-buruh-wanita-di-malaysia>

Sumber kini. (2021). Retrieved from <https://sumberkini.my/selangor-bukti-peranan-wanita-dihargai/>

Berita Harian. (2021). Retrieved from:

<https://www.bharian.com.my/rencana/komentar/2021/10/871357/usaha-bersepadu-tingkat-penyertaan-wanita-dalam-pasaran-buruh>

Rancangan Selangor Pertama (2021-2025). Retrieved from: <https://selangorkini.my/wp-content/uploads/2022/07/RS1-Report-BM.pdf>