Predictive Analysis of Work-Family Enrichment and Family-Work Enrichment towards Business Survival Among Women Entrepreneurs

[1]Wan Edura Wan Rashid*, [2]Norfadzilah Abdul Razak, [3]Hazuana Zulkiflee

[1][2] Institute of Business Excellence, Universiti Teknologi MARA, Malaysia, [3]Department of Postgraduate Studies, Universiti Teknologi MARA

[1]waneedura@uitm.edu.my,[2]norfadzilah0438@uitm.edu.my,[3]hazuana01@gmail.com

Abstract

The changes in the business environment bring unpredictable risks and even difficulty in making decisions for the business, especially for the group of women entrepreneurs. Women entrepreneurs are concerned with business strategies to make their businesses sustainable in the changes in the business environment. In an uncertain situation, the dual role as a business owner and a caretaker of the family caused the discontinuation of business, resources for instance, capital, workers, and technology, had caused some women entrepreneurs groups to feel demotivated to continue their business, thus this situation caused inconsistency for them to grow their business. Therefore, this paper aims to predict the influence of work-family enrichment and family work enrichment on women entrepreneurs' intention to grow their businesses. 150 women entrepreneurs involved in the survey and the data collected was further analyzed using the structural model (SEM) using Smart PLS the finding indicates that work-family enrichment has a positive and significant relationship towards intention to grow while family work enrichment was contradicted with the result. This finding implies providing more training to upskill women entrepreneurs with the self-efficacy and competency to manage their own businesses and balance with family.

Index Terms—Work-Family Enrichment, Family-Work Enrichment, Business Survival, Women Entrepreneurs

INTRODUCTION

The discontinuation of women entrepreneurs in business is trending in Malaysia [1] due to insufficient entrepreneurship resources in terms of capital, workers, and technology, which have slowed the performance of women entrepreneurs in the categories of MSMEs [2] and most micro-enterprises at low productivity. In addition, the Companies Commission of Malaysia (SSM) formulated a suitable method to enable women entrepreneurs to benefit from the free business registration scheme. The involvement of women entrepreneurs contributes to generating additional income that can support their daily lives and, in turn, boost the growth of the country's business sector. However, according to [3], the findings emphasized that it is easier for women

Wan Edura Wan Rashid*, Norfadzilah Abdul Razak, Hazuana Zulkiflee

entrepreneurs to achieve success if they combine their careers with the responsibilities of raising their families. Therefore, their limited knowledge and lack of competencies are the most important reasons for explaining the difficulties of women entrepreneurs in business [4] Some of them could not even continue after the problem or risk had affected their business.

Being a business owner is a challenge for a woman entrepreneur. The concept is included in entrepreneurial research mainly to highlight the family commitment of women entrepreneurs [5] (Joona, 2018). In Malaysia, the motherhood factor is vital. Due to motherhood, several problems have been highlighted by previous studies related to the competency of women entrepreneurs, which can be divided into threefold.

First, due to their dual role as women and business owners, the women entrepreneurs cannot balance caring for their family members and operating the business [6]. The imbalance of family and business responsibilities undermines their entrepreneurial competency in business management [7]. The dual role of women entrepreneurs has placed stress and conflict, which cause them to lose a vital part in managing their businesses successfully. Hence, women have less intention to grow their businesses because of changes in the business environment. They will change the business product or services or discontinue the business.

Second, due to the imbalance between family and business, women entrepreneurs are affected by financial constraints. The financial factors refer to elements that determine the amount of capital and other financial resources an entrepreneur needs to start and operate a business [8]. In addition, women entrepreneurs usually need to work on managing their financial resources wisely. This is due to the need for more financial resources, which is commonly challenging for women entrepreneurs to initiate entrepreneurial activities and support their family needs [9]. Besides, they need more access to external financial assistance due to insufficient collateral on loans and credit in the market [10]. Also, women entrepreneurs need more personal savings to invest in their businesses, which also creates financial constraints due to the dual roles and responsibilities of family and business From this fact, financial limitations have been reviewed; and women entrepreneurs have insufficient financial skills in managing their family and business needs. They have conflicts to fulfil the needs of their family members, and at the same time, they need more financial resources to support their business [11]. Women's approach to managing businesses has only sometimes been well received. It was earlier observed that one of the obstacles to the growth of women entrepreneurs is inadequate knowledge of management practice [12]. As such, most women entrepreneurs did not employ strategic management approaches because they needed more skills. As mentioned in the problem above, it is important to understand how entrepreneurs survive during uncertainty and what drives entrepreneurship during challenging times. The pursuit of entrepreneurship often comes with high stress, multiple obstacles, and high uncertainty regarding outcomes [13]. Decision-making by entrepreneurs often comes with errors and misjudgments because the information available is either ambiguous or incomplete. Entrepreneurs must keep up with changing contingencies by adjusting their goals and strategies [14]. At this point, they will foresee the new approach to growth the business as the target. Failure to manage

the business well will also be a failure to grow the business. As a result, entrepreneurial competency is put forth in this study as to predict work-family enrichment and family-work enrichment towards business survival.

I.   LITERATURE REVIEW

A.   Work-Life Balance

Work-life balance is an individual's capacity to fulfil their job and family obligations and other non-work duties, activities, and roles in other aspects of life [15]. The challenge lies in achieving an optimal equilibrium between work and personal life, where individuals may efficiently meet their work obligations while having sufficient time and vitality to dedicate to their non-work-related activities. According to [16], work-life balance refers to an individual's capacity to manage and harmonize their job and family responsibilities effectively. The revised concept of work-life balance involves adapting to personal circumstances to fulfil one's obligations and contribute to the well-being of oneself, the organization, and society by introducing the idea of enrichment in work-life balance. Based on [17], who revised the theory, added the elements of enrichment, which predict a beneficial link between the work and family realms. It is crucial to acknowledge that only a limited number of studies specifically examine the topic of achieving a balance between work/business and family responsibilities, especially for women entrepreneurs. The enrichment can happen in both ways, from family to work and from work to family. The concepts of work-family enrichment refer to how family roles are improved via the acquisition of resources and positive emotions from being involved in work.

B.   Work-Family Enrichment

Work-family enrichment (WFE) refers to the perception of how easily work and family expectations may be met, thanks to acquiring valuable skills, support, and resources from involvement in either the work or family domain. Research has demonstrated a positive correlation between work-family enrichment (WFE) and individual or employee behavior and outcomes. These include increased job satisfaction, engagement in positive behaviors within the organization (organizational citizenship behavior), more substantial commitment to the organization, higher levels of work engagement, subjective well-being, and reduced intention to leave the organization [18–19].

C.   Family-Work Enrichment

Family-work enrichment refers to how improvements in an individual's family life, such as personal growth, emotional well-being, social connections, and increased productivity, positively impact their work environment [20–21]. The concept of FWE (family work enrichment) will likely explain the relationship between family social capital and career advancement. It suggests that individuals with high family social capital are more capable of effectively managing multiple work roles, handling challenging tasks, and developing the necessary skills and resilience to overcome setbacks and failures [22]. Family members can offer employees assistance and guidance in resolving different work-related issues, thus enhancing their skills and problem-solving capabilities. This, in turn, increases the probability of successful

Wan Edura Wan Rashid*, Norfadzilah Abdul Razak, Hazuana Zulkiflee

career progression for the employees [22].

II. METHODOLOGY

There were 150 women entrepreneurs who participated in response to a survey. The items measurement for work family enrichment and family work enrichment used were adapted from [18] Carlson et al (2006) while business survival was adopted from [19] Gundry and Welsch (2001). Most of the respondents have their own business and registered their business with SSM. They had more than 3 years running their own business with the capacity to recruit at least 5 employees to operate the business. Majority of them were categorized as MSME business group and the nature of the business are food and beverage, beautician, fashion, and services such as home massage and home tutor. The respondents aged between 30 years old to 45 years old. For marital status 90 of them were married and 30 of them were single and 30 of them were divorced. The data collected further has been analyzed using Structural Equation Model and the findings highlight the reporting on prediction analysis using SMARTPLS 4.0.

Prior to predictive analysis, measurement and structural were conducted. which are needed to complete the prediction analysis. In the measurement model, the convergent validity consists of composite reliability and average variance extracted (AVE). According to [20] Henseler et al., (2015), the threshold values must be greater than 0.7 and greater than 0.5 for AVE. The analysis continued with the discriminant analysis to assess the redundancy of contrast and other constructs. The HTMT used to assess the discriminant by the value should be less than 0.85and not exceed to 0.90 (Kline, xx). If all the threshold value meet.

In order to assess the model fit, there were two models that were commonly applied by many researchers which are predictive relevance (Q^2). The Q^2 value in PLS predict compares the prediction errors of the PLS path model against simple mean predictions. For this purpose, it uses the mean value of the training sample to predict the outcomes of the holdout sample. The Q^2 value results interpretation is similar to the assessment of Q^2 values obtained by the blindfolding procedure in PLS-SEM. If the Q^2 value is positive, the prediction error of the PLS-SEM results is smaller than the prediction error of simply using the mean values. In that case, the PLS-SEM models offers better predictive performance.

In addition, the linear regression model (LM) offers prediction errors and summary statistics that ignore the specified PLS path model. Instead, the LM approach regresses all exogenous indicator variables on each endogenous indicator variable to generate predictions. Thereby, a comparison with the PLS-SEM results offers information whether using a theoretically established path model improves (or at least does not worsen) the predictive performance of the available indicator data. In comparison with the LM outcomes, the PLS-SEM results should have a lower prediction error (e.g., in terms of RMSE or MAE) than the LM. Note that the LM prediction error is only available for the manifest variables and not the latent variables.

In most recent, The most the cross-validated predictive ability test (CVPAT), which can be used to test the predictive ability of the model [21-22] (Liengaard et al., 2021; Sharma et al., 2023). CVPAT results are available in the PLS predict results report in

SmartPLS [23] (Hair et al., 2019, 2022). As per the literature, besides the blindfolding procedure, it is also beneficial to run the PLS prediction as recommended by [24] Shmueli et al. (2019). The assumption underlying the prediction mentioned if the PLS model has lower RMSE, and values compared to the Linear Model (LM) the result can considered to have less prediction error. Furthermore, if all the PLS models were lower than LM model, there is strong predictive power. Second, when the majority of the PLS results were lower than the LM results, there is moderate predictive power when the minority of the PLS results were lower than the LM results, there is low predictive power, and when all PLS results were higher than the LM results, the predictive power is unconfirmed.

III.   FINDINGS

The measurement model analyzed the factor loading which are meet the threshold values greater than 0.5 and no items deleted. The data further analyzed the convergent validity which are composite reliability (CR) and average variance extracted (AVE) and discriminant validity. The result in Table 1 depicted the composite reliability (CR) values ranged from 0.959 to 0.986, which are exceeding the threshold of 0.7, the result indicates the constructs were highly 0.7; internal consistency. According to [25] Becker et al. (2023), the average variance extracted (AVE) score showed the AVE value ranging from 0.645 to 0.724 was greater than 0.50 for all constructs in the model, resulting in the constructs in the measurement model.

Table 1. Convergent Validity

Constructs	CR	AVE
Business Survival	0.986	0.689
Family Work Enrichment	0.962	0.645
Work-Family Enrichment	0.959	0.724

After evaluating the convergent validity, the analysis continued with the discriminant validity using the HTMT criterion proposed by Henseler et al. (2015). The result in Table 2 indicates that all constructs met the HTMT criterion in the range of less than 0.85 and did not exceed 0.9 and above. To further examine the validity, this paper performed HTMT bootstrapping, and the upper limit of the confidence interval was found to be less than 1, which is an acceptable level. Therefore, this paper could establish the discriminant validity of the constructs in this study.

Table 2. Discriminant Validity

Constructs	1	2
Business Survival		
Family Work Enrichment	0.809	
Work-Family Enrichment	0.746	0.865

The structural model started with testing on collinearity. In line with the structural model assessment procedure outlined in [26] Hair et al. (2017a), the assessment of

collinearity issues by examining the variance inflation factor (VIF) values should be less than the threshold of 3.3 [27] (Diamantopoulos and Siguaw, 2006), then the result could explain that collinearity is not at critical levels.

The analysis continued to examine the significance and relevance of the path coefficients. The results of the bootstrapping procedure with 10,000 samples and two-tailed p-values were 0.05. The result consider the R square values (R^2) was 0.655 and adjusted R square was 0.648 explained 64.8% of business survival was explained by family work enrichment and work-family enrichment. Specifically, the results find that family-work enrichment has a significant and meaningful effect on business survival (0.607, $p < 0.05$) and work-family enrichment (0.231, $p < 0.05$), whereas both work-life balance strategies had significant influences on business survival. Hence, hypotheses 1 and 2 were supported.

Table 3. Structural Model

Hypothesis	β	STDEV	T-value	P-value
Family-work enrichment has a significant relationship with business survival.	0.607	0.105	5.796	0.000
Work-family enrichment has a significant relationship with business survival.	0.231	0.097	2.381	0.017

Before initiating the PLS predict procedure, researchers should ensure that all the constructs' measurement models meet the relevant quality standards. In other words, reflectively specified measurement models must exhibit sufficient levels of reliability, convergent validity, and discriminant validity [20] [25] (Hair et al., 2017b; Henseler et al., 2015; Franke and Sarstedt, 2019). In addition, Table 4 shows that the PLS-RMSEA majority is less than the LM-RMSE model, indicating predictive strong power. The result explained that the business survival had predictive relevance to the model.

Table 4. Predictive Relevance Analysis

Indicators	Q²predict	RMSE	
		PLS-SEM	LM
D1	0.436	0.545	1.197
D2	0.392	0.652	0.778
D3	0.567	0.535	0.931

D4	0.509	0.607	1.17
D5	0.364	0.637	1.166
D6	0.165	0.764	1.594
D7	0.504	0.486	0.643
D8	0.395	0.53	0.752
D9	0.294	0.56	0.751
D10	0.428	0.547	0.786
D11	0.347	0.568	0.778
D12	0.445	0.579	0.888
D13	0.584	0.52	0.664
D14	0.343	0.615	0.8
D15	0.461	0.523	0.822
D16	0.33	0.64	0.869
D17	0.342	0.606	0.721
D18	0.374	0.554	0.885
D19	0.348	0.55	1.232
D20	0.323	0.633	1.097
D21	0.465	0.559	0.8
D22	0.301	0.562	0.61
D23	0.245	0.59	0.813
D24	0.247	0.601	0.714
D25	0.271	0.627	0.997
D26	0.259	0.63	0.785
D27	0.263	0.6	1.05
D28	0.23	0.648	0.742
D29	0.29	0.601	0.932
D30	0.276	0.606	0.806
D31	0.289	0.625	0.89

IV.   DISCUSSION

This study found that family-work enrichment and family-work enrichment have a
significant relationship with business survival. Family-Work Enrichment (FWE) and

Wan Edura Wan Rashid*, Norfadzilah Abdul Razak, Hazuana Zulkiflee

Work-Family Enrichment (WFE) play a crucial role in business sustainability by promoting beneficial interactions between professional and personal domains. FWE denotes the advantages of family interactions that improve business performance, whereas WFE pertains to business experiences that enhance family obligations. These characteristics assist women entrepreneurs in navigating the frequently tremendous challenges of equality in their career and personal lives. Fostering a work environment where family support enhances business efforts can improve motivation, confidence, and emotional strength, which are necessary for success as a woman entrepreneur [25]. While WFE lets women use the problem-solving and leading skills they've learned while running a business in their family roles, it creates a satisfying balance that lowers stress [26]. This dual enrichment improves health, boosts productivity, and prevents burnout. This is especially important for women's businesses that are facing extra social and cultural challenges. Ultimately, companies led by women who effectively manage FWE and WFE have a higher chance of surviving and prospering because of their enhanced resilience, less turnover, and ongoing innovation. Business owners that promote work-life balance through flexible policies and a constructive culture cultivate a sustainable business, fostering long-term success and competitive advantage [27].

V.   CONCLUSION

In conclusion, the influence of Family-Work Enrichment (FWE) and Work-Family Enrichment (WFE) on women entrepreneurs' sustainability underscores the essential significance of these dynamics in maintaining their enterprises. Both FWE and WFE improve mental health, resilience, and productivity. FWE is when family life positively affects business, and WFE is when business skills improve family roles. Women entrepreneurs who effectively balance professional and familial obligations encounter enhanced support, diminished burnout, and elevated drive, all of which are crucial for sustained business success. Consequently, cultivating circumstances that promote work-life enrichment can substantially improve the sustainability and expansion of women-led enterprises.

The implications of these findings are significant for both the women entrepreneur group and the broader national economy. Women business owners can actively work to achieve work-life balance by understanding the value of FWE and WFE. This can help lower stress and make the business more stable. In addition, the findings will help women become owners through policies that make it easier for them to balance work and family life, like providing childcare and letting workers set their hours, which can help businesses stay open longer. This can result in heightened economic engagement of women, promoting innovation, job creation, and economic expansion, thereby positioning the empowerment of women entrepreneurs as a crucial catalyst for national development. Future research should investigate the impact of cultural and societal factors on the relationship between family-work enrichment (FWE), work-family enrichment (WFE), and business sustainability among women entrepreneurs across various countries. In addition, longitudinal studies may offer profound insights into the evolution of these dynamics over time and their influence on sustained business performance.

REFERENCES

Abdulla, F. S., & Ahmad, A. (2023). Challenges Faced by Women Entrepreneurs of the 21st Century: Literature Review. Journal of Management & Science, 21(1), 16-16.

Barakat, N. (2021). The relationship between organizational agility, human resources flexibility and employee well-being: the mediation role of work-life balance (Doctoral dissertation, Université de Rennes).

Bruce, H. L., Rooney, T., & Krolikowska, E. (2023). Women microbusiness owners' entrepreneurial marketing decision-making during a crisis. Journal of Marketing Management, 39(17-18), 1800-1832.

Cho, Y., Park, J., Han, S. J., Sung, M., & Park, C. (2021). Women entrepreneurs in South Korea: motivations, challenges and career success. European Journal of Training and Development, 45(2/3), 97-119.

Greenhaus, J. H. & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. Academy of Management Review, 31(1), 72-92.

Hamdan, N. H. B., & Kassim, S. H. (2022). The Effects of Islamic Microfinancing, Human Capital And ICT Usage On Women Micro-Entrepreneurs In Malaysia. *Journal of Islamic Monetary Economics and Finance*, 8, 125-152.

Hjalmsdottir, A., & Bjarnadottir, V. S. (2021). "I have turned into a foreman here at home": Families and work-life balance in times of COVID-19 in a gender equality paradise. Gender, Work & Organization, 28(1), 268-283.

İplik, E., & Ülbeği, İ. D. (2021). The effect of work-family enrichment on women entrepreneurs' careers and life satisfaction. OPUS International Journal of Society Researches, 18(42), 5157-5186.

Isa, F. M., Nor, N. A. M., & Noor, S. H. A. I. S. T. A. (2021). Leadership and decision-making style among women entrepreneurs: A case of Malaysia. International Review of Management and Business Research, 10(1), 68-79.

Kalliath, P., Chan, X. W., & Kalliath, T. (2022). Keeping work and family separate: A serial mediation analysis of social workers' work-family segmentation, work-family enrichment and job performance in Australia. The British Journal of Social Work, 52(1), 236-255.

Kamberidou, I. (2020). "Distinguished" women entrepreneurs in the digital economy and the multitasking whirlpool. Journal of Innovation and Entrepreneurship, 9(1), 3.

Kasuma, J., Desa, S. M., Enchas, C. A., Faridah, S., & Kamaruddin, E. P. (2022). Exploring Personal Engagement of Single Mother Involvement in Business: A Qualitative Study.

Li, Y., Jin, S., Chen, Q., & Armstrong, S. J. (2024). A work-family enrichment model of perceived overqualification: the moderating role of flexibility in human resource practices. International Journal of Contemporary Hospitality Management, 36(6), 1766-1783.

Lim, W. M., Badiozaman, I. F., & Voon, M. L. (2020). Barriers to workforce re-entry among single mothers:insightss from urban areas in Sarawak, Malaysia. Journal of International Women's Studies, 21(6), 427-449.

Llados-Masllorens, J., & Ruiz-Dotras, E. (2021). Are women's entrepreneurial intentions and motivations influenced by financial skills?. International Journal of Gender and Entrepreneurship, 14(1), 69-94.

Wan Edura Wan Rashid*, Norfadzilah Abdul Razak, Hazuana Zulkiflee

Mohanty, V., & Salvi, N. B. (2023). Enrichment and Satisfaction: A Work-to-Home & Home-to-Work Perspective. Sustainable Excellence: A Contemporary Business Perspective, 93.

Ogundana, O. M., Simba, A., Dana, L. P., & Liguori, E. (2021). Women entrepreneurship in developing economies: A gender-based growth model. Journal of Small Business Management, 59(sup1), S42-S72.

Raina, D. I., & Khan, F. F. (2022). Impact Of Work-Life Balance On Entrepreneurial Decisions And Outcomes: A Study Of Women Entrepreneurs Of Jammu And Kashmir. Journal of Positive School Psychology, 6(9), 3617-3629.

Rastogi, M., & Karatepe, O. M. (2022). Informal learning, work engagement and their effects on work-family enrichment. International Journal of Productivity and Performance Management, 71(7), 2820-2840.

Ratten, V. (2023). Entrepreneurship: Definitions, opportunities, challenges, and future directions. Global Business and Organizational Excellence, 42(5), 79-90.

Ringle, Christian M., Wende, Sven, & Becker, Jan-Michael. (2024). SmartPLS 4. Bönningstedt: SmartPLS. Retrieved from https://www.smartpls.com

Ruikar, S., Adhye, K., & Shah, K. (2024). The Good, the Bad, and the Ugly of OCB? The Role of Social Support in Work-Family Enrichment in contemporary India. In Organizational Citizenship Behaviour (OCB) in India: Emerging Trends and Future Directions (pp. 143-162). Singapore: Springer Nature Singapore.

Sarwar, A., Ahsan, Q., & Rafiq, N. (2021). Female entrepreneurial intentions in Pakistan: A theory of planned behavior perspective. Frontiers in Psychology, 12, 553963.

Singh, S., & Dash, B. M. (2021). Gender discrimination in accessing finance by women-owned businesses: A review. Journal of International Women's Studies, 22(9), 381-399.

Tambunan, T. (2009). Development and some constraints of SMEs in Indonesia. Center Industrial SME Business Competition Studies University Trisakti, 1(1), 1-9.

Tian, H., Akhtar, S., Qureshi, N. A., & Iqbal, S. (2022). Predictors of entrepreneurial intentions: The role of prior business experience, opportunity recognition, and entrepreneurial education. Frontiers in Psychology, 13, 882159.

Topimin, S., Fabeil, N. F., & Abdullah, A. S. (2019). Women's business survival: Challenges and strategies for single mother entrepreneurs. Academic Journal of Business and Social Sciences, 3(2), 1-10.