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Does Work-family Conflict Moderate the Relationship between Social Networking and Malay Women Entrepreneurial Success?

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Abstract: Social networking is one of the important element in entrepreneurial success. Past studies have attested many factors that contribute to entrepreneurial success, one of which is social networking. Social networks entail chains of persons in which specific service or support is provided to a person, and the same person is expected to provide others in the network with similar kind of support. Women entrepreneurs in particular are facing difficulties in juggling business and family commitments. Their social networking is very closely related to their families and networking with outsiders such as friends. This study is important to describe the relationship between social networking and the success of women entrepreneurs with the moderating effect of work-family conflict, whether the work-family conflict strengthens or weakens the relationship. The data gathered through the questionnaire method in which 220 successful Malay women entrepreneurs registered with the Companies Commission Malaysia (CCM) responded. By using SEM-PLS, the result of analysis conducted indicate that social networking is significantly related to Malay women entrepreneurial success while work-family conflict seems to not significantly moderate the significant relationship between social networking and Malay women entrepreneurial success. Implications and direction for further research are also presented.

Keywords: women entrepreneurial success, social networking, work-family conflict, women entrepreneur

I. INTRODUCTION

Social networking is one of the important factors that contribute to entrepreneurial success Social networks entail chains of persons in which specific service or support is provided to a person, and the same person is expected to provide others in the network with similar kind of support. Women initiate businesses for various reasons. Some of them have left the employed workforce due to the sense of unfairness in workplace, the lack of career progress, and the strain of family or personal lives [1] incorporating the applicable criteria that follow. Some others have embarked their businesses in order to fill a void of products or services in the market, or to achieve a sense of self-fulfillment. The challenge for new female business

owners is to establish a structure that promotes and sustains long-term viability of their businesses. Often they face difficulties in managing their business while fulfilling their commitments as a wife and a mother as well, particularly with regard to settling house chores and juggling with never-ending tasks. Women are often driven to be an entrepreneurs by the desire to do something good, something right or something that would help others [2]. Women entrepreneurs are also facing many challenges in the business such as limited capital, knowledge and lack of industry experience.

To women, social networking is very closely related to the families and networking with outsiders, including friends. The relationships in the network provide emotional support for entrepreneurial risk-taking hence are fruitful in certain situations [3]. Women tend to develop strong ties consisting of family and friends rather than of business networks [4]. Nevertheless, a person's social network can also have an impact on his or her decision to start a business. The social networks of entrepreneurs particularly, are evolved from an idea generating stage, to a business development stage, and finally to a strategic stage.

II. LITERATURE REVIEW

(A) Social Networking and Women Entrepreneurial Success

According to the Global Entrepreneurship Monitor 2012 (GEM 2012), the definition of established business owners are those who are running a mature business in operation for more than 42 months [5]. Female entrepreneurs who have started and maintained a business for a minimum of five years are considered successful because that length of time is considered a survival period [6]. The literature also discusses entrepreneurial success in several terms, such as business success, entrepreneur performance, venture performance, venture growth, and venture survival [6][5][7]. Women entrepreneurs would not be viewed as successful if their businesses are measured by economic perspectives because businesses owned by women are frequently small in size and slower in growth compared to those run by men [8]. In another study, [9] uncovered seven broader themes that explain the women entrepreneurial success phenomenon, which are autonomy, internal satisfaction, customer base, business growth, family, networking, and business performance.

However, the attributes of successful female entrepreneurs are assessed and analysed by their own perspectives. Their successes have also been interpreted through the balance between their religious attachment, work, and life; as well as through their ability to sustain personal and customer relationships. Due to the subjective nature of success, most of the past studies were conducted qualitatively. Many women have described success subjectively by ways of their freedom to choose daily activities, the ability to balance between work and family, also their contribution to the community and children and reputation [9][10][11][7].

Reference [12] explored the patterns of social network in relation to entrepreneurial success. In particular they grouped entrepreneurs into three phases namely the motivational phase, the planning phase, and the established phase. In the motivational phase, entrepreneurs discuss initial ideas and develop a business concept. In the planning phase, they prepare to set up a firm hence require knowledge and resources. The final phase, the established phase, refers as the success phase. Networks have several useful properties for entrepreneurs [13] as measured from three perspectives such as network size, network activity and network density while [12] measured social network from four perspectives ; size of discussion network,

time spending on developing/maintaining the networks, development of new social relationships in connection with business and social support. Women are embedded in different personal networks than men in business formation, growth and the survival as women as implied in the study on work, marriage, family and social life organization. Social networking is an activity aimed towards the creation of new ties or maintenance of one's social network, commonly for professional advantage.

According to [14] the fundamental components of a network are nodes and connections. In social sciences context, nodes can be replaced with actors which can be individuals or an aggregation of individuals, and connections can be replaced with social ties or bonds. The two principal categories of entrepreneurial networks are inter-organisational networks and personal network. Alternatively, these two categories have been called inter-organisational and social networks, or formal and informal network. Personal network is taken to include both the formal and informal ties between individuals and between individuals and organization. Entrepreneurs require information, capital, skills, and labor to start business activity [13]. The contacts that lead to successful outcomes are their social capital and they are a key component of entrepreneurial networks [15]. Social capital is distinct of however convergent with social networking theory.

The social network theory is also broadly accepted as a tool for securing resources from alters. It is largely characterised as personal ties and connections that are built on trust. Trust is essential to the social network because it sustains and cultivates the network. Members of the social network trust one another to abide by the terms of the network into which they voluntarily enter. This trust is based on repeated interactions, exchange of resources, and shared expectations of behavior, which is strengthened by the accepted norms of the network. Table I shows the summaries of theories and theorists on social network.

Table I
Summaries of theories and theorists on social network

<i>Theory</i>	<i>Theorists</i>	<i>Summary</i>
Weak Tie Theory	Granovetter	Focus on structure of network
Structural Hole Theory	Burt, Poddny & Baron	Focuses on the structure of network
Social Resource Theory	Lin, Coleman & Bourdieu	Focus on the content of a network

(B) Family Role in the Network

According to [15], social networks is the social context of businesses and can be activated according to different needs which are not fixed. To fit their enterprise needs, entrepreneurs bring both those that are closer and distant to them into their business decisions. Family members can play a critical part as entrepreneurs call on their family and others in their networks for different kinds of help and support while plan to set up a firm.

People use family and other strong ties for resources or support. Setting up an enterprise requires a certain mix of relations and time to establish and maintain relations. Compared to nonfamily members, family members are bounded into strong delimited networks that have different sorts of resources. Family members are especially helpful at particular points in starting a business. For instance, entrepreneurs can relatively easily tap kin for initial feedback and input about a business idea [16][17][18]. At the same time,

dependence on family members may restrict the network from which the entrepreneur seeks a wide range of complementary resources when planning and establishing or acquiring a business.

Researchers have stressed the importance of weak ties for wide ranging information because entrepreneurs who continue to depend primarily on family members may overly limit their circles [19]. One rarely finds a banker, a marketing specialist, and a manufacturing engineer all in one family. For this reason, a network of loosely-coupled acquaintances offering skills, knowledge, and insights will reduce the importance of family members. Thus, a phase-based approach to entrepreneurial networks should note the role of kin during establishment. Moreover, one is likely to consult varied participations of kin at different establishment phases.

(C) Women Entrepreneurial Success, Social Networking, and Work-Family Conflict

Past research has generally emphasized the importance of social capital and networks in enabling entrepreneurs to acquire resources and achieve success. Entrepreneurs are embedded in the social contexts that influence their decisions because social networks can have a strong influence on entrepreneurial activity [20][3][21]. The essential thrust of a network theory is that the information needed to start a business is passed to the entrepreneur through an existing social network of friends and acquaintances. Individuals who are centrally located in well-developed social networks are more likely to become aware of available entrepreneurial opportunities than those who have poorly developed social networks.

[22] concludes that social networks is important to provide access to information such as personal advice and avenue for customers therefore, government should create awareness among the women about the benefits of women associations particularly in local areas as many association are located in urban cities. From a development perspective, businesses that start this way are preferable because they use local labour and represent an incremental commercial activity rather than the zero-sum transfer of wealth from another region. In this sense, social networks act not only to sustain the initial entrepreneurial activity, but also to serve as a source of information about improving operational efficiency and identifying new business opportunities in early phases. However, entrepreneurs may lose their advantage and may not be part of the social support group in the later phase of the entrepreneurship

Many women have initiated business to escape perceived gendered conditions that contributed to their underemployment, work-related stress, and difficulties managing work-family balance [23]. The same reasons continued to echo in studies that focused on women business owners. [24] agreed that work and family involvement refer to the level of psychological attachment or connection to the work and family roles. According to [25], work-family conflict is commonly defined as a form of inter-role conflict, in which the role pressures from work and family domains are mutually incompatible in some respect. Work-family conflict is considered to be an important issue in today's business world [26]. In recent years, there has been an increasing interest in the conflict between work and family life domains, and recent studies highlight the conflict experienced by individuals between their roles in the family and at work, which is covered under the heading called work-family conflict. While the findings obtained mainly in Western countries and the related theories refer to the obvious relationship between work demands and work-family conflict [27].

In line with this, entrepreneurs without spouse support are considered as least successful in the establishment phase of entrepreneurship [12]. According to [28] the scarcity of free time and excessive

pressure may adversely affect a woman’s ability to cope with her business demands which could lead to dissatisfaction, poor personal relations, absenteeism, and decreased work performance[23]. The presence of negative consequences on both the individual and the organisation might lead the individuals to work depression, work anxiety, physical problems, and alcohol consumption, as attested in few empirical studies [29][30].

Social networking can contribute to social support which lead to success. Social support is contributing by the social networking and becoming a factor that leads to success. [31] found out that the lack of family social support is related to the higher levels of work-family conflict. While in this study, work-family conflict tested as a moderator in the relationship of social networking and success of Malay women entrepreneurs as it will give an impact to the relationship either in negative or positive contribution. The role of women is very large and wide in a variety of fields. Many women place themselves in the world of business and management as CEO, leader and manager in a company.

Nonetheless, only few researchers have studied the role of family in the networks of those who initiate businesses. The question that arises pertains to the fate of a business following work-family conflict. Will the work-family conflict interrupt the social networking elements towards women entrepreneurial success? As shown in Fig. 1 below, social networking, work-family conflict and Malay women entrepreneurial success proposed as a conceptual framework.

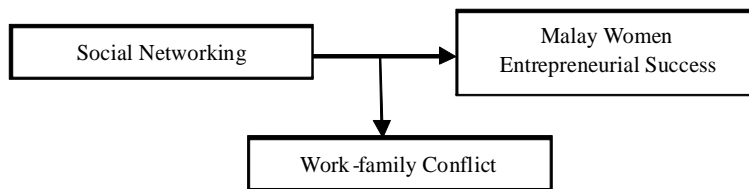


Figure 1: Proposed Conceptual Framework

The variables used in this study were measured through established instruments drawn from previous studies. Some of the questions used were slightly modified to make them more relevant to the purpose of this study. A scale validation procedure is perform using factor analysis and coefficient alpha. This is to ensure that the scale used, are both valid and reliable for the specific purpose of the study. The five-point Likert scale is choose to measure the instruments which is the same as the existing scales torn the academic literature. Table II show the summary of the instruments approach in this study.

Table II
Summary Table of Instruments

<i>Variable Type</i>	<i>Items</i>	<i>Sources</i>
<i>Dependent Variable</i> Success	19	Lau,Shaffer and Au (2007)
<i>Independent Variable</i> Social Networking	6	Lubben (1988)
<i>Moderator</i> Work-Family Conflict	5	Netemeyer & Boles (1996)
<i>Demographic Profile</i> Personal Information	14	Abu Bakar (2007)

III. RESEARCH METHODOLOGY

(A) Sampling Design

Sampling is the process of selecting some elements from a population to represent the whole population [32][33]. According to Cochran (1977) it is important to specify margins of error as a method in determining the sample size so that the sample is accurate and appropriate even it is smaller but it could represent the total population (Bartlett *et al.*, 2001).

The population in this study was Malay women entrepreneurs actively registered with the Commissioner of Companies Malaysia (CCM) and been successful in the business. Total registered businesses in the CCM until Dec 2016 was 6,375,051 which including new registration of local companies (1,198,592) and foreign companies (4,727).

The unit of analysis in this study is individual. As to reach the population in this study, the researcher sorted the list to only Malay women entrepreneurs. Target population is according to the criteria as follows:-

- Malay women entrepreneurs.
- The women entrepreneurs must currently play an active role in managing the business.
- The business must be operating for at least 36 months.
- The business must be stand-alone and not a franchise or part of large organization.

In deciding the sample size, a balance should be strike which considering several factors such as the variability in population, types of sample required, cost, and availability of time, budget, estimated precision and level of confidence that enable findings to be generalized [34]. The consideration on sampling size is suffice as long as the sample drawn is representative of the population where generalization and inferences on the said population of interest is possible [35].

According to [36] using too large a sample size may lead to a larger Type II error, a phenomenon where even weak relationship might reach significance level when too large a sample size is used in any particular research. Hence, researcher are inclined to believe that significant relationship found are indeed true to population when in reality it may not be. Furthermore, the sample size alone does not guarantee representation of the population because the process used in the selection of the elements is a matter of greater importance[34]. Based on previous research that employed the similar data collection technique (a combination of email and post mail) on Malay women entrepreneurs, the response rate of 44 to 88 percent was recorded

This study employs stratified random sampling technique as the probability selecting any element within the population is similar [35]. This study employed stratified random sampling technique because it involves the stratification or segregation of population into mutually exclusive groups, followed by as explained above, random selection of subjects from each stratum [34]. According to [35], there are several methods of random sampling namely; simple random sampling, proportionate or disproportionate stratified random sampling, cluster random sampling and systematic random sampling.

Stratified random sampling technique is usually chosen when there are several subpopulation in a given large population where each stratum is homogeneous internally but heterogeneous with other strata [35]. Accordingly, in the context of this study, it was assumed that there will be differences in environment, historical contexts, nature and culture between Malay women entrepreneurs in different states in Malaysia

and at the same time there will be similarities in responsibilities as a women, networking environment, due to similar country's policies and business procedure.[37] agreed that a study based on sampling often gives better results than using census method. In this study, the sampling method is chosen as due to the limited time, cost and human resources in collecting the data needed.

Desired sample size is calculated through the percentage of total population and based on the stratified random sampling. However to overcome the possibility of not getting the desired sample and to get as large a return as possible, so that non-response error is reduced, the sample size will be adjusted for tendency of non-response as suggested by [32] and Cochran (1977). Hence, the number of respondents to be sent with the questionnaires should be almost tripled ($383/40 \times 100$). Thus, 1000 questionnaires were sent to the randomly selected respondents on each stratum segregated from the total number of the population.

(B) Research Procedure

Data were collected through the use of fully structured and closed ended questionnaires. The use of questionnaire gives a uniform frame of reference for respondents to decide their answers [38]. This study employed the internet based electronic survey method, which makes use of a questionnaire through Google Survey (google docs.) and sent to the selected respondents through social application such as facebook, email and messages application. Internet survey was chosen as it enables the researcher to cover wider geography areas and collect large amount of data at relatively low cost.

IV. DATA ANALYSIS

The returned questionnaires were checked for completeness and consistency. Incomplete and inconsistent questionnaires were excluded. Missing values and outliers were checked. A closer inspection of the 270 returned questionnaires was conducted. After considering the incomplete and inconsistent questionnaires, 50 out of the total questionnaires received were discarded due to one or more multiple reason(s). Some were rejected due to important missing data, like demographic information, or entire sections of the survey had been left incomplete, while some others were not according to 3 years minimum business activity (as success term) and the women entrepreneurs who were not registered (renewing the license) business under CCM were also discarded. An observation was removed from the data file when missing data on a questionnaire exceeded 25% as suggested by [35]. Then, the raw data were manually entered into a data file in SPSS whereby all question items were pre-coded with numerical values.

As a result, from 220 respondents about 22.7% was found to be in the age category of 21 to 30 years-old, which represents the youngest age group. 32.3% fall within the age group of 41 to 50 years old, while another 31.8% are within the age range of 31 to 40. Only 13.2% are more than 51 years of age. Majority (65.5%) are married while 10.9% are single and 23.6% are widowed/divorced. 0.9% do not get any formal education and another 0.9% with PMR/SRP. 17.3% qualified with SPM/MCE while 41.8% have STPM and other qualification such as Diploma and certificate. 39.1% possess upper education level such as degree, master and PhD. From 220 respondents, 55.5% are doing online business while 44.5% do not involve in online business.

Duration in the business are separated into three terms which majority of the respondents are in the 5 to 7 years term of duration in business which equal to 93 respondents about 42.3% while 67 are in term

of 3 to 5 years term equal to 30.4% and 60 respondents which equal to 27.3% are running the business for more than 7 years. Specifically, the following constructs were assessed SN (social networking) and WFC (work-family conflict) as predictors of SUCC (success). Table III shows the tolerance and VIF values of the analysis. As exhibit, all tolerance values are above .2 and the VIF values are all well below 5. Therefore, collinearity among the predictor constructs is not an issue in the structural model.

Table III
Collinearity assessment

<i>Constructs</i>	<i>Tolerance</i>	<i>VIF</i>
Social Networking	0.918	1.022
Work-family conflict	0.959	1.008

* dependent variable : SUCC (success)

To ensure that a construct is truly distinct from other constructs by empirical standards, a test on discriminant validity was then conducted by examining the correlations between the measures of potentially overlapping constructs. The first method involves examining the cross loadings of the indicators. Indicators should load more strongly on their own constructs in the model. Table IV show the result of measurement model for the discriminant validity purpose.

Table IV
Results of measurement model

<i>Constructs</i>	<i>Items</i>	<i>Loadings</i>	<i>AVE</i>	<i>Validity</i> (<i>AVE > 0.5</i>)	<i>Composite</i> <i>Reliability</i>	<i>No. of</i> <i>indicators^b</i>
Social Networking	SN1	0.728	0.579	yes	0.892	6 (6)
	SN2	0.83				
	SN3	0.758				
	SN4	0.762				
	SN5	0.757				
	SN6	0.726				
Success		0.805	0.538	yes	0.903	8 (19)
	SUCC10	0.746				
	SUCC11	0.683				
	SUCC12	0.725				
	SUCC4	0.718				
	SUCC6	0.708				
	SUCC7	0.725				
	SUCC8	0.75				
	SUCC9					
Work-family Conflict	WFC1	0.784	0.542	yes	0.852	5 (5)
	WFC2	0.597				
	WFC3	0.632				
	WFC4	0.926				
	WFC5	0.686				

The presence of cross loadings that exceed the indicators' factor loadings represents a discriminant validity problem [39]. Another method to assess discriminant validity is the Fornell-Larcker criterion which compares the square root of the AVE values with the latent variable correlations [39]. The square root of each construct's AVE should be greater than its highest correlation with any other constructs. As shown in Table V below, the Fornell-Larcker criterion the correlation values for each construct with other constructs are less than the square root of AVE by the indicators measuring that construct, indicating adequate discriminant validity.

Table V
Fornell-Larcker Criterion

	<i>SN</i>	<i>SUCC</i>	<i>WFC</i>
<i>SN</i>	0.761		
<i>SUCC</i>	0.444	0.733	
<i>WFC</i>	-0.088	0.129	0.737

The primary evaluation criteria for the structural model are the R² measures and the level and significance of the path coefficients. Result of the path analysis showing the direct relationship between social networking (SN) and work-family conflict (WFC) towards Malay women entrepreneurial success (SUCC) as in Fig 2. The R squared for the model was 0.238.

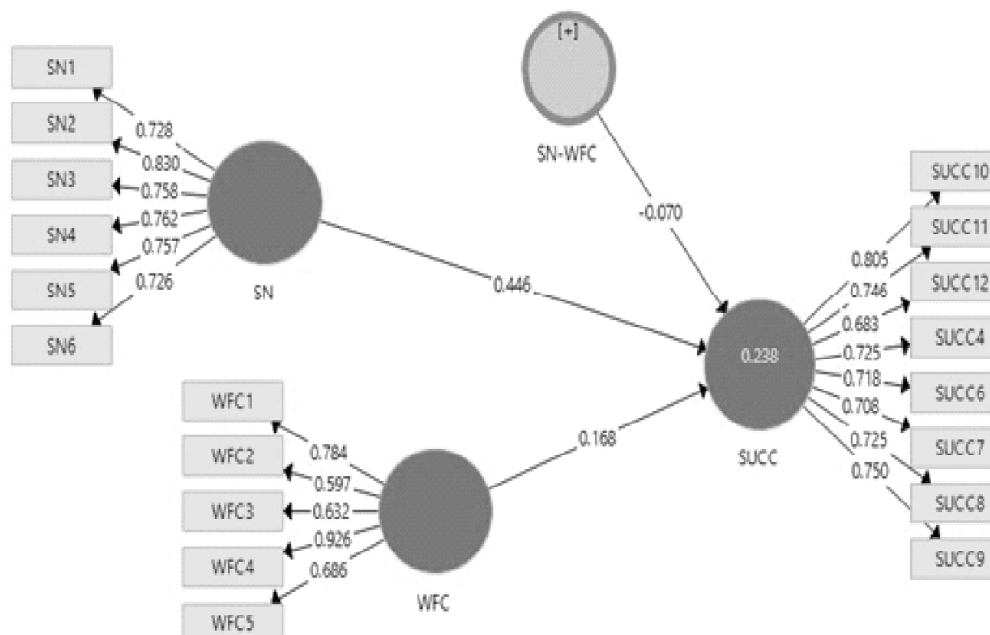


Figure 2: Result of Path Analysis

Fig. 3 below shows the result of the bootstrapping path analysis represent the t value and p value of the model. The result of the path coefficient and hypothesis testing as tabulated in Table VI with the significance level $p < 0.01$, $t > 1.645$.

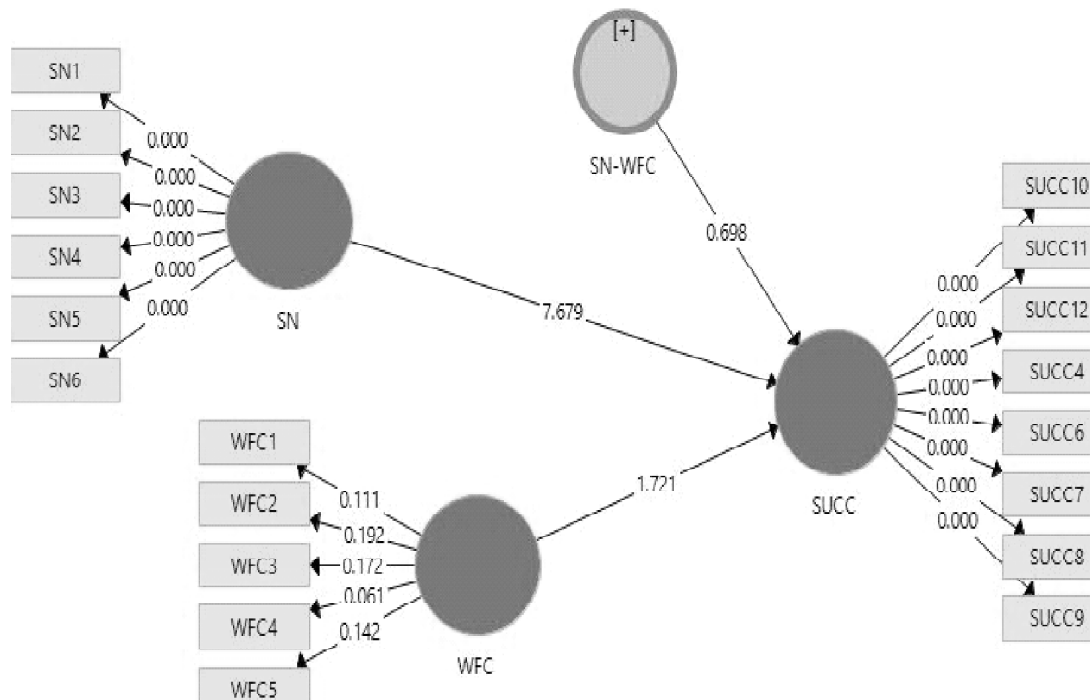


Figure 3: Result of Path Analysis (bootstrapping)

Table VI
Path coefficient and hypotheses testing

Hypotheses	Relationship	Coefficient(Beta)	t value	Decision
H1	SN->SUCC	0.446	7.679	supported
H2	WFC->SUCC	0.168	1.721	supported
H3	SN*WFC->SUCC	-0.070	0.698	not supported

In total, 3 hypothesized relationships were tested in this research. The results are found to support 2 hypotheses (H1, H2) while 1 hypotheses is not supported (H3). Table VII summaries the results.

Table VII
Hypotheses and summary of results

Relationship of Social Networking, Work-family conflict and Success		
H1	There is a significant relationship between social networking and success of Malay Women Entrepreneurs	Supported
H2	There is a significant relationship between work-family conflict and success of Malay Women Entrepreneurs	
The moderation effects of work-family conflict		
H3	The relationship between the social networking and success of Malay women entrepreneurs is moderate by work-family conflict	Not Supported

V. CONCLUSION AND DISCUSSION

Entrepreneurs give the economy a boost through new ideas and technologies. Entrepreneur make up an important component of any economy by the job creation, employment and hiring, at the same time generating economic growth. Successful entrepreneurs could inspired other entrepreneurs by identified few important elements and aspects that related and being the factors that lead to their entrepreneurial success. As found by [22], instead of loans and skill acquisition training, social networks also important in providing access to information and it is recommended to create awareness among the women on the benefit of women associations.

This study aims to investigate the relationship between social networking and women entrepreneurial success with the moderating effect of work-family conflict and found out that social networking is important towards the success of women entrepreneurs in this study. As the entrepreneurship enable women to gain a flexible time in balancing the commitments between work and family, the work-family conflict seems not moderate the significant relationship between social networking and success. This study has important impact on the success of women entrepreneurship as well as able to further enrich the empirical studies in the area of entrepreneurship. The findings could explain the current situation with regard to the social networking among women entrepreneurs and the impact of work-family conflict on the relationship between the social networking and women's entrepreneurial success.

The implications of this study can be used to examine, observe, investigate, and evaluate the strengths and weaknesses of women entrepreneurship in order to survive and succeed in business. In addition, information on the findings of this study may serve as a stimulus and a means for the national leaders in providing assistance and encouragement for women to persevere in their respective fields. The parties concerned can also take a pro-active approach to improve time management skills between business and family management in order to avoid conflict. The findings of this study can also be used to stimulate the development and achievement of women entrepreneurs so as not to lag behind the progress in the era of globalization and rapid technology world.

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