


Determining the success factors of micro-businesses in the post-pandemic era: Empirical evidence from Asnaf entrepreneurship in Malaysia



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ABSTRACT

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The COVID-19 pandemic has not only caused a health crisis, but it has also led to significant economic turmoil. It has resulted in a substantial reduction in the Gross Domestic Product (GDP), disrupted travel and trade, caused the collapse of businesses, and pushed millions of people into poverty. Given the downward trend of the pandemic recently, the World Health Organization (WHO) has declared an end to the COVID-19 global public health emergency, and most countries have returned to their pre-pandemic lives. Unfortunately, many businesses, particularly micro-businesses, have been on the ropes even in the post-pandemic crisis of COVID-19. According to past studies, the unsustainability of businesses is due to a low level of sustainable practices. Hence, by using the regression analysis approach, this study aims to determine the key factors associated with business success and investigate the significant success factors that represent the sustainable practices adopted by micro-businesses in Malaysia, focusing on Asnaf entrepreneurs. A total of 163 usable questionnaires were collected, and multiple regression analysis was then employed to analyze the data. The results revealed that systematic record-keeping and marketing strategies are vital for micro-businesses to sustain themselves in the post-pandemic era. To improve their marketing strategies, microbusinesses, particularly those run by Asnaf entrepreneurs, require support programs through systematic accounting records and guidance on digital platforms. This notifies the government and associated agencies of this. This business group, which makes up Malaysia's largest commercial establishment and might help the country reach its 2030 Sustainable Development Goal of being a higher-income nation, deserves more attention.

Contribution/ Originality: To the authors' best knowledge, this may be the first Malaysian study to examine the success factors of micro-businesses, focusing on Asnaf entrepreneurship. Islamic government agencies can design beneficial programs like record-keeping and marketing strategies for Asnaf entrepreneurs to sustain their businesses, thus contributing to Malaysia's high-income goal by 2030.

1. INTRODUCTION

Countries around the world are facing the toughest challenges due to the COVID-19 outbreak. Micro and Small Enterprises (MSEs), especially in developing countries, are among the major victims of the COVID-19 pandemic. During the pandemic, micro and small businesses collapsed due to financial problems and low profitability as opposed to their normal income. There was also no sufficient cash reserve for paying the necessary costs, such as overhead costs, labor costs, and others. Other major problems faced by micro-businesses involved cash flow problems and employee layoffs, which reduced the firms' capacity to sustain their business operations or implement any future expansion [1]. According to Malaysia's former Entrepreneur Development and Cooperatives Minister, Noh Omar, a total of 37,415 businesses had to cease operations after the third round of the movement control order (MCO) in the year 2021. Most of them were micro-businesses, constituting a total of 26,007 businesses, followed by small businesses, which constituted 2,738 companies. However, among the most affected micro businesses in Malaysia were those categorized as Asnaf entrepreneurs.

Entrepreneurship refers to the process of creating or starting a new venture to make a profit by identifying needs in the market and developing unique solutions. This involves not only financial risks but also developing and promoting a product or service, as well as organizing and managing resources. Meanwhile, an entrepreneur can be defined as one who can reallocate resources from a low-productivity and low-yield area to a high-productivity and high-yield area [2]. Generally, entrepreneurs are individuals who are willing to take risks to bring their ideas to life, create something new, and build a successful business. On the other hand, micro-entrepreneurs are individuals or groups that run small or medium-sized businesses; their businesses are of a smaller scale than those of large entrepreneurs, and they often have limited capital. Micro-entrepreneurs usually focus their businesses on local markets and have little manpower. However, although the scale is small, micro-entrepreneurs play an important role in the economy, especially in providing jobs and improving the living standards of the local community. In Malaysia, Asnaf entrepreneurs are also categorized as micro-business entrepreneurs. 'Asnaf Entrepreneurs', which is a new concept that emerged in the context of Islamic finance and charity, refers to individuals or groups of people who are trying to start or grow a business but lack the necessary capital or resources. Specifically, they are selected from poor groups that want to transform from a non-productive Asnaf group into a successful entrepreneur through the entrepreneurial platform. As such, the group is given the necessary assistance and guidance, especially from zakat institutions, to enable them to become entrepreneurs [3].

In Malaysia, zakat institutions managed by the State Islamic Religious Council provided business capital assistance before the COVID-19 pandemic. Interestingly, due to the pandemic, this effort was further improved with the increase in entrepreneurs who have become zakat beneficiaries. Moreover, to encourage more Asnaf entrepreneurs, the zakat institution in each state has established a program called Zakat Entrepreneurship, which focuses on facilitating the Asnaf group's involvement in business activities and at the same time encouraging the productive Asnaf group to generate its own income. With poverty eradication being the goal of this program, more Asnaf entrepreneurs will become zakat payers rather than zakat recipients in the future, and they are also able to finally become taxpayers.

Small businesses, especially Asnaf entrepreneurs, are either slow or quick in implementing sustainable practices to ensure business resilience [2]. Nevertheless, adopting sustainable practices into micro businesses is a great challenge due to the nature of these businesses, which may lack certain important aspects such as access to financing, management expertise, market access, innovation and technology [2], and talented employees, including the inability to find expert services and the inadequate quality possessed by the entrepreneur to become a successful entrepreneur [3]. Therefore, the present study aims to contribute to the micro business literature, especially on Asnaf entrepreneurs, by determining the significant success factors for Asnaf entrepreneurs to survive and sustain their business operations, especially during the current post-pandemic era.

2. LITERATURE REVIEW

The literature review in this section requires reorganization and enhanced cohesion to effectively convey a coherent narrative that integrates critical analysis and the synthesis of previous studies. Thus, the literature review is restructured in the following manner:

2.1. Success Factors for Micro-Business Entrepreneurs

Success as a micro-entrepreneur may be measured differently by different individuals, whether in terms of financial stability, personal satisfaction, or achieving specific business goals [2]. The success factors of micro-entrepreneurs can vary depending on the specific context and industry in which they operate. However, there are several common factors that can significantly influence the success of micro-entrepreneurs. The knowledge to secure the availability and sufficiency of secured amounts of financing pose positive impacts on the growth and sustainability of micro-business [4]. Further, adaptive marketing strategies [1, 5] improved knowledge base on record keeping [2, 6], succeeded through the talent of people or employees [7], and changed the traditional business model to an online business Katare, et al. [1] and Turyadi, et al. [3]. Angel, et al. [8] are crucial, particularly in the post pandemic era. These notions provide a fundamental basis for further comprehending the determinants that contribute to the success of a micro-business in the post-pandemic era.

2.2. Micro-Business Entrepreneurs' Success and Knowledge of Financing

Financing is the process of obtaining and managing the money needed to start, operate, and grow a business. It involves sourcing funds and determining how to use them effectively to support various business activities. Proper financing is essential for covering initial startup costs, sustaining day-to-day operations, expanding the business, and managing cash flow [4]. Microbusinesses in developing countries encounter distinct obstacles when it comes to accessing financing [9]. Attempts to understand the financial options available, including looking for grants, investors, loans, and personal savings. The primary objective of financing is to ensure that the business has sufficient capital to operate and expand, while managing the associated risks and costs enables the business to achieve its objectives and generate profits. Knowledge about financing helps business owners secure the right type and amount of financing to meet their needs. It allows them to make informed decisions about loans, investments, and the budget allocation required [10]. Thus, this study examines the relationship between knowledge of financing and success factors for micro-business owners.

2.3. Micro-Business Entrepreneurs' Success and Marketing Strategies

Marketing strategies play a pivotal role in the success of micro-entrepreneurs. Effective marketing can help Asnaf entrepreneurs increase the visibility of their micro-business in the market, overcome distinct obstacles, and achieve their business goals [1]. Without a strong marketing presence, potential customers may not even be aware of the business's existence [5]. Further, building brand awareness as part of the marketing effort helps create recognition and trust among customers. Thus, this study examines the relationship between effective marketing strategies and micro-businesses entrepreneurs' success in achieving their targeted business goals.

2.4. Micro-Business Entrepreneurs' Success and Record Keeping

Proper record-keeping ensures that the funds obtained and used by the business are recorded, used efficiently, and transparently. Financial literacy is vital for the survival and performance of micro-entrepreneurs, especially in small businesses [11]. It helps in monitoring and maintaining financial stability [4]. Record-keeping involves the systematic and accurate documentation of financial transactions and business activities. It is about maintaining a clear and organized financial history of the business. Effective record-keeping is vital for tracking income, expenses, assets, and liabilities. It provides a basis for financial analysis, decision-making, and compliance with tax and legal

requirements [12]. Record-keeping includes tasks such as bookkeeping, maintaining ledgers, tracking invoices, receipts, and expenses, and preparing financial statements like income statements and balance sheets. The primary goal of record-keeping is to ensure that a business has a transparent and reliable financial history that can be used for monitoring performance, making informed decisions, and meeting regulatory obligations [11]. Effective record-keeping is crucial for complying with tax laws and regulations [12]. Failure to maintain proper records can lead to legal and financial issues. Thus, this study focuses on the relationship between record keeping and the success of micro-business entrepreneurs.

2.5. Micro-Business Entrepreneurs' Success and Employees

Resource constraints, for example, employees, may pose challenges and have a significant impact on the success and sustainability of microbusinesses. Selecting and nurturing the right workforce, along with effective management and leadership, can significantly contribute to the growth and sustainability of a microenterprise [7, 11]. Managing labor costs efficiently is essential for micro-entrepreneurs [7]. They should balance the need for skilled employees with the financial resources available to the business. Micro-business entrepreneurs lack the resources to hire competent employees [10]. Thus, this study examines the relationship between the micro-business entrepreneurs' success and the employees.

2.6. Micro-Business Entrepreneurs' Success and Online Business

The COVID-19 pandemic has significantly impacted the business landscape, including micro-businesses. As we emerge from the pandemic, there are several strategies and considerations that can contribute to the success of micro-businesses, such as digital transformation and e-commerce optimization. In line with Industry 4.0 and to remain competitive in business, the enhancement of technology in business is necessary, and a radical shift from traditional to new online business models is crucial [1, 3]. Digital transformation is the new way to change the business for a competitive advantage [13]. In the context of SMEs, digital transformation is concerned with the digitalization of the whole organization and business processes [3]. Furthermore, digital transformation is also in line with sustainability concepts, which focus on the three elements of economic, environmental, and social sustainability [14, 15]. This study examines the relationship between online business and the micro-business entrepreneurs' success.

3. THEORETICAL SETTINGS

3.1. Theoretical Settings

The theoretical framework of this study is built upon three interconnected theories: Triple Bottom Line Theory, Resource Base Theory, and Recordkeeping Informatics Theory. These theories work as a collective set of guiding principles to explore the complex post-pandemic environment that microbusiness owners must navigate. This provides a thorough understanding of how entrepreneurs can effectively respond with sustainable growth strategies for their businesses to remain resilient.

The Triple Bottom Line framework encourages organizations to take a more comprehensive view of their performance and consider their responsibilities beyond just profit-making. By evaluating their performance in economic, social, and environmental dimensions, businesses aim to achieve a balance between economic success, social responsibility, and environmental stewardship.

Resource-Based Theory is a management and strategic theory that focuses on a firm's internal resources as a primary source of competitive advantage.

Recordkeeping Informatics Theory combines the principles of informatics with record keeping. It addresses the use of technology in record keeping, including electronic record management systems, and how technology can impact the organization and retrieval of records.

4. METHODOLOGY

4.1. Sample Selection

Records show that Malaysia had approximately 900,000 micro and small businesses in 2021. For this study, only a total of 384 micro businesses were deemed essential to be selected as respondents [16]. To select this sample, a purposive sampling technique was employed according to the predetermined standards to achieve the research goals. Purposive sampling is a non-probability sampling strategy in which information is gathered from a specific group that is chosen on purpose [17]. Correspondingly, the specific group of interest was Asnaf entrepreneurs, who must be registered with the Companies Commission of Malaysia (CCM). Based on other statistical views, the minimal sample size required for a 0.15 medium effect size is 117 [18]. From May to September 2023, a total of 420 respondents received a Google Forms link via WhatsApp and other social media channels. Prior to answering the questionnaires, necessary explanations were given to the respondents at the outset to help them understand the purpose of the data collection process. The survey received a total of 178 responses, resulting in a 42% response rate. However, only 163 responses (39%) are usable for data analysis.

4.2. Questionnaire Preparation

Data was collected using a structured questionnaire that encompassed four sections. Section 1 gathers the respondents' demographic profiles. Section 2 focuses on business information such as the type of business, number of employees, source of business funding, and type of support received from the zakat institution or the Islamic Religious Council. This was followed by Section 3, which highlights the angle of business performance, such as the estimated monthly sales and monthly operational costs. Meanwhile, Section 4 outlines business success factors based on a five-point Likert scale from "1 = Strongly Disagree" to "5 = Strongly Agree," indicating the respondents' level of agreement or disagreement with each item. In addition, this section included an open-ended question to encourage opinions and recommendations from the respondents. The items were adopted from the studies by Muhammad, et al. [19] and Winarsih, et al. [20]. Two academics first reviewed the questionnaire before finalizing it. The pre-test was performed to assess the face validity of the items [16] and whether potential respondents might have difficulties understanding a particular question. Changes were then made based on the feedback and suggestions provided by the academics.

As the first step in the research process, a small-scale pilot test involving a few business owners was conducted to further improve the questionnaire. This also helps identify a potential, suitable approach to be used in a larger study [21]. The pilot test not only enables the researcher to determine whether potential respondents can understand the questions, but it also enables the researcher to determine how long it takes to complete the questionnaire. Thirty (30) individuals participated in the pilot test. Data from the pilot test was then examined, and some questionnaire items were modified based on the answers given. Lastly, the finalized version of the questionnaire was distributed to the actual respondents. To analyze the data, a descriptive analysis was carried out using Statistical Package for the Social Sciences (SPSS) version 22, followed by an inferential analysis using Smart PLS version 3. Prior to the structural model development, Hair, et al. [22] suggested that all measurement analyses, including the convergent validity of item factor loadings, average variance extracted (AVE), Cronbach's alpha (CA), and composite reliability (CR) with discriminant validity, be examined independently. To determine the relationships between variables, a bootstrap resampling with 5,000 iterations was used with a significance level of $p = 0.05$.

4.3. Findings: Demographic Analysis Results

The respondents' demographic information is reported in Table 1. Overall, 53% (113) of the respondents are females, while 47% (102) of them are males. In terms of age group, 47% of respondents were between the ages of 18 and 29, 26% were between the ages of 30 and 39, and 16% were between the ages of 40 and 49. Only 11% of respondents were at least 50 years old. Most of the respondents (40%) possessed a diploma as their highest academic

qualification, followed by a degree (29%) and a Malaysian School Certificate, which is a Malaysian Certificate of Education (SPM) or Malaysian Vocational Certificate of Education (SPMV) (15%). In addition, the respondents (54%) were mostly married and had between zero and two dependents. In terms of business, most of the respondents managed sole proprietorships (51%) and private limited companies (44%), with many of them focusing on food and beverages. Due to their high awareness of business savings, 71% of the respondents also had savings for future survival. Additionally, the table shows that the respondents depended on their capital, as many answered 'NO' to the question about borrowing from family members, friends, and loan institutions. However, 45% of them received financial support from government agencies. This shows that government agencies play a key role in assisting small business activities, as reviewed in the literature.

5. ANALYSIS AND FINDINGS

The following section presents the results and findings of this study. The discussion begins with the descriptive analysis results, followed by the inferential analysis results.

5.1. Descriptive Analysis

The respondents' demographic information is reported in [Table 1](#).

Table 1. Demographic information of respondents.

Demographics	Descriptions	Frequency	Percentage (%)
Gender	Male	36	20
	Female	140	80
Age	18-29 years old	14	8
	30-39 years old	43	24
	40-49 years old	80	45
	50-59 years old	33	19
	60 years old and above	7	4
Marital status	Single	12	7
	Married	118	66
	Divorced	47	27
Number of dependents	0	10	6
	1-2	48	27
	3-4	61	35
	5-6	39	22
	7-8	12	7
	9 persons and more	5	3
	No response	2	1
Education level	Primary school achievement test (PSAT)	13	7
	Lower secondary assessment (LSA) / Lower certificate of education (LCE)	28	16
	Malaysian certificate of education (MCE) / Malaysian vocational certificate of education (MVCE)	82	46
	The Malaysian higher school certificate (TMHSC) / The Malaysian higher religious certificate (TMHRC)	6	4
	Certificate/Diploma	36	20
	Degree	8	5
	Master	1	6

Demographics	Descriptions	Frequency	Percentage (%)
Type of business	Massage services	2	1
	Food and beverages	134	75
	Retailing	6	4
	Tailor	10	6
	Cleaning services	3	2
	School bus transportation	2	1
	Others	18	10
Number of workers	Nil	101	57
	1-2	62	35
	3-4	12	7
	5-6	3	1

As shown in the table above, female Asnaf entrepreneurs dominated most businesses with 80% (140), while 20% (36) of the Asnaf entrepreneurs are males. In terms of age group, 8% of the respondents were between 18 and 29 years old, followed by between 30 and 39 years old (24%), between 40 and 49 years old (45%), between 50 and 59 years old (19%), and 60 years old and above (4%). Most of the respondents (66%) were married, while some of them were divorced (27%) and some were single (7%). The percentage of dependents ranged from 3 to 4 (35%), 1 to 2 (27%), and 5 to 6 (22%). The respondents (46%) mostly possessed MCE/MVCE as their highest academic qualification, followed by a certificate or diploma (20%) and PMR/LSA/LCE (16%). In terms of the business demographics of Asnaf entrepreneurs, the majority of respondents focused on food and beverages, followed by tailoring (6%) and cleaning services (2%). The table also shows that the respondents mostly did not employ workers (57%) and would employ 1 to 2 people at most (35%). In line with Hashim, et al. [23] assertion, limited or insufficient funds restrict Asnaf entrepreneurs from recruiting or hiring workers. As a result, they normally work within the family business and employ their children, spouses, or siblings.

5.2. Pearson's Correlation

Table 2 presents the Pearson correlation coefficients between the explanatory variables. Pearson's correlation is a valuable tool that is widely used in various fields, including psychology, economics, biology, and the social sciences, to explore and quantify the possible relationships between variables for further analysis or research. In this study, the Pearson correlation coefficients produced considerable correlations between five explanatory variables, and the results for each of the dependent variables against the independent variable were significant. All variables showed a medium and positive correlation with the dependent variable, such as against marketing strategy ($r = 0.407$, $p = <.001$), online business ($r = 0.367$, $p = <.001$), record-keeping ($r = 0.338$, $p = <.001$), employees ($r = 0.303$, $p = <.001$), and financing ($r = 0.305$, $p = <.001$).

Table 2. Pearson's correlations.

Variables		Successful	Record_keeping	Employees	Online_buss	Marketing_strategy	Financing
Successful	Pearson correlation	1	0.338**	0.303**	0.367**	0.407**	0.305**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N	170	166	168	165	168	169
Record_keeping	Pearson correlation	0.338**	1	0.368**	0.299**	0.346**	0.336**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000
	N	166	171	171	168	171	171
Employees	Pearson correlation	0.303**	0.368**	1	0.475**	0.390**	0.470**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000
	N	168	171	173	170	173	173
Online_buss	Pearson correlation	0.367**	0.299**	0.475**	1	0.466**	0.345**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000
	N	165	168	170	170	170	170
Marketing_strategy	Pearson correlation	0.407**	0.346**	0.390**	0.466**	1	0.357**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000
	N	168	171	173	170	173	173
Financing	Pearson correlation	0.305**	0.336**	0.470**	0.345**	0.357**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	169	171	173	170	173	175

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

5.3. Regression Analysis Model

The survey aims to determine sustainable practices that are deemed vital by Asnaf entrepreneurs to remain successful in their business operations, especially in the post-pandemic era. As shown in Table 3, out of five independent variables, only two were statistically significant (at a 5% level) and had a positive relationship with business success, namely record-keeping and marketing strategy. Meanwhile, employees, online business, and financing were not significant. This demonstrates that Asnaf entrepreneurs perceived record-keeping and marketing strategy as the two most crucial factors for business success. Determining the success factors is crucial for Asnaf entrepreneurs in Malaysia, as these factors help them navigate the challenges and opportunities specific to their situation. Asnaf refers to individuals or families who are eligible for zakat assistance, which is a form of Islamic charity or almsgiving. It was found that both measures had statistically significant overall explanatory power at the 1% level. The business success measure was able to explain the variation with an adjusted R-squared of 21.3%.

Table 3. Regression analysis findings.

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. error	Beta		
1	(Constant)	1.048	0.384		2.729	0.007
	Record_keeping	0.152	0.068	0.173	2.226	0.027
	Employees	0.038	0.081	0.040	0.475	0.635
	Online_buss	0.156	0.090	0.149	1.742	0.083
	Marketing_strategy	0.274	0.097	0.229	2.813	0.006
	Financing	0.090	0.083	0.088	1.086	0.279

Table 4. Model summary.

Model	R	R square	Adjusted R square	Std. error of the estimate
1	0.487 ^a	0.237	0.213	0.748

Note: a. Predictors: (Constant), Financing, Marketing_strategy, Record_keeping, Employees, Online_buss.

R-Square is the proportion of variance in the dependent variable (business success), which can be predicted from the independent variables (record-keeping, employees, online business, marketing strategy, and financing). Table 4 shows that 21.3% of the variation in Asnaf business success can be explained by the independent variables, which are record-keeping, employees, online business, marketing strategy, and financing. While this is going on, other factors account for the remaining 78.7% of the model. The R-value is 48.7%, which indicates that both the independent and dependent variables share a lot of variance.

Table 5. ANOVA^a.

Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	27.258	5	5.452	9.755	0.000 ^b
	Residual	87.742	157	0.559		
	Total	115.000	162			

Note: a. Dependent variable: Successful

b. Predictors: (Constant), Financing, Marketing_strategy, Record_keeping, Employees, Online_buss.

Table 5 above presents the F-value as 9.755 and its marginal significance is (Significance value = 0.000). The results indicated that the overall explanatory power for both measures was statistically significant at the 1% level.

6. DISCUSSION

In this study, the empirical evidence reveals the significant factors contributing to successful business for Asnaf entrepreneurs in the post-pandemic era, which are accounting record and marketing strategy [24]. Record-keeping is associated primarily with administrative and operational functions. It involves documenting and organizing data

related to the business's financial, operational, and legal activities, such as managing income and expenses, invoices, receipts, tracking inventory, sales, and employee records, and including maintaining licenses, permits, and other legal documents. The main challenges in maintaining record-keeping in microbusiness are a lack of knowledge, education, or technical competence, a failure to recognize the essence of records, a poor regulatory framework, or standardization [25]. Moreover, poor record-keeping practices prior to COVID-19 led the microbusinesses to have difficulties accessing government support during COVID-19, thus hindering them from planning their future business strategies.

Marketing strategy, on the other hand, is part of operational functions. While it primarily focuses on the promotion and positioning of the business, it also involves operational decisions. Asnaf entrepreneurs must have a marketing strategy, especially using the digital platform to advertise their product to existing as well as potential customers [26]. While the Asnaf entrepreneurs joined in the trend of online business during COVID-19, their lack of marketing strategy put them at a competitive disadvantage. In Malaysia, Zakat institutions have arranged many programmes on digital marketing strategies to assist Asnaf entrepreneurs in utilizing digital mechanisms in marketing their products. These programmes can provide guidance to this business group in utilizing the proper marketing strategy.

7. CONCLUSION

Although the microbusiness sector contributes to a major number of business establishments worldwide and is quite significant in scale and scope, it does not feature in ongoing academic research, government policy, ministry reports, statistics, or business support programmes in Malaysia. Therefore, this study aims to determine factors that influence the success of businesses owned by Asnaf entrepreneurs. As shown in the regression analysis findings, in the post-pandemic era, two factors became prominent for business success: record-keeping and marketing strategy. Despite the increasing transition from traditional business to online platforms during the COVID-19 pandemic, it does not guarantee business success in the post-pandemic period. This could be due to too many businesses offering online services; therefore, ones with a good marketing strategy will remain sustained as they are able to attract more customers. Besides, zakat institutions and the state Islamic Council provide ample support for Asnaf entrepreneurs in the form of money or in kind to ensure that they can maintain their businesses. Unfortunately, some monetary assistance is misused by Asnaf entrepreneurs, thus requiring close monitoring from *pusat* zakat to track the usage of this financing assistance. Apart from that, record-keeping seems vital in the post-pandemic of COVID-19 to ensure business success; hence, ASNAF entrepreneurs should be taught proper accounting-related records for their businesses. In fact, more programmes that focus on cognitive skills should be tailored to them to encourage the utilization of record-keeping for their future business success. Incentives and assistance to Asnaf entrepreneurs need to be more targeted so that they match their needs to ensure that their business is successful and able to survive in the future.

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