



PROCEEDINGS OF THE
ASEAN
ENTREPRENEURSHIP
CONFERENCE

‘ENTREPRENEURSHIP IN ASEAN COUNTRIES’

AEC 2012

5th - 6th November 2012

organised by :



MAMED
Ministry of Entrepreneurship and
Development



UTM
Universiti
Teknologi
Malaysia



KPT
Kementerian
Perdagangan
Antarabangsa
dan Industri

ASEAN ENTREPRENEURSHIP CONFERENCE 2012
5-6 November 2012, Sunway Hotel Resort & Spa, Kuala Lumpur, Malaysia

TABLE OF CONTENTS

	PAPER ID	TITLE	AUTHORS	PAGE NUMBER
1	ENA002	ENTREPRENEURSHIP-TECHNOPRENEURSHIP EDUCATION FOR UNDERGRADUATES: PRACTICALITY VS CURRICULUM	Sariwati Mohd Shariff, Rohana Ngah and Saridan Abu Bakar	1
2	ENA003	MAPPING A HOLISTIC AND SUSTAINABLE MICROENTERPRISES DEVELOPMENT PROGRAM IN MALAYSIA: A PROPOSAL	Jasman Tuyon, Imbarine Bujang and Agnes Paulus Jidwin	11
3	ENA004	PRATICAL ENTREPRENEURS BUSINESS PLANS: NEW ENTREPRENEURS AND BANKERS' PERSPECTIVES	Jasman Tuyon, Imbarine Bujang and Agnes Paulus Jidwin	22
4	ENA005	THE FUTURE WOMEN ENTREPRENEUR UNDER THE MINISTRY OF WOMEN, FAMILY AND COMMUNITY DEVELOPMENT PROGRAMME: ENTREPRENEURIAL COMPETENCIES LEVEL	Musalme Muda and Norashidah Hashim	31
5	ENA007	BUSINESS, THE ENVIRONMENT AND SUSTAINABILITY: AN ISLAMIC PERSPECTIVE	Suhaimi Mhd Sarif and Muhammad Husnee Benjasom	38
6	ENA008	PERFORMANCES STUDY OF ICT INNOVATIVENESS IN MALAYSIA SERVICES SECTOR SMEs: CORRELATES PERCEIVED ATTRIBUTES OF INNOVATION AND CORE ICT INDICATORS	Mazidah S., Md Nor Hayati T., and Burairah H.	45
7	ENA009	GLOBALIZATION, INTERNATIONAL ENTREPRENEURSHIP (IE) AND THEIR EFFECT ON THE WORLD OF BUSINESS	Azizallah Rouddini and Mohd. Hassan Mohd. Osman	57
8	ENA011	BARRIERS TO START-UP THE BUSINESS AMONG STUDENTS AT TERTIARY LEVEL : A CASE STUDY IN NORTHERN STATES OF PENINSULAR MALAYSIA	Azyyati bt. Anuar, Ida Normaya Mohd Nasir, Firdaus Abdul Rahman and Daing Maruak Sadek	64
9	ENA012	FACTOR INFLUENCING STUDENT'S INTENTION TO BE ENTREPRENEUR: AN EVIDENCE FROM INDONESIA HIGHER EDUCATION	Harif Amali Rivai	72
10	ENA013	EXPLORING ANTECEDENTS AND CONSEQUENCES OF ASIAN REPUTATION MODEL IN THE ASIAN ENTERPRISE CONTEXT: A CONCEPTUAL FRAMEWORK	Zulhamri A., Yuhanis B. A. and Tai L. C.	80
11	ENA014	FACTORS AFFECTING ENTREPRENEURIAL INTENTION OF LOCAL PUBLIC UNIVERSITY BUMIPUTERA STUDENTS IN SABAH	Cynthia @ Annamaria Robert Dawayan, Imelda Albert Gisip and Rainah Ginsad	86

	PAPER ID	TITLE	AUTHORS	PAGE NUMBER
12	ENA015	THE RELATIONSHIP BETWEEN INTRAPRENEURIAL ORIENTATION AND JOB PERFORMANCE AMONG ACADEMICIANS IN MALAYSIAN PUBLIC UNIVERSITIES	Nik Nor Hasimah Nik Ismail, Rosli Mahmood and Roslan Ab Rahim	91
13	ENA016	FACTORS EXPLAINING THE EXTENT OF USE OF MANAGEMENT ACCOUNTING PRACTICES IN MALAYSIAN MEDIUM FIRMS	Kamilah Ahmad	101
14	ENA018	SOCIAL NETWORK-BASED RESEARCH: A PROPOSED FRAMEWORK FOR MALAYSIAN SMEs ENTREPRENEURS	Ehsan Fansuree Surin, Nurul Hafez Abd. Halil, Oswald Timothy Edward and Nurazree Mahmud	111
15	ENA019	THE IMPLICATION OF ENTREPRENEURIAL AND STRATEGIC MARKET ORIENTATION ON MALAYSIAN SME'S INTERNATIONALIZATION PERFORMANCES- THE NETWORK PERSPECTIVE	Pua Eng Teck	118
16	ENA020	STUDY OF FINANCING PREFERENCES AND CAPITAL STRUCTURE AMONG MALAYSIAN SMEs: EVIDENCE FROM ENTERPRISE 50 AWARD WINNERS	Shafie Mohamed Zabri	131
17	ENA022	YOUTH ENTREPRENEURSHIP SUCCESS STORY: THE CASE OF BOONGA SHOES	Norshiha Saidin, Firdaus Putra Ariffin and Che Asniza Osman	142
18	ENA023	A BOTTOM-UP DEVELOPMENT APPROACH MODEL FOR A LIFELONG ENTREPRENEURSHIP EDUCATION IN THE PHILIPPINES	GATCHALIAN, Maria Luisa, LOPEZ, Antonio IBAÑEZ, Maria Cristina, and SERRANO, Mona Liza	147
19	ENA025	THE TYPOLOGY OF ENTREPRENEURS AMONG SINGLE MOTHERS IN KUCHING, SARAWAK	Nurul Lizzan Kamarudin, Wee Chong Hui and Hasmiza Abdul Majeed	159
20	ENA027	BRAND RELEVANCE AND ITS RELATIONSHIP WITH BRAND EQUITY ASSESSMENT	Ching Wing, Lo	165
21	ENA029	MEASURING PERFORMANCE OF NEW SMALL AND MEDIUM-SIZED VENTURES: AN EXPLORATORY STUDY	Saridan Abu Bakar, Shamsul Baharin Saihani and Rudzi Munap	172
22	ENA033	DEVELOPING THE ENTREPRENEURIAL ATTITUDE ORIENTATION, STRATEGIC COMPETENCY BEHAVIOUR AND COMPETITIVE INTELLIGENCE IN THE INNOVATION-LED ECONOMY	Ainul Mohsein binti Abdul-Mohsin, Hasliza Abdul Halim and Noor Hazlina Ahmad	181
23	ENA036	ANALYSIS OF MARKETING PERFORMANCE ON SILK INDUSTRY THROUGH MIX MARKETING STRATEGY AND COMPETITIVE ADVANTAGE	Iman Firmansyah, Wahyukaton and Yani Syafe'i	188

	PAPER ID	TITLE	AUTHORS	PAGE NUMBER
24	ENA037	EMOTIONAL INTELLIGENCE AND ENTREPRENEURIAL INTENTION: IMPACT OF CREATIVITY	Rohana Ngah, Wan Ismail, Ahmad Tajuddin and Hardi Emrie	200
25	ENA038	ENTREPRENEURIAL SPIRIT TRANSITION DYNAMICS IN PUBLIC SECTOR : THE CASE OF LOCAL ECONOMIC GOVERNANCE IN INDONESIA	Haryo Kuncoro	205
26	ENA040	SUSTAINABILITY – DRIVEN ENTREPRENEURSHIP: THE RELATIONSHIP BETWEEN ENTREPRENEURIAL ORIENTATION AND ENVIRONMENTAL SUSTAINABILITY MANAGEMENT OF SMEs	Muhammad Hasfarizal Kamaludin, Izaidin Abdul Majid, Mohd. Shamsuri Md. Saad and Norazlina Ab. Aziz	217
27	ENA042	POST KEYNESIAN PERSPECTIVES ON SAVINGS, INVESTMENT AND ECONOMIC DEVELOPMENT: AN EXAMINATION OF THE MALAYSIAN DATA	Sabri Nayan, Norsiah Kadir and Mat Saad Abdullah	225
28	ENA043	CHALLENGES IN MOVING ENTREPRENEURIAL ACTIVITY TO THE RURAL REGIONS	Om Prakash. C	234
29	ENA044	SUCCESS IN BUSINESS: DO THE MALAYS HOLD THE RIGHT VALUES?	Hasnun Anip Bustaman and Othman Mohd. Yunus	248
30	ENA045	ENTRY MODE AND ENTRY TIMING DECISIONS BY MALAYSIAN CONSTRUCTION FIRMS IN INTERNATIONAL MARKET	Che Maznah Mat Isa, Hamidah Mohd Saman, Siti Rashidah Mohd Nasir and Nor Hazwani Abd Rahman	258
31	ENA048	COMPARING THE MANAGEMENT CAPABILITY OF SMEs WITH OTHER ORGANIZATIONS IN MALAYSIA USING ANALYTIC HIERARCHY PROCESS (AHP)	Faridah Abdul Halim and Muhammad Rozi Malim	264
32	ENA049	SOCIAL ENTERPRISE SUSTAINABILITY: THE PERSPECTIVE OF THE OWNERS' OF PRIVATE ISLAMIC SCHOOLS	Mohd Ali Bahari Abdul Kadir and Suhaimi Mhd. Sarif	270
33	ENA053	INTEGRATING SELF-DETERMINATION THEORY AND THEORY OF PLANNED BEHAVIOR TO STRENGTHEN ENTREPRENEURIAL INTENTION AMONG UNDERGRADUATE STUDENTS: A CONCEPTUAL FRAMEWORK	Ibrahim Al-Jubari, and Arif Hassan	277
34	ENA054	DENTISTRY AT THE CROSSROAD – PROFESSION OR ENTREPRENEURSHIP	A. Lokman, M. Masud, and M. I. Abu-Hassan	285
35	ENA057	IMPACT OF MENTORING AND PEER-LEARNING WITHIN A GLOBAL ENTREPRENEURSHIP PROGRAMME	Joanna Mills, Shima Barakat and Shailendra Vyakarnam	289

	PAPER ID	TITLE	AUTHORS	PAGE NUMBER
36	ENA059	WHAT MAKES ENTREPRENEUR ENTREPRENEURIAL	Rohani Mohd, Khulida Kirana, Badrul Hisham and Mohd Reeza Bustami	299
37	ENA061	TOWARDS THE ENTREPRENEURIAL UNIVERSITY: A CONCEPTUAL FRAMEWORK OF UNIVERSITI PUTRA MALAYSIA	Zulhamri Abdullah, Mohamad Shatar Sabran and Mohd Fauzi Ramlan	314
38	ENA063	THE PERCEPTION OF SMES ON THE IMPORTANCE OF A PROPER ACCOUNTING SYSTEM: MALAYSIAN EVIDENCE	Zulkifflee Mohamed, Hafizah Binti Mohd. Hanafi @ Omar and Hasni Binti Mohd. Hanafi@Omar	320
39	ENA064	ENVIRONMENTAL BEHAVIOUR MODEL OF MALAYSIAN BATIK ENTREPRENEURS	Nurul Ainun Ahmad Atory and Hairulnizam Hashim	335
40	ENA065N	CREATION OF AN ENTREPRENEURIAL LAB FOR EXPERIENTIAL LEARNING	Mohd Subri Tahir, Balqis Mohd Shariff, Fazrul Azmi Zulkifli , Nor Azliana Norli, Zulkifli Saidun and Joshua Ignatius	343
41	ENA066F	THE ENTREPRENEURSHIP CULTURE IN FACULTY OF CHEMICAL ENGINEERING, UNIVERSITI TEKNOLOGI MARA, SHAH ALAM	Munawar Zaman Shahrudin and Sharifah Aishah Syed Abdul Kadir	347
42	ENA070N	ENTREPRENEURSHIP EDUCATION ACTIVITIES & STUDENTS ENTREPRENEURSHIP INCLINATION AT UITM KEDAH.	Muhammad Hanif Abdul Gafar, Rabitah Harun, Mohd Radzi Mohd Khir and Noor Zahirah Mohd Sidek	353
43	ENA072	GRADUATE ENTREPRENEURSHIP PROGRAM IN MALAYSIA: THE TUNAS MEKAR PROGRAMME	Hardi Emrie Rosly, Junainah Junid, Jamalunlaili Abdullah, and Nor Zaimah Ma'amin	359
44	ENA073	SOCIAL ENTREPRENEURSHIP AT UNIVERSITI TEKNOLOGI MARA : THE SIFE MODEL	Noor Faizah Mohd Lajin, Hardy Loh Rahim, and Jamalunlaili Abdullah	365
45	ENA074	BUMIPUTERA FEMALE ENTREPRENEURS: THE HARDSHIPS UNVEIL	Ratnawate Panie, Nurul Lizzan Kamarudin and Elisa Azura Ali	371
46	ENA075	LEVEL OF EFFECTIVENESS OF THE MANAGEMENT PRACTICES OF TOURISM INDUSTRY IN THE FOURTH DISTRICT OF CAMARINES SUR	Margarita De Sagun Tipanero,	376
47	ENA076	MANAGING ORGANISATION'S INTERNAL REPUTATION: A COMPARATIVE STUDY OF TWO BRANCHES OF ABC COLLEGE	Rabiah Adawiah Abu Seman and Zulhamri Abdullah	386
48	ENA077	THE RAPID INNOVATION CYCLE—AN INNOVATION AND MARKET TESTING PROCESS FOR NEW PRODUCTS AND SERVICES DEVELOPMENT	Chris D. McCoy, Zubin Chagpar and Igor Tasic	396

	PAPER ID	TITLE	AUTHORS	PAGE NUMBER
49	ENA078	THE ECONOMIC CONTRIBUTIONS OF ENTREPRENEURIAL ACTIVITIES IN THE FOURTH DISTRICT OF CAMARINES SUR, PHILIPPINES	Arabella R. Pilapil	405
50	ENA079N	THE READINESS OF GRADUATING STUDENTS TO BECOME ENTREPRENEUR: A SURVEY ON UITM JOHOR	Roha Mohamed Noah, Shaherah Abd Malik, Norhayati Omar and Zurina Omar	413
51	ENA080	THE ROLE OF UNIVERSITY AND IMAGE OF ENTREPRENEURSHIP ON ENTREPRENEURSHIP INCLINATION OF ENGINEERING STUDENTS	Rohana Ngah, Siti Zahrah Buyong, Rahimah Sarmidy and Rafidah Abdul Rahman	418
52	ENA081	THE CHALLENGES OF GLOBALIZATION: A STUDY ON SMALL AND MEDIUM ENTERPRISES IN MALAYSIA	Hardy Loh Rahim, Alya Jaslina Suffian, Jamalunlaili Abdullah and Noor Faizah Mohd Lajin	423
53	ENA082	SINGLE MOTHER ENTREPRENEURSHIP: DIGITAL DIVIDE AND SKILLS	Azyyati Anuar, Roha Mohamed Noah, Firdaus Abdul Rahman, Khairunnisa Rahman and Daing Maruak Sadek	430
54	ENA083	BEAUTY TREATMENT & SPA DESIGN FROM ISLAMIC PERSPECTIVE	Yaman R, Ishak N.M and Alias Z	437
55	ENA086	DETERMINANTS OF ENTREPRENEURIAL CAREER INTENTIONS: AN INVESTIGATION ON UNDERGRADUATE UNIVERSITY STUDENTS AT UITM PERAK	Nor Khasimah Aliman and Hayati Abdul Jalal	444
56	ENA088	FACTORS INFLUENCING GRADUATES OF PUBLIC INSTITUTION OF HIGHER LEARNING TO START A BUSINESS	Zanariah Zainal Abidin and Azizan Abdullah	450
57	ENA089	EXPLORATORY STUDY ON INVENTORIES MANAGEMENT IN SMALL AND MEDIUM ENTERPRISES IN MALAYSIA	Tuan Zainun Tuan Mat, Shukriah Saad, Nor Suhailati Abdul Manan and Marshita Hashim	457
58	ENA091	MOTIVATIONAL FACTORS OF WOMEN ENTREPRENEURS IN BENADIR REGION	Ali Yassin Sheikh Ali	468
59	ENA092	IDENTIFYING THE DEMOGRAPHICS DETAILS AMONG UITM GRADUATE STUDENTS TOWARDS ENTREPRENEURSHIP	Faizan Abd Jabar, Zuria Akmal Saad, Zaidatulhusna Mohd Isnani, Maisarah Ishak, Muhammad Zahran Abd Rahman, Sharifah Norhuda Syed Wahid and Halil Paino	478

	PAPER ID	TITLE	AUTHORS	PAGE NUMBER
60	ENA093	THE EFFECT OF CORPORATE ENTREPRENEURSHIP ON THE PERCEIVED FINANCIAL PERFORMANCE OF ESTABLISHED MALAYSIAN STATE GOVERNMENT-LINKED CORPORATIONS	Sofian Shamsuddin, Ismail Ab.Wahab, Zainab Ahmad and Razmi Chik	484
61	ENA094	THE INFLUENCE OF MULTIPLE INTELLIGENCES ON ENTREPRENEURIAL ORIENTATION	Abdul Kadir Othman, Baharom Abdul Rahman, Mohd Khirzan Badzli Abdul Rahman, Ariff Md Abdul Malik and Hasan Bahrom	498
62	ENA095	THE MODERATING EFFECTS OF PRACTICAL, EMOTIONAL AND SPIRITUAL INTELLIGENCES ON THE LINK BETWEEN PERSONALITY TRAITS AND MALAY ENTREPRENEURSHIP SUCCESS	Abdul Kadir Othman, Ahmad Rais Mohamad Mokhtar, Mohd Khalid Abbas, Muhammad Iskandar Hamzah, Muhammad Izwan bin Mohd Badrillah, Rudzi Munap, Samsudin Wahab, Baharom Abdul Rahman and Saridan Abu Bakar	508
63	ENA097	ROAD MAP TO SUCCESS: DEVELOPING A SUCCESS MODEL FOR WOMEN ENTREPRENEURS – A CONCEPT PAPER	Sharifah Suzana Wan Shukran, Fauziah Noordin, and Firdaus Abdullah	514
64	ENA098	ENTREPRENEURIAL INCLINATION OF UNIVERSITY STUDENTS: A CASE STUDY OF UITM KOTA BHARU CAMPUS	Nurainaa Mardhiyah Abdullah, Fauziana Fauzi, and Nor Sabrina Zahari	524
65	ENA099	THE RELATIONSHIP OF LEADERSHIP STYLES AND ENTREPRENEURIAL ORIENTATION ON MALAYSIA TECHNOLOGY BASED SME'S PERFORMANCE	Azlin Shafinaz Mohamad Arshad and Amran Rasli	535
66	ENA024	INVESTIGATING THE EFFECT OF GOVERNMENT INTERVENTION PROGRAMMES ON PERFORMANCE OF COMMUNITY BASED ENTERPRISE IN THE TOURISM INDUSTRY.	Suryani Amin and Zarina Salleh	540
67	ENA085	THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL PERFORMANCE: A CASE IN MALAYSIAN LOGISTICS SMEs	Sarminah Samad and Zaini Abdullah	547

The views and opinion expressed therein are those of the individual authors and the publication of these statements in the Proceedings of the ASEAN Entrepreneurship Conference 2012 on 'Entrepreneurship in ASEAN Countries' do not imply endorsement by the editorial staff.

Road Map to Success: Developing a Success Model for Women Entrepreneurs – A Concept Paper

Sharifah Suzana Wan Shukran¹, Fauziah Noordin², and Firdaus Abdullah³

¹Universiti Teknologi MARA Sarawak, Malaysia, sharifahsuzana@sarawak.uitm.edu.my

²Universiti Teknologi MARA, Malaysia, fauziah716@salam.uitm.edu.my

³Universiti Teknologi MARA Sarawak, Malaysia, fir@uitm.edu.my

ABSTRACT

Women entrepreneur are debatably is an important actors in our economy. The entrepreneurial landscape and the growing importance of the women entrepreneur have observed a massive change. Although the numbers are still small as compared to men, the involvement however is still increasing and encouraging. Based on the concept of Entrepreneurial Orientation (EO), Market Orientation (MO) and Social Networking, this study aims to develop a success model which can be guidance for women to be a successful entrepreneur. EO, MO and Social Networking will be tested to examine their influence on the performance of women entrepreneurs with the existence of Government Initiatives as the moderating factors.

Keywords: Entrepreneurial orientation, market orientation, social networking, government initiatives

I INTRODUCTION

One of the critical issues in society development is how to ensure that gender equality is being addressed as it is crucial for social and economic transformation. The issue of gender relating to women entering the economic platform is complex but evolving. Based on the Gender Inequality Index in 2010, Malaysia was ranked at number 61 out of 187 countries in the index with 66% have at least secondary education. Female seat in parliament in 2011 is reported at only 14%, while the participation in the labour force is 44.4% compared to 79.2% male (UNDP, 2011). This issue matters because what ever advantages and disadvantages facing women either in education, employment setting or in parliament are a major source of inequality (UNDP, 2011).

United Nations Development Program in 2008 reported that nearly one billion people are living on less than US\$1 a day, an estimated 70 percent of whom are girls and women (UNDP, 2008). This report is very worrying and one way that was suggested to alleviate poverty is to empower women economically, especially through projects

that encourage women to engage themselves in entrepreneurial income generating activities (Chowdhury and Amin, 2011). Entrepreneurship has been said to be a vital factor in today's economic growth (Al-Alak and Al-Haddad, 2010). International Finance Corporation (IFC) and Center of Arab Women for Training and Research (CAWTAR), in 2007 also described women entrepreneurship as an important factor for economic growth and development in any country, and globally, an increase in poor women income often leads to relatively higher spending on family welfare, critical for reaching key national development goals in areas such as nutrition and girls education. Pages (2005) addressed the importance of women entrepreneurs as the important players in the entrepreneurial landscape and the growing importance of women's contribution to the economy has witnessed monumental changes for women as income earners (Smith-Hunter, 2006). The number however, are still small as compared to businesses owned by men but this is still encouraging as it shows that women are no longer cleave to the stereotype that only men can be wage earners in the family.

The Companies Commission of Malaysia (CCM, 2003), stated that 49,554 units of women-owned businesses were registered in 2000. This number has increased to 54,626 units in 2001. There were 28,185 units of women-owned businesses which registered in the first half of 2002, while the number of women in Malaysian SMEs in 2003 was reported to be 1,122,000 or 36.8 percent of the total employment in SMEs. The report in 2005 based on the Census of Establishments & Enterprises by the Department of Statistics Malaysia, shows that a total of 82,911 business establishments were owned by the women entrepreneurs. While in general, Malaysia SME Annual Report (2010) described that the number of entrepreneurs in Malaysia grew marginally from 1.2 million in 1982 to 2.2 in 2008. The number of entrepreneur has increased to 2.2 million in 2008 (SME Annual Report, 2010) and only 13.1% (288,200) are women.

In order to achieve the status of developing and high income nation in 2020, emphasis should be given on the improvement and to increase not just

the number of women entrepreneurs but the success one too. Thus, a study on this topic is appropriate with the anticipation that this study will contribute to the formation of a model of success women entrepreneurs which can be a guidance to all women who intended to be a successful women entrepreneur and ultimately to assist the government in making their decision in policies pertaining to women entrepreneurs.

A. Background of the Study

The Malaysian government has tremendously drawn up effective approaches to help women increase their income and raise the number of women who are enthusiastic on business. The Government has also embarked on developing capacity building initiatives through various Ministries and agencies to create, promote and nurture more women entrepreneurs, in line with the Fourth Thrust of the National Key Result Area (NKRA), which is to develop 4,000 women entrepreneurs by the year 2012. In August 2010, Deputy Prime Minister of Malaysia, Tan Sri Muhyiddin Yassin announced the 'Teman 1Azam' grant of RM4.7 million to be given to 946 women entrepreneurs in the country (Bernama, 2010). At the same time, the Ministry of Women, Family and Community Development is asked to set up a monitoring body to look at the progress achieved by women entrepreneurs and identify the problems that cropped up. There are various other programmes made available for the women entrepreneurs by respective Ministries and Agencies, among others are:

- SME Corp. Malaysia - Skills Upgrading Programme;
- MATRADE - Women Exporters Development Programme (WEDP);
- National Entrepreneurship Institute (INSKEN) - Entrepreneur training programmes;
- Women Development Department under the Ministry of Women, Family and Community Development;
- Amanah Ikhtiar Malaysia (AIM) - *Program Kewangan Mikro Bandar*;
- GIATMARA - *Program Pembentukan Usahawan*

These moves are the reflections of the government's policies and support for the people to assist women entrepreneurs. However, even though many governments in the world have given so much support to entrepreneurship, it has been reported in a research that there has traditionally been a low take-up of government business programs and even

less take-up of programs promoting networking (Enright and Roberts, 2001).

The government support alone may not sufficient to make an entrepreneur successful. An entrepreneur or business manager needs, however, to be successful and to grow, it is important to create an organization with values, cultural norms, and capabilities that are in line with the firm's strategic direction and opportunities in the environment. Lumpkin and Dess (1996); Wiklund and Shephard (2005), developed 'Strategic Orientation' on the principles, processes, practices, and decision-making styles that guide firms' activities toward successful business performance. Market Orientation and Entrepreneurial Orientation are named as two important factors in this Strategic Orientation. They suggested that one option is to establish, build, and sustain a market orientation (MO); another is to push the firm to become more entrepreneurially oriented (EO). Both MO and EO are believed to have an impact on the performance and success of small firms.

On the other hand, entrepreneur cannot neglect the power of networking as superior productivity is not just relying on resources such as things and people, but also in social relations among people (Coleman 1988; Putnam 1993). A business may develop relationships with variety of businesses and organizations as they may directly or indirectly affect the successful performance of the business (Hakansson and Ford, 2001). The power of networking will determine the success and survival of new venture or existing business (Aldrich et al, 1997; Reese and Aldrich, 1995). Given that Malaysia has unique culture, discovering the networking pattern that lead to success of women entrepreneur is also crucial to study. Furthermore, most of the researches on women entrepreneur networking are done based on western countries. The way women engage in networking process may be different because women, conceive their businesses differently from the way men do. Women have different socialization experience which might shape varied strategic choices among themselves such as their prior professional experience and social network affiliation (Bussey, K., and Bandura, A., 1999). This leads to different approaches to venture creation and business growth expectancies (Brush, C.G., 1992; Cliff, J.E. 1998).

II PROBLEM STATEMENT

Women entrepreneurs are dubiously is an important actors in our economy. They are the creators of new wealth and new jobs, the inventors of new products and services, and the revolutionizers of society and the economy. Yet despite their centrality, little is known about women entrepreneurs: what motivates

them, how they emerge and why they succeed. They are literally understudied group of entrepreneurs. The Ministry of Women and Family Development (2003) reported that Malaysian women entrepreneurs are under-represented in the business world with evidence that some undesirable development where micro-enterprises which were scaled up to bigger enterprises were then managed and taken over by the husbands or other family members (Jariah & Laily, 1997). Teoh & Chong (2007) quoted Tan Sri Rafidah Aziz, the former Minister of International Trade and Industry Malaysia, "the number of Malaysian women who make it to the international market is still small".

Academics and governments appear to be concentrating on encouraging entrepreneurship because it symbolizes innovation and a dynamic economy. All these supports and encouragements are given to highlight the need for business organizations to become more entrepreneurial in order to survive and flourish. However, the understanding of why less number of entrepreneurial oriented firms is owned by women is still limited. The recent SME Annual Report (2010) described that, the number of entrepreneurs in Malaysia grew marginally from 1.2 million in 1982 to 2.2 in 2008. And among these 2.2 million, only 13.1% are women entrepreneurs. This showed that even though the involvement of women in entrepreneurship has increased but the number is still small as compared to men. How many of them are successful is still a question because up to the recent literature, there is no research or statistic that reported the number of successful women entrepreneur in Malaysia and what are the factors that contributed to the success are also still unrevealed. This shows that we know very little about women entrepreneurs, and our ignorance of this important demographic is a serious hidden sight in any effort to increase the total number of entrepreneurs participating in our economy.

As cited in Nordin et.al. (2011), Department of Statistic in 2009 described that the number of entrepreneurs in Malaysia grew marginally from 1.2 million in 1982 to 2.2 million in 2008. And among these 2.2 million, only 13.1% are women entrepreneurs. The numbers of male entrepreneurs have exceeded women entrepreneurs by over 1 million people for the period of 1982 to 2008, except for the year 1982 (988,800 persons) and 1984 (948,300 persons). This translated to a gap of 44 to 47% between female and male entrepreneurs and shows that despite many government intensive efforts to support women entrepreneur in Malaysia, the number of women entrepreneurs is still very low.

Between the year 1990-2008, many special schemes such as through Small and Medium Industries Development Corporation (SMIDEC) have been introduced to promote self-business among women entrepreneurs. Between August 1999 and August 2006, 523 women-owned companies were granted soft loans by SMIDEC worth a total of RM51.97 million. A total of 196 approvals were grants estimated to worth RM2.44 million for the information and communications technology (ICT) sector, while 128 approvals worth RM850, 000 were grants for market development projects. Besides, about 128,000 SMEs, women entrepreneurs, graduates and students received entrepreneurship and training from the SME Development programs implementation in 2006. However, very limited report and researches have been conducted to investigate the progress of these women entrepreneurs. It is crucial to discern whether the government support and policies have any impact on them. If the support and policies impacted them positively, it is also essential to identify what are other factors contributed to the success.

In view of the fact that the Malaysian government is seriously recognizes the importance of women entrepreneur's contribution to the economy, it is time to change the mindset and the strategies for survival and growth of women-owned businesses. Theorists in entrepreneurship have suggested the importance of EO and MO (Lumpkin and Dess 1996; Wiklund and Shephard 2005) as the factors that influence the success and failure of entrepreneur. Many scholars have attempted to understand which factors lead to women entrepreneur business success. However, there is yet any study has been conducted to investigate the relationships of both MO and EO, with an existence of factors such as networking, with the success of women entrepreneur in Malaysia as most of the researches are done widely in the developed countries. The concept and the importance of MO and EO itself have been tested widely but still the results cannot be generalized to Malaysian context. Rauch et.al., 2004 cited that the formulation of EO model and the original empirical tests were mainly done in the North American context (e.g., Miller, 1983; Colvin & Slevin, 1989; Lumpkin & Dess, 1996). Wiklund and Shephard (2005) also suggested that a comparison should be performed in a different country to study the influence of culture on EO.

Research reported that women perform less well on quantitative measures such as job creation, sales turnover and profitability since women do not enter business for financial gain but to pursue intrinsic

goals for example, independence, and the flexibility to run business and domestic lives (Cooper, et.al., 1994; Du Riets & Henrekson, 2000; Rosa & Hamilton, 1996; Sexton, 1989). Utterly, women are reported to assess success in relation to their achievement in attaining personal goals for instance, self-fulfillments, goal attainment etc. (Buttner & Moore, 1997; Lerner & Hisrich, 1997; Still & Timms, 2000). In Malaysia, a study by Zainol and Ayadurai (2010) has disclosed that bumiputera or indigenous group entrepreneurship in this country differs slightly from the conventional Western concepts of entrepreneurship. The concept of “malu” or shy in Malay society is seen by many scholars as the reason why there is a lack of progress among them in entrepreneurship (Mohamad, 1970; Popenoe, 1970; Md. Said, 1974). In this respect, the Malays are seen to be passive and not willing to venture into new areas as well as taking a long time to take action for fear of making a mistake.

There is indeed accumulating evidence suggesting that although the rate at which women are forming businesses has increased significantly, the rates of female entrepreneurial activity are significantly and systematically lower than those for males (Minniti et al., 2005; Verheul et al., 2006; Langowitz and Minniti, 2007). So, despite the various government initiatives, the number of women entrepreneur are still lower as compared to the male counterpart in Malaysia and the number of successful women entrepreneur have never been released. There is no statistics record available on the performance of women entrepreneurs in Malaysia. Hence, based on the above problems, it is crucial to find out what are the factors that possibly impacted the performance of women entrepreneurs in Malaysia. It is doubtful that the Western models of entrepreneurship are totally suitable, thus a Malaysian model of women entrepreneurship needed to be developed since there is yet any specific model of success that can be used as a principle for women entrepreneur to embark into entrepreneurship and to become a successful entrepreneur.

III LITERATURE REVIEW

Both the scientific literature and the popular press have widely recognized that entrepreneurial activities make a positive contribution to countries' job creation, economic growth, and innovation (e.g., Birch, 1987; Minniti et al., 2006; OECD, 1996). Schumpeter (1911) stressed the importance of entrepreneurs as the main vehicle to move an economy forward from static equilibrium through innovations and by inducing processes of creative destruction, challenging existing structures and distorting economic equilibrium. Within the

women's entrepreneurship literature, a women entrepreneur is defined as a person who has used her knowledge and resources to develop or create a new business opportunity, is now actively involved in managing it, owns at least 50 per cent of it and has been in operations for longer than a year (Moore and Buttner, 1997). Female entrepreneurship has drawn increasing attention in recent years in light of physical evidence of the importance of new business creation for economic growth and development (Acs et al., 2005; Langowitz and Minniti, 2007). Female entrepreneurship has contributed to economic growth and employment creation, and has increasingly recognized to also enhance the diversity of entrepreneurship in any economic system (Verheul et al., 2006) as well as to provide avenues for female expression and potential fulfillment (Eddleston and Powell, 2008).

Women entrepreneurs have a massive potential which are yet to be unleashed. They bring in diversity to the innovation process and provide per se entrepreneurs with a more diverse perspective. Solutions to market inequalities are not solved just by male entrepreneurs with male thinking innovation. The growing development of entrepreneurship studies in general and women entrepreneurship studies in particular has resulted in an escalating body of literature (De Lourdes, 1994; Gilbertson, 1995; Godody et al, 2000; Heriot and Campbell, 2003; Peterson, 1995; Robles, 2004). Even though if their number is somewhat higher today than it used to be, the number of women are still a minority among entrepreneurs (Davidson & Burke, 2004).

The increasing numbers of women entrepreneurs show the global impact on women which is just beginning to gain intensity. The issue is how women measure their business success. Business success carries different meaning to individual entrepreneur which is measured through their business performance. Numerous researchers have come out with different definition, such as Paige and Moore (1997) defined success by intrinsic criteria which includes freedom and independence, controlling a person's own future and being one's own boss. Whilst, they believe that the extrinsic outcomes are, among others, increased financial returns, personal income and wealth. Masuo et al. (2001) in his judgment, described that business success is commonly defined in terms of economic or financial measures which include return on assets, sales, profits, employees and survival rates; and non-pecuniary measures, such as customer satisfaction, personal development and personal achievement. Rauch, Wiklund et.al. (2009) in their research coded performance into three types of categories: perceived non-financial, perceived

financial, and archival financial performance. Perceived non-financial performance includes studies using satisfaction, goal attainment, or global success ratings as performance indicators. These measures share a subjective assessment of non-financial success measures. In an attempt to account for the dimensionality of financial performance, Rauch, Wiklund et.al. (2009) further distinguished between growth and profitability. Growth consisted of studies measuring changes in sales, profits, and employment (e.g., Becherer & Maurer, 1999). Profitability was predominantly assessed by accountant bases indicators (e.g., Zahra, 1996).

Entrepreneurial orientation has its roots in the strategy making process literature (e.g., Mintzberg, 1973). Consistent with Mintzberg, Raisinghani and Theoret (1976) noted that strategy making is "important, in terms of the actions taken, the resources committed, or the precedents set". EO concept is further developed and Khandwalla (1977) was among the first to expand the concept of EO. It is then further refined by Miller (1983) who was among the first to suggest that entrepreneurial firms display three dimensions: proactiveness, innovativeness, and risk-taking. The intense discussions in the entrepreneurship literature about entrepreneurial orientation have led to finding of two additional dimensions that are important in any discussion of the EO in business venture, autonomy and competitive aggressiveness (Lumpkin & Dess, 1996). There is not much studies been done to measure these two variables (Rauch, Wiklund et.al., 2009), hence it is indispensable to include them in this study to scrutinize their relationship with success or business performance. Entrepreneurial orientation has been found to lead to improved performance (Zahra and Covin, 1995; Wiklund and Shepherd, 2005). Lee et al. (2001) found only weak evidence of a positive relationship between entrepreneurial orientation and the start-up's performance, while Slater and Narver (2000) found no relationship at all with business profitability. Narver and Slater (1990), highlight that market orientation consists of three behavioural components, customer orientation, competitor orientation, and interfunctional coordination. Numerous authors have investigated the customer orientation pillar of marketing (Baker and Sinkula, 1999; Slater and Narver, 1994; Siguaw, Brown, and Widing, 1994; Jaworski and Kohli, 1993; Deshpandé *et al.*, 1993; Saxe and Weitz, 1982). According to Narver and Slater (1990) MO and EO are two separate strategic orientations or business philosophies that can coincide. Many literatures described that these two constructs as firm/business unit level characteristics (Atuahene-Gima and Ko,

2001; Covin and Slevin 1989; Lumpkin and Dess 1996). They both permit a firm to generate new products and processes and react to changing circumstances. A firm's ability to recognize opportunities and exploit them is dependent on capabilities that they engaged in acquiring, creating, and utilizing information and knowledge which is the important element of MO and EO. The relationship between MO and EO have been theorized and empirically tested two decades ago (Morris and Paul, 1987; Miles and Arnold, 1991). These studies have conceived the idea that EO and MO are complementary orientations, such that entrepreneurship needs a market orientation to aim its innovative actions successfully in the market, and market orientation needs entrepreneurship to accomplish prompt responses to market opportunities.

Several studies have also suggested that the dimensions of EO can lead to market growth rate (Ireland et al., 2003; Shane & Venkataraman, 2000) and firm performance (Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003, 2005; Zahra & Garvis, 2000). While, Lumpkin & Dess (1996) found that the innovativeness dimension of EO reflects the tendency to engage in and support novelty to create and introduce new products, services, or technology. Innovative companies may have a broader base of skills and knowledge which they can exploit in building distinctive competences (Zahra & Garvis, 2000). By escalating commitment to innovative products or processes, firms can revamp their operations in market place and improve their profitability (Lumpkin and Dess, 1996; Miller, 1983; Zahra & Garvis, 2000). Firms that have risk-taking orientation may confiscate market opportunities to gain higher returns and make rewarding deals. Hence, risk-taking tendency may be positively related to success (Frese, Brantjes, & Hoorn, 2002; Lumpkin & Dess, 1996). A firm that has a strong proactive tendency will have the ability to anticipate changes of the markets and the needs of customers (Lumpkin & Dess, 2001). A proactive firm can counterfeit a new market segment or introduce new products or services ahead of competitors (Hunt & Arnett, 2006; Hunt & Morgan, 1995; Lumpkin & Dess, 1996) and other competitive advantage such as unusual returns, distribution channels, and brand recognition (Hunt & Arnett, 2006; Lee et al., 2001; Lumpkin & Dess, 2001; Wiklund & Shepherd, 2005). Competitive aggressiveness involves the tendency to directly and intensely challenge its competitors (Lumpkin & Dess, 1996). Resource advantage theory proposes that the continuous competition among firms for a comparative advantage in resources will yield market place

positions of competitive advantage (Hunt, 1995; Hunt & Morgan, 1996, 1997). A successful firm could efficiently or effectively produce market offerings that are esteemed by particular market segments (Hunt & Arnett, 2006; Hunt & Morgan, 1995, 1996) thus leads to the firm's profitability and success. While firms with autonomous orientation will have the tendency to make quick and self-reliant decisions to provide new markets with novel products or services (Frese et al., 2002; Lumpkin & Dess, 1996). Therefore, entrepreneurial orientation is essential for firms and its owner to discover their entrepreneurial opportunities and compete with other firms. If the firms or the entrepreneurs have more ability for innovativeness, risk-taking, proactiveness, competitive aggressiveness, and autonomy, they will gain superior competitive advantage and accomplish higher firm performance. Thus, an effective EO may be a good predictor of firm performance that leads to success entrepreneur.

On the other hand, the concept of MO places the customer at the center of firm activity (Dalgic, 1998; Pelham, 2000). Market orientation leads to better satisfaction of customer needs and to an organizational obligation on the part of the employees (Narver and Slater, 1990). Research performed by Kohli and Jaworski (1990) enables a better understanding of the concept of market orientation and the types of behavior associated with the marketing concept. Their study lays a theoretical foundation regarding the expectation that market orientation will lead the firm to better performance. The finding of Kohli & Jaworski (1993) was that MO has a positive correlation effect on business performance. Narver & Slater (1990) also studied relationship between MO and business performance and the result was that MO firm also shows greater performance. Other studies also support the positive correlation between market orientation and performance in small businesses (e.g., Appiah-Adu and Singh, 1998; Homburg et al. 2002; Kara et al. 2005; Pelham, 2000; Shun-Ching and Cheng-Hsui Chen, 1998).

Social Networking is also believed to have strong influence to business success because entrepreneurs are linked to people and organizations that interact among themselves and these contacts can widen the availability of resources that sustain a new firm (Hansen, 1995). This is supported by finding of previous research by Alam et.al. (2011) which confirmed that social ties have a significant influence on success of women entrepreneurs in business in Malaysia. Alam et.al. explained, the greater the social relationship the higher the success in business. Parallel to this result is a study conducted by McClelland et. al. (2005) which

confirmed to those in the literatures that social ties do indeed prove to be a powerful factor in business success. Social relations or social network influenced not only entrepreneurship but that because economic action is embedded, it can also affect and influence economic performance and therefore the shape and form of entrepreneurial outcomes (Granovetter, 1992; Ring and Van de Ven, 1992; Snow et al., 1992; Jones et al., 1997; Arrow, 2000; Jack and Anderson, 2002). Several studies have been conducted to investigate the relationship between networking and firm performance. For instance a research conducted by Andreosso-O'Callaghan and Lenihan (2008), Ritter and Gemlinden (2004), have found that networking ultimately leads to superior firm performance. On the other hand, Cooper, Gimeno-Gascon et al. (1994) failed to show any significant relationship between the use of networking and firm survival. Watson (2007) examined the relationship between networking and firm performance of established SMEs in Australia. He used survival, growth and ROE to measure firm performance measurement. In this study. Watson found that networking was positively related with firm survival, and to a lesser extent, growth. However, he was unable to find a significant relationship between networking and ROE. He also discovered that formal and informal networks were both associated with firm survival while only formal networks were associated with growth. In addition, neither formal nor informal networks were associated with ROE. From the discussion above, it can be concluded that networking plays a significant role in a firm's success which if effectively managed can led to superior performance of a firm.

Some researchers argue that the role of government or other key players can affect the perception of governance and consequently the level and type of economic activities undertaken (Gulati, 1998; Zaheer et al., 1998). In many cases, government involvements are believed to influence corporate through taxes, regulations and business policy. In a research to investigate the moderating effect of government assistance and turnaround strategies of private companies in Indonesia by Abdullah and Hussain in 2010, it is mentioned that government assistance came in the form of financial backup (Whitehead, 1999). Another type of assistance is in the form of mutual fund which is used to assist the debt and financial difficulties experienced by these troubled companies (Wilks, 2002). So, the finding of Abdullah and Hussain's study has reveal that government initiative moderates the relationship between operational-efficiency strategies and successful turnaround companies but

the government does not assist much in the product or marketing section. Another study by Abdul Halim et.al. (2011), has found that government initiative is weakly moderate the relationship of entrepreneurial personality and business performance, however the contribution of the government is still significant.

IV AIM AND OBJECTIVES

The introduction and the problem statement above led to the formulation of the research aim and objectives. This study is aimed to develop a success model for women entrepreneurs. The objectives for this study are;

- i. To examine the correlation between Entrepreneurial Orientation (EO), Market Orientation (MO), Social Networking and Success Women Entrepreneurs;
- ii. To assess the impact of Government Initiatives towards the success factors of women entrepreneurs;
- iii. To investigate the moderating effect of Government Initiative on the relationship between Entrepreneurial Orientation, Market Orientation, Social Networking and Success Women Entrepreneurs; and
- iv. To develop a model of success for women entrepreneurs.

V SCOPE OF STUDY

The scope of the research is to identify the factors that influence the success of women entrepreneurs in Malaysia. It is a general perception study that will acquire information from women entrepreneurs in Malaysia who engaged in all forms of business entity. The coverage is at national level, thus the database will be drawn from various government agencies such as the Company Commission of Malaysia; SME Corp Malaysia; Majlis Amanah Rakyat (MARA) and various women entrepreneurs association in Malaysia. However, the individual women entrepreneurs who are willing to participate and provide relevant information will also be engaged in the study. Independent Variables to be measured in this study will be limited to Entrepreneurial Orientation, Market Orientation, and Networking, whilst the moderating factor is government initiatives. The Dependent Variable for this study will be the success women entrepreneur.

VI SIGNIFICANCE OF THE STUDY

Women entrepreneurs are said to have different characteristics, management styles and different ways of doing business as compared to male

counterparts. For instance, Abdul Rashid (1995) revealed that women entrepreneurs are less motivated by financial reasons, such as money and economic necessity, than the men. While, Lee and Choo (2001) find that women face specific challenges in the form of family commitments and sex-role conflicts. Women have also been shown to be especially good at cultivating interpersonal relationships (Licuanan, 1992) but poor at planning, organizing and controlling (Abdul Rashid, 1992). It is now the time to see the contribution of women in economy differently. Not just to fulfill the demographic statistic but their involvement must have a significant impact on the nation's economy.

The practical importance of this study is to develop a new model which serve as a tool as to how women entrepreneur can nurture their business through the proposed model. It would provide a greater understanding on how women entrepreneur can overcomes the obstacles and challenges that are ever-present in a dynamic and volatile business environment in a developing country such as Malaysia, and turn them instead into opportunities to grow their ventures. Even though there are many theories and concepts have been developed for EO and MO, for instance, the concept of EO developed by Dess et al., (1997); Wiklund, (1998); Zahra et al., (1999) and the concept of MO developed by Naver and Slater (1990) and Kohli and Jaworski (1990), however some factors might not be applicable to women entrepreneur, specifically women entrepreneur in Malaysia because of the unique characteristic such as differences in religion, culture and the way they do thing. There is a need to find the new factors of both EO and MO, and to discover the distinctive success factors which suit women entrepreneurs in Malaysian context. Furthermore, the formulation of EO model and the original empirical tests were mainly done in the North American Context (Miller, 1983; Covin & Slevin, 1989; Lumpkin & Dess, 1996). Conducting this research will theorizing about entrepreneurship because it helps in establishing boundary conditions of theories, hence contributing to the body of knowledge.

Ultimately, the significant of this study is to assist to the government in formulating the policy framework to advance the existing policy in supporting women entrepreneur in Malaysia.

VII EXPECTED OUTCOMES

The researcher expects that this study will adduce the factors which lead to the high performance and success of women entrepreneurs. It is also expected that the various factors which was never divulged previously will also be established by the study.

The study also anticipates that the outcome will accrue the Malaysian government in enhancing the its policies pertaining to women entrepreneurial activities.

REFERENCES

- Abdul Rashid, M.Z. (1992). Management Practices, Motivations and Problems of Male and Female Entrepreneurs in Malaysia. *Malaysian Journal of Small and Medium Enterprise*, 3, 35-46.
- Abdul Rashid, M.Z. (1995). A Comparative Study of Successful Male and Female Entrepreneurs in Malaysia. *Malaysian Journal of Small and Medium Enterprises*, 6, 19-30.
- Acs, Z., Arenius, P., Hay, M. and Minniti, M. (2005). Global Entrepreneurship Monitor – Exclusive Report, London Business School, London and Babson College, Babson Park, MA.
- Al-Alak, B. A. M. and Al-Haddad, F. Y. S., (2010). Effect of Gender on the Success of Women Entrepreneurs in Jordan. *Interdisciplinary Journal Of Contemporary Research In Business*, VOL 1, NO 12
- Alam, S.S., Jani, M.F., & Omar, N.A. (2011). An Empirical Study of Success Factors of Women Entrepreneurs in Southern Region in Malaysia. *International Journal of Economics and Finance*, Vol. 3, No. 2; May 2011
- Aldrich, H., Elam, A. B., & Reese, P. R. (1997). Strong Ties, Weak Ties, And Strangers. In S. Birley & I. C. MacMillan (Ed.) *Entrepreneurship in a global context* (pp. 1-25). London and New York: Routledge.
- Appiah Adu, K. & Singh, S. (1998). Customer Orientation and Performance: A Study of SMEs. *Management Decision*, 36(6): 385-94.
- Arrow, K. J. (2000). Observations In Social Capital. In P. Dasgupta and I. Serageldin (eds), *Social Capital: A Multifaceted Perspective*. Washington, DC: International Bank for Reconstruction and Development/The World Bank.
- Atuahene-Gima, K., & Ko, A. (2001). An Empirical Investigation Of The Effect Of Market Orientation And Entrepreneurship Orientation Alignment On Product Innovation. *Organization Science* 12(1): 54-74.
- Baker, W. and Sinkula, J. (1999). The Synergistic Effect of Market Orientation and Learning Orientation on Organisational Performance. *Academy of Marketing Science Journal*, Vol. 27, No. Fall, pp. 411-427.
- Becherer, R. C., & Maurer, J. G. (1999). The Proactive Personality Disposition And Entrepreneurial Behavior Among Small Company Presidents. *Journal of Small Business Management*, January 1999, 28-36
- Birch, D. (1987). Job Generation in America: How our Smallest Companies Put the Most People to Work, *New York: Free Press*.
- Brush, C.G. (1992). Research Of Women Business Owners: Past Trends, A New Perspective, Future Directions, *Entrepreneurship Theory and Practice*, Vol. 16 No. 4, pp. 5-30.
- Bussey, K. & Bandura, A., (1999). Social Cognitive Theory Of Gender Development And Differentiation, *Psychological Review*, 106, 676-713.
- Buttner, E.H., & Moore, D.P. (1997). Women's Organizational Exodus to Entrepreneurship: Selfreported Motivations and Correlates with Success. *Journal of Small Business Management*, 35(1), 34- 46.
- Chowdhury, M. & Amin, M. (2011). The Effects Of Human, Social And Financial Capital On Women Entrepreneurs In Bangladesh And Their Willingness To Venture Creation, *International Journal of Business and Economic Perspectives*, 6 (1), 138-149.
- Cliff, J.E. (1998). Does One Size Fit All? Exploring The Relationship Between Attitudes Towards Growth, Gender, And Business Size, *Journal of Business Venturing*, Vol. 13 No. 6, pp. 523-42.
- Coleman, J. S. (1988). Social Capital In The Creation Of Human Capital, *The American Journal of Sociology*, 94(Supplement): S95-S120.
- Cooper, A., Gimeno-Gascon, F.J., & Woo, C. (1994). Initial Human And Financial Capital As Predictors Of New Venture Performance, *Journal of Business Venturing*, 9,371-395.
- Covin, J. G., & Slevin, D. P. (1989). Strategic Management Of Small Firms In Hostile And Benign Environments. *Strategic Management Journal*, 10, 75-87.
- Covin, Jeffrey G. and Dennis P. Slevin, (1989), Strategic Management of Small Firms in Hostile and Benign Environments, *Strategic Management Journal* 10 (1), 75-87.
- Dalgic, T. (1998). Dissemination of Market Orientation in Europe: A Conceptual and Historical Evaluation, *International Marketing Review*, 15(1): 45-60.
- Davidson, M.J., Burke, R.J. (2004), Women In Management Worldwide: Facts, Figures And Analysis – An Overview, in Davidson, M.J., Burke, R.J. (Eds), *Women in Management Worldwide: Facts, Figures and Analysis*, Ashgate Publishing Limited, Aldershot, pp.1-15.
- Ethnic Economy Among Mexican Migrants, *Human Organization*, 53 (3), 263-268.
- Deshpandé, R., Farley, J. U., and Webster. F (1993), Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis. *Journal of Marketing*, Vol. 57, No. 1, pp. 23-37.
- Dess, G. G., and Robinson, R. B. (1984), Measuring Organization Performance In The Absence Of Objective Measures: The Case Of The Privately-Held Firm And The Conglomerate Business Unit, *Strategic Management Journal*, 5, 265-273.
- Du Riets, A., & Henrekson, M. (2000). Testing The Female Under-Performance Hypothesis. *Small Business Economics*, 14 (1), 1-10.
- Eddleston, K. and Powell, G. (2008), The role of gender identity in explaining sex differences in business owners career satisfier preferences”, *Journal of Business Venturing*, Vol. 23, pp. 244-56.
- Enright, M.J., & Roberts, B.H. (2001). Regional Clustering in Australia. *Australian Journal of Management*, 26, 65-85
- Frese, M., Brantjes, A., & Hoorn, R. (2002). Psychological Success Factors Of Small Scale Businesses In Namibia: The Roles Of Strategy Process, Entrepreneurial Orientation And The Environment, *Journal of Developmental Entrepreneurship*, 7(3), 259-283
- Gilbertson, G. (1995). Women Labor and Enclave Employment: The Case of Dominican and Columbian Women in New York City, *The International Migration Review*, 29 (3), 657-667.
- Godody, R. O'Neill, K. McSweeney, K. and D. Wilkie (2000). Human Capital, Wealth, Property Rights and the Adoption of New Farm Technologies: The Tawahka Indians of Honduras, *Human Organization*, 59 (2), 222-233.
- Granovetter, M. (1992), Problems Of Explanation In Economic Sociology in N. Nohria and R. Eccles (eds), *Networks and Organizations: Structure, Form and Action*, Harvard: Harvard Business School Press, 25-56.
- Gulati, R. (1998). Alliances and Networks, *Strategic Management Journal*, Vol. 19, pp. 293-317.
- Håkansson, Håkan and David Ford (2001), How Should Firms Interact? *Journal of Business Research* 50.
- Hansen, E. L. (1995). Entrepreneurial Network And New Organization Growth, *Entrepreneurship: Theory & Practice*, 19(4): 7-19.
- Heriot, K. and N. Campbell. (2003). Creating a New Program in Entrepreneurship Education: A Case Study in Columbia, *New England Journal of Entrepreneurship*, 65-74.
- Homburg, C., Hoyer, D. W., & Fassnacht, M. (2002). Service Orientation of a Retailer's Business Strategy: Dimensions, Antecedents, and Performance Outcomes. *Journal of Marketing*, 66(4): 86-101.
- Hunt, S. D., & Arnett, D. B. (2006). Does Marketing Success Lead To Market Success? *Journal of Business Research*, 59(7), 820-828.
- Hunt, S. D., & Morgan, R. M. (1995). The Comparative Advantage Theory Of Competition. *Journal of Marketing*, 59(1), 1-15.
- International Finance Corporation and Center for Arab Women For Training and Research, Women Entrepreneur in Middle East and North Africa (2007): Characteristics, Contributions and Challenges, The Center of Arab Women for Training and Research And The International Finance Corporation Gender Entrepreneurship Markets.
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A Model Of Strategic Entrepreneurship: The Construct And Its Dimensions. *Journal of Management*, 29(6): 963-989.
- Jack, S. and A. Anderson (2002), The Effects Of Embeddedness On The Entrepreneurial Process, *Journal of Business Venturing*, 17 (5), 467-87.
- Jariah, M. & Laily, P. (1995). Project Oriented Research: Enhancing the Economic Contribution of Poor Rural Women. A Report Submitted to Japan International Cooperation Agency (JICA).

- Jaworski, B.J. and Kohli, A.K. (1993), "Market Orientation: Antecedents and Consequences", *Journal of Marketing*, Vol. 57, No. 3, pp. 53-70.
- Jones, C., W. Hesterly and S. Borgatti (1997). A General Theory Of Network Governance: Exchange Conditions And Social Mechanisms, *Academy of Management Review*, 22 (4), 911-946.
- Kara, A., Spillan., E. J., & DeSbields, W. O. (2005). The Effect of a Market Orientation on Business Performance: A Study of Small-sized Service Retailers using MARKOR Scale. *Journal of Small Business Management*, 43(2): 105-18.
- Khandwalla, P. N. (1977). *The Design Of Organizations*. Harcourt Brace Jovanovich, New York.
- Kohli, A. K. and Jaworski, B.J. (1990). Market Orientation: The Construct, Research Propositions, and Managerial Implications. *Journal of Marketing*, Vol. 54, No. 4, pp. 1-18.
- Langowitz, N. and Minniti, M. (2007). The Entrepreneurial Propensity Of Women, *Entrepreneurship Theory & Practice*, Vol. 31 No. 3, pp. 341-64.
- Lee, C., Lee, K. & Pennings, J. M. (2001). Internal Capabilities, External Networks, And Performance: A Study Of Technology Bases Ventures. *Strategic Management Journal*, 22, 615-640.
- Lee, S. M. and S. J. Peterson (2000) Culture, entrepreneurial orientation, and global competitiveness, *Journal of World Business* 35(4), 401-416.
- Lerner, M., Brush, C. and Hisrich, R. (1997), Israeli Women Entrepreneurs: An Examination of Factors Affecting Performance, *Journal of Business Venturing*, vol.12, no.4, pp.315-339.
- Licuanan, V. S. (1992). *Women Entrepreneurs in Southeast Asia*. Manila: Asian Institute of Management.
- Lumpkin, G. T., & Dess, G. G. (1996). Clarifying The Entrepreneurial Orientation Construct And Linking It To Performance. *Academy of Management Review*, 21(1), 135-172.
- Lumpkin, G. T., & Dess, G. G. (1996). Clarifying The Entrepreneurial Orientation Construct And Linking It To Performance. *Academy of Management Review*, 21(1), 135-172.
- Lumpkin, G.T. & Dess, G.G. (2001). Linking Two Dimensions Of Entrepreneurial Orientation To Firm Performance, *Journal of Business Venturing*, 16, 5, 429-451
- Masuo D, Fong G, Yanagida J, Cabal C (2001). Factors Associated With Business And Family Success: A Comparison Of Single Manager And Dual Manager Family Business Households. *Journal of Family and Economic Issues* 22 (1), 55- 73.
- McClelland, E., Swail, J., Bell, J., and Ibbotson, P. (2005). Following The Pathway Of Female Entrepreneurs: A Six-Country Investigation. *International Journal of Entrepreneurial Behavior and Research*, 11: 84-107.
- Md. Said, AR (1974). *Developing Indigenous Entrepreneurship In West Malaysia*, Cornell University, New York.
- Miles MP, Arnold DR (1991). The Relationship Between Marketing Orientation And Entrepreneurial Orientation. *Entrepreneurship Theory Practice* 15(4):49-66
- Miller, D. (1983). The Correlates Of Entrepreneurship In Three Types Of Firms, *Management Science*, 29(7), 770-791.
- Miller, D., & Friesen, P. H. (1983). Strategy-Making And Environment: The Third Link. *Strategic Management Journal*, 4, 221-235.
- Ministry of Women and Family Development. (2003). *The Progress Of Malaysian Women Since Independence 1957-2000*.
- Minniti, M., Arenius, P. and langowitz, N. (2005). 2004 Global Entrepreneurship Monitor Special Topic Report: Women and Entrepreneurship, Center for Women's Leadership at Babson College, Babson Park, MA.
- Mintzberg, H. (1973). Strategy-Making In Three Modes. *California Management Review*, 16(2), 44-53.
- Mohamad, M (1970). *The Malay Dilemma*, Singapore, The Asia-Pacific Press.
- Moore, D. and Buttner, H. (1997). *Female Entrepreneurs: Moving Beyond the Glass Ceiling*, Sage, Thousand Oaks, CA.
- Morris, Michael H. and Paul, G.W., (1987). The Relationship Between Entrepreneurship and Marketing in Established Firms. *J. Business Venturing* 2 : 247-259.
- Narver, J. C. and Slater, S. F. (1990). The Effect of a Market Orientation on Business Profitability. *Journal of Marketing*, Vol. 54, pp. 20-35.
- Pages, E. R. (2005). The Changing Demography of Entrepreneurship. *Local Economy*, 20: 93-97
- Pelham, M. A. (2000). Market Orientation and Other Potential Influences on Performance in Small and Medium-sized Manufacturing Firms, *Journal of Small Business Management*, 38(1): 48-67.
- Peterson, M. (1995). Leading Cuban-American Entrepreneurs: The Process of Developing Motives, Abilities and Resources, *Human Relations*, 48 (10), 1193-1203.
- Popenoe, O. (1970). *Malay Entrepreneurs: An Analysis Of The Social Background. Careers And Attitudes Of The Leading Malay Businessman In West Malaysia*. Unpublished Ph.D, University of London.
- Putnam, R. (1993). *Making Democracy Work: Civic Tradition In Modern Italy*. Princeton: Princeton University Press.
- Rauch, Wiklund, J., Lumpkin G.T., & Frese M. (2009). Entrepreneurial Orientation and Business Performance: An Assessment of Past Research and Suggestions for the Future. *Entrepreneurship Theory and Practice*.
- Reese, P. R., & Aldrich, H. (1995). Entrepreneurial Networks And Business Performance: A Panel Study Of Small And Medium-Sized Firms In Research Triangle. In S. Birley., & I. C. MacMillan (Ed.), *International entrepreneurship* (pp. 124-44). London: Routledge.
- Ring, P. S. and A. H. Van de Ven (1992). Structuring Cooperative Relationships Between Organizations, *Strategic Management Journal*, 13, 483-98
- Robles, B. (2004). Emergent Entrepreneurs: Latino-Owned Businesses in the Borderlands, *Texas Business Review*, 1-4.
- Rosa, P., Carter, S., & Hamilton, D. (1996). Gender as a Determinant of Small business Performance: Insights From a British Study. *Small Business Economics*, 8(4), 463-478.
- Saxe, R., Weitz, B. A. (1982). The SOCO Scale: a Measure of the Customer Orientation of Salespeople, *Journal of Marketing Research*, Vol.19, No. August, pp. 343- 51.
- Sexton, D.L. (1989). Research on Women Business Owners, in O. Hagen, C. Rivchun and D.L. Sexton (Eds). *Women Owned Businesses*. New York: Praeger.
- Shun-Ching, H. & Cheng-Hsui Chen, A. (1998). Market Orientation of Small and Medium Sized Firms in Taiwan. *Journal of Small Business Management*, 36(3): 79-85.
- Siguaw, J.A., Brown, G., Widing, R. E.(1994). The Influence of the Market Orientation of the Firm on Sales Force Behavior and Attitudes. *Journal of Marketing Research*, Vol. 31, No. February, pp. 106-16.
- Slater, S. F., & Narver, J. C. (2000). The Positive Effect Of A Market Orientation On Business Profitability: A Balanced Replication. *Journal of Business Research*, 48, 69-73.
- Slater, S.F. and Narver, J.C. (1994). Does Competitive Environment Moderate The Market Orientation-Performance Relationship?, *Journal of Marketing*, Vol. 58 No. 1, pp. 46-55.
- SME Annual Report 2009/10 (2010), National SME Development Council, Kuala Lumpur, Malaysia.
- Smith-Hunter, A. (2006). *Women Entrepreneurs Across Racial Lines*, UK, Edward Edgar Publishing.
- Still, L. V. and Timms, W. (2000). I Want To Make A Difference, Women Small Business Owners: Their Businesses, Dreams, Lifestyles, And Measures Of Success, *Entrepreneurial SMES Engines for Growth in the Millennium*, paper presented to ICSB World Conference 2000, Brisbane, June
- Teoh, W.M.Y., & Chong, S.C. (2007). Theorising a Framework of Factors Influencing Performance of Women Entrepreneurs in Malaysia. *Journal of Asia Entrepreneurship and Sustainability*, 3(2), 42-59.
- United Nation Development programme, (2008). *Malaysia Nurturing Women Entrepreneur*
- United Nation Development programme, (2011). *Gender Inequality Index*.
- Verheul, I., Van Stel, A. and Thurik, R. (2006). Explaining Female And Male Entrepreneurship At The Country Level, *Entrepreneurship & Regional Development*, Vol. 18, pp. 151-83.
- Wiklund J, Shepherd D (2005). Entrepreneurial Orientation And Small Business Performance: A Configurational Approach, *Journal of Business Venturing*, 20: 71-91.
- Wiklund, J. (1998). Entrepreneurial Orientation As Predictor Of Performance And Entrepreneurial Behavior In Small Firms. In P. D. Reynolds, W. D. Bygrave, N. M.Carter, S. Manigart, C. M. Mason, G. D. Meyer, & K. G. Shaver (Eds.), *Frontiers of*

- entrepreneurship research* (pp. 281-296). Babson Park, MS: Babson College.
- Wiklund, J. (1999). The sustainability of the entrepreneurial orientation – performance relationship. *Entrepreneurship Theory and Practice*(Fall), 37-48.
- Wiklund, J., & Shepherd, D. (2005). Entrepreneurial Orientation And Small Business Performance: A Configurational Approach. *Journal of Business Venturing*. 20(1), 71-89.
- Wiklund, Johan and Dean Shepherd, (2005). Entrepreneurial Orientation and Small Business Performance: A Configurational Approach, *Journal of Business Venturing* 20 (1), 71–91.
- Zaheer, A., McEvily, B. and Perrone, V. (1998). Does trust matter? Exploring the effects of interorganizational and interpersonal trust on performance, *Strategic Management Journal*, Vol. 9 No. 2, pp. 141-59.
- Zahra, S. A. (1996). Governance, Ownership, And Corporate Entrepreneurship: The Moderating Impact Of Industry Technological Opportunities. *Academy of Management Journal*, 39(6), 1713-1735.
- Zahra, S. A., & Covin, J. G. (1995). Contextual Influences On The Corporate Entrepreneurship Performance Relationship: A Longitudinal Analysis, *Journal of Business Venturing*, 10(3), 43-58.
- Zahra, S. A., & Garvis, D. M. (2000). Entrepreneurship And Performance: The Moderating Effect Of International Environmental Hostility, *Journal of Business Venturing*, 15(5), 469–492.
- Zahra, Shaker A. (1999). The Changing Rule Of Global Competitiveness In The 21st Century, *The Academy of Management Executive*, 13, 1, 36-43.
- Zainol F.A and Ayadurai S. (2010). Cultural Background and Firm Performances of Indigenous (“Bumiputera”) Malay Family Firms in Malaysia: The Role of Entrepreneurial Orientation as a Mediating Variable, *Journal Of Asia Entrepreneurship And Sustainability* Vol VI, Issue 1, July 2010

