ENTREPRENEURIAL EDUCATION AND
ENTREPRENEURSHIP IN MALAYSIA
BOOK OF READINGS

VOLUME II

Editors
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ABBREVIATIONS

Universiti Malaysia Kelantan (UMK)
Research & Development (R&D), Faculty of Entrepreneurship and Business (FEB)
Prime Entrepreneurial Lecture Series (PELS)
Entrepreneurial Visit (EV)
Student in Enterprise Programme (SIEP)
Student Enterprise Centre (SEC)
Institutes of Higher Learning (IHLs)
Federal Agriculture Marketing Authority (FAMA)
Entrepreneurial Network Organisation (ENO)
Japan External Trade Organisation (JETRO)
Statistical Package for Social Sciences (SPSS)
Human Resource Management (HRM)
Knowledge, Skills, and Abilities (KSAs)
Small Medium Enterprises (SMEs)
Resource-Based View (RBV)
Knowledge Management (KM)
Resource-Based View Theory (RBV)
Small and Medium Industries Development Corporation (SMIDEC)
Malaysian Technology Development Corporation (MTDC)
Majlis Amanah Rakyat (MARA)
SME Bank (Small Medium Enterprise Bank)
Perbadanan Usahawan Nasional Berhad (PUNB)
Malaysian Entrepreneurship Development Centre (MEDEC)
New Economic Policies (NEP)
National Development Policy (NDP)
Total Factor Productivity' (TFP)
Small & Medium Industries Development Corporation (SMIDEC)
Ministry of International Trade (MITI)
High Performance Work System (HPWS)
Total Quality Management (TQM)
Standard Deviation (SD)
Competency-Based Training (CBT)
Main Office of National Postal Service Company in Sarawak, Malaysia (MONPSCOM)
Exploratory Factor Analysis (EFA)
Kaiser-Mayer-Olkin Test (KMO)
Bartlett’s test of sphericity (BTS)
Multinational Corporations (MNC)
Pemasaran Mahir Sdn Bhd (PRMSB)
Orange Kuala Holdings (M) Sdn Bhd (OKHSB)
Malaysia External Trade Development Corporation (MATRADE)
Information and Communications Technology (ICT)
Good Manufacture Practice (GMP)
Orange Kuala Holdings (M) Sdn Bhd (OKHSB)
ELIN (Electronic Library Information Navigator)
Malaysia Development Authority (MIDA)
Malaysian Association of Hotels (MAH)
Ministry of Culture, Arts and Tourism (MOCAT)
National Productivity Corporation (NPC)

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**FOREWORD**

This book, *Entrepreneurial Education and Entrepreneurship in Malaysia: Book of Readings, Volume II* is a compilation of articles written by lecturers of the Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan and lecturers of various institutions of higher learning throughout the country as well as their counterparts from other countries. Various themes of entrepreneurship in this book are augur well with the University's philosophy of entrepreneurial education as an engine of economic growth. Without a slightest doubt this book will be a useful resource for academic communities, students and also for entrepreneurs and future entrepreneurs.

Since its inception Universiti Malaysia Kelantan (UMK) has been entrusted to explore, develop, and disseminate entrepreneurial knowledge and information in Malaysia. UMK aspires to materialize the taglines which are *Entrepreneurial University, Entrepreneurship Education and Entrepreneurship is Our Thrust*. UMK hopes to deliver entrepreneurship education at its best. Entrepreneurial education at UMK is delivered through various means such as teaching and learning, research & development (R&D), seminars, workshop and conventions, writing and publishing which will fulfill the needs of the industry and the nation. Prominent entrepreneurs as well as well-known academicians are invited to the campus to share their experiences. A novel approach to entrepreneurship learning that combines outcomes based learning and students centred learning are inculcated in teaching at the university will accelerate the aspiration of our country to be a developed country in the year 2020.

Thank you

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Universiti Malaysia Kelantan (UMK) since its inception in 2007 is fully aware of the importance of entrepreneurship education and entrepreneurship to produce capable and talented graduates to contribute our country's vision for a developed country with high income economy in year 2020. Using the tag lines "Entrepreneurial University" as well as "Entrepreneurship is our Trust", UMK hopes to champion entrepreneurial education and in turn to propel entrepreneurship in order to develop entrepreneurial society in the country. Entrepreneurial education at UMK is built upon the philosophy that each and every person has an equal chance to become entrepreneur. A conducive environment of entrepreneurship is established within the university encourages its students as well as staff to exhibit their entrepreneurial talents and capabilities to the fullest. This is a *raison d'être* of the establishment of UMK. Innovative entrepreneurship curricular that blended with theory and practice at the university will produce a new generation of graduates who are creative and innovative enough to be successful entrepreneurs and intrapreneurs (who possess the same quality as entrepreneur) and then contribute significantly to the country's growth.

As one of the oldest faculties at UMK, Faculty of Entrepreneurship and Business (FEB) plays pivotal roles in contributing to entrepreneurial learning as well as disseminating entrepreneurship knowledge. Apart from classroom teaching, students of FEB are exposed to various study techniques including experience sharing with entrepreneurs through the Prime Entrepreneurial Lecture Series (PELS), Entrepreneurial Visit (EV) to various business premises across the country, industrial training, and input from entrepreneurs and practitioners in each course conducted by the faculty. Furthermore, students are required to engage with entrepreneurs of their choice during semester holiday under the Student in Enterprise Programme (SIEP). The establishment of Student Enterprise Centre (SEC) as a one-stop centre catering the needs of students in running their business inside and outside the campus acts as a business incubator for students.

Apart from teaching, lecturers of the faculty also contribute to the domain of entrepreneurship and business through other means. They disseminate their knowledge and expertise through research, seminar, workshop, conference as well as consultation. This book is the 2nd. volume of a compilation of various articles written by lecturers of Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan and other lecturers in entrepreneurship and business in various Institutes of Higher Learning (IHLs) in Malaysia. The aim of this book is to help lay the groundwork for entrepreneurial education and entrepreneurship in IHLs in particular and in Malaysia in general. Unlike with the 1st. Volume which is heavily focused on entrepreneurial education, this volume focuses more on entrepreneurial and other issues in business.

Altogether there are 16 chapters of this book. It comprises 4 main sections under different themes – entrepreneurship, human resource management, competitive advantage and tourism and hospitality. The first theme consists 5 chapters, chapter 1 to 5. The first chapter by Mohd Rosli Mohamad debates theory and practice of entrepreneurial network organisation. He argues that the burgeoning interest of scholars in the area of entrepreneurship has complicated the interpretation of the word entrepreneurship. Each and every scholar seems to engage in the Indian parable of a blind man with an elephant. As such the interpretation of entrepreneurship is narrowly focused on specific area and fails to look at entrepreneurship as a whole. As a result the author argues that the literature incapables to integrate entrepreneurship with network and organisation into a single and coherent framework. Coining the Entrepreneurial Network Organisation concept, the author shows how the entrepreneur as a prime dynamic factor adapts to its need and the environment changes, which ultimately shape certain forms of organization. By examining industrial districts, business groups, strategic alliances and subcontracting arrangements as the cases, the author concludes how and why they are formed in the real world. A chapter by Muhammad Abi Sofian Abdul Halim, Zainuddin Zakaria and Azemi Che Hamid investigated Agropreneur's personality traits and entrepreneurial commitment. The authors used entrepreneurs at Pasar Tani in Terengganu as their case. Using the sampling frame of agropreneur registered under Federal Agriculture Marketing Authority (FAMA) in the state, 248 sets of questionnaires were disseminated. They conducted a multiple regression analysis to determine the influence level of personality traits on entrepreneurial commitment. Their results showed that that more than thirty percent of the variance in entrepreneurial commitment could be predicted from the factors of personality traits. The finding of their study is important for FAMA Terengganu in designing entrepreneurial development programmes
for the agropreneurs especially on the development of their personality and entrepreneurial commitment. This is followed by a chapter by Mohd Rafi Yaacob and Jivaha d/o Ramasamy who investigated what motivate Indian entrepreneurs to operate Indian restaurants in Kelantan and Selangor? They used David McClelland motivational theory to answer the research questions. According to the theory the four motivations of entrepreneurship are: need of achievement, authority and power, affiliation and safety and security. Altogether four Indian restaurant owners in Selangor and Kelantan were approached and data were gathered using face to face interviews. The results of the study are in line with most motivational factors of David McClelland’s.

A further chapter by Wan Farha and Mohd Hafizie used the model of personality trait and knowledge approach in order to capture the entrepreneurs’ performance among entrepreneurs in Kota Bharu, Kelantan. A total of 169 entrepreneurs were participated in their research. The findings of the study indicate that working experience and skills were important in determining the factors influencing the entrepreneurial performance in Kota Bharu, Kelantan. It is suggested that by ensuring the stability of those resources from time to time will strengthen entrepreneurs’ perceptions to sustain their performance in the future. Furthermore, other recommendation is that if the entrepreneurs wish to retain and sustain their business, they should have an analytical thinking and committed to their jobs, must resolve conflicts in a manner that will eliminate unimportant loss and inconvenience to their business and the important thing is develop loyal customer. This is followed by a chapter by Tuan Mohd Rosli Tuan Hassan, Dalili Imani Shafie, Nik Kamaruzaman Abdulatif, Mohd Rafi Yaacob and Rustam Shaari who explores some issues of sustainability faced by Bumiputra entrepreneurs in woods based industry in Malaysia. They identify knowledge management and resources-based capacity including innovation and know-how that influence the sustainability of the entrepreneurs in the industry. The wood based industry in Malaysia is compelled to react to mounting pressures resulting from globalization and the unpredictable changes in economic conditions. The pressures are manifested by heightened competition and the demand for sustainable development from governments and customers, all these require new approaches to manage and transform available resources. Hence to ensure the industry successful in knowledge-based economy, it needs to be innovative, focus on knowledge management driven and enrich the people competency. All these will lead to sustainable competitive advantage in the industry. In the last part of the chapter a model of capacity building towards sustainable competitive advantage is proposed by the authors to explain these issues in the context of Malaysian woods furniture of Bumiputra entrepreneurs.

Second theme is human resource management, specially business strategy and high human resource practices, competency based-training and performance appraisal systems are discussed in Chapter 6, 7 and 9 respectively. The first chapter under this theme is written by Wee Yu Ghee, Kamarul Zaman Ahmad and Yap Sheau Fen who investigated the linkages between business strategy and involvement human resource management and their impact on firm performance. Using 42 SMEs in Malaysia, the findings show that there were significant relationships among these variables. Their findings strengthen the need to implement high involvement human resource strategies. Second chapter under this theme is written by Ilhaamie Abdul Ghani Azmi, Alwi Shabudin and Abdul Rahman Abdul Rahim. In their concept paper they stress the importance of the introduction of Competency-Based Training to enhance quality of service provided by an organisation. Enhancement of service quality in turn has a positive impact on organisation’s performance. The authors suggest empirical study on SMEs to support their hypothesis. The chapter by Azman Ismail and Zalina Ibrahim examines the relationship between political behaviour in performance appraisal systems and job satisfaction of 137 employees of a postal service in Sarawak. They found that political behaviour in performance appraisal systems determines the distributive justice in the studied organisation. As far as theoretical contribution of the study is concerned, the findings reveal that the ability of appraisers to properly implement political behaviour in performance appraisal systems can lead to increase appraisers’ feelings of distributive justice in the studied organization in Sarawak.

The third theme of this book relates to organisational competitive advantage. Adam Mat and Razli Che Razak concern for innovation types as moderators between the relationship between organisational learning capability and technological innovation implementation in manufacturing process. The authors stress that innovation is an important tool for survival in today’s competitive environment. Using resource-based view theory they developed their proposed framework. According to their proposed framework two types of innovation are