

**FIRM PERFORMANCE AND
ENTREPRENEURIAL NETWORK:
THE MODERATING EFFECT OF RESOURCES FACTOR
IN A MULTIRACIAL COUNTRY**

LAW KUAN KHENG

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
November 2012**

**FIRM PERFORMANCE AND ENTREPRENEURIAL NETWORK:
THE MODERATING EFFECT OF RESOURCES FACTOR
IN A MULTIRACIAL COUNTRY**

By

LAW KUAN KHENG

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



Kolej Perniagaan
(College of Business)
Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

LAW KUAN KHENG

calon untuk Ijazah

DOCTOR OF PHILOSOPHY

(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:

(has presented his/her thesis / dissertation of the following title):

**FIRM PERFORMANCE AND ENTREPRENEURIAL NETWORK: THE MODERATING EFFECT OF
RESOURCES FACTOR IN A MULTIRACIAL COUNTRY**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada:

8 Januari 2012.

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:

8 January 2012).

Pengerusi Viva
(Chairman for Viva)

: **Prof. Dr. Nor Hayati binti Ahmad**

Tandatangan
(Signature)

Pemeriksa Luar
(External Examiner)

: **Prof. Dr. Mohamed Dahlan bin Ibrahim**

Tandatangan
(Signature)

Pemeriksa Dalam
(Internal Examiner)

: **Prof. Dr. Mohd Noor bin Mohd Shariff**

Tandatangan
(Signature)


Tarikh: **8 January 2012**
(Date)

Nama Pelajar
(Name of Student) : Law Kuan Kheng

Tajuk Tesis / Disertasi
(Title of the Thesis / Dissertation) : **Firm Performance and Entrepreneurial Network: The Moderating
Effect of Resources Factor in a Multiracial Country**

Program Pengajian
(Programme of Study) : Doctor of Philosophy

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : Assoc. Prof. Dr. Mohd Sobri bin Minai


Tandatangan
(Signature)

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in his absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia,
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

The purpose of this study is to examine the relationship between entrepreneurial network and firm performance in the services sector of the Small and Medium Enterprises (SMEs) in Malaysia. Entrepreneurial network is classified into two components; network structure and networking activities. Firm performance is measured from the perspectives of sales, profitability and overall performance. The main focus of this study is to test the moderating effect of the various types of resources (finance, information, moral support and infrastructure facilities) on the relationship between the entrepreneurial network and firm performance. In addition, the unique multiracial scenario in Malaysia enabled the researcher to further investigate the homogeneity and heterogeneity of network characteristics between the Malay and the Chinese owner-managers. The findings from the study indicated that entrepreneurial network has significantly influenced the firm performance. However, it is limited to certain dimensions of the entrepreneurial networks. On the other hand, the findings also revealed that the moral support resource has significantly moderated the relationship between entrepreneurial network and firm performance. From the analysis on the two ethnic groups that there was a significant difference on entrepreneurial network characteristic (network size of family members, network size of relatives, network size of friends, network size of government agencies and total network size) between Malay and Chinese owner-managers. Besides, the findings of the study also indicated that there was a significant relationship between entrepreneurial network and firm performance among the Chinese owner-managers but it was not significant for the Malay owner-managers. One of the major contributions of this study is that the moral support resource has significantly moderated the relationship between entrepreneurial network and firm performance. Besides, it provides new insights on the unique characteristics of entrepreneurial network among the Malay and Chinese owner-managers in Malaysia.

Keywords: Firm Performance, Entrepreneurial Network, Moderating Effect, Resources, Multiracial Country

ABSTRAK

Kajian ini dijalankan bertujuan untuk menguji hubungan antara jaringan keusahawanan dan prestasi firma dalam sektor perkhidmatan bagi Enterprais Kecil dan Sederhana (EKS) di Malaysia. Jaringan keusahawanan dipecahkan kepada dua komponen iaitu struktur jaringan dan aktiviti jaringan. Prestasi firma diukur berdasarkan jualan, keuntungan dan prestasi keseluruhan. Fokus utama kajian adalah untuk menguji kesan “moderating” pelbagai jenis sumber yang berlainan (kewangan, informasi, sokongan moral dan fasiliti infrastruktur) terhadap hubungan di antara jaringan keusahawanan dan prestasi firma. Selain itu, ciri-ciri unik masyarakat majmuk di Malaysia membolehkan kajian ini turut mengkaji persamaan dan perbezaan ciri-ciri jaringan keusahawanan di antara pengusaha berbangsa Melayu dan Cina. Hasil kajian menunjukkan jaringan keusahawanan mempengaruhi prestasi firma. Walau bagaimanapun, ianya terhad kepada dimensi jaringan keusahawanan tertentu sahaja. Selain itu, hasil kajian juga menunjukkan bahawa hanya sumber sokongan moral memberi kesan “moderating” secara signifikan terhadap hubungan antara jaringan keusahawanan dan prestasi firma. Selain daripada itu, analisis kajian ke atas kedua-dua bangsa menjelaskan bahawa wujud perbezaan ketara antara pengusaha berbangsa Melayu dan berbangsa Cina dalam skor purata untuk ciri-ciri jaringan keusahawanan (saiz jaringan ahli keluarga, saiz jaringan saudara-mara, saiz jaringan kawan, saiz jaringan pegawai kerajaan dan saiz jaringan keseluruhan). Seterusnya, hasil kajian juga menunjukkan jaringan keusahawanan mempunyai hubungan yang signifikan terhadap prestasi di kalangan pengusaha berbangsa Cina tetapi tidak signifikan di kalangan pengusaha Melayu. Penyelidikan ini menyumbang dalam memahami jenis sumber yang mempunyai kesan “moderating” terhadap hubungan antara jaringan keusahawanan dan prestasi firma. Di samping itu, hasil kajian ini juga menyediakan maklumat penting tentang ciri-ciri keunikan jaringan keusahawanan di kalangan pengusaha berbangsa Melayu dan Cina di Malaysia.

Katakunci: Prestasi Firma, Jaringan Keusahawanan, Kesan “Moderating”, Sumber, Negara Majmuk

ACKNOWLEDGEMENTS

The journey of writing this thesis could not have been accomplished without the valued and intellectual contribution of several parties and individuals whom I wish to presently acknowledge and sincerely thank for their support and encouragement. First, I would like to express my gratitude to the Ministry of Higher Education and Universiti Teknologi MARA (UiTM) for the scholarship. Secondly, I am heartily thankful to my supervisor, Prof. Madya Dr. Mohd Sobri Minai, for his invaluable encouragement, expertise, patience, guidance and support of writing this thesis. I would like to express my grateful appreciation to Prof. Madya Dr. Abu Bakar Hamed for his kind advice at the beginning stage of writing this thesis.

I also would like to express gratitude to my colleagues in Universiti Teknologi MARA, Kedah namely Dr. Mak Kem Seng, Dr. Kor Liew Kee, Dr. Tan Teow Ghee, Ooi Ae Kee, Wong Soon Heng, Lee Chai Chuen, Dr. Jamaludin Akbar, Muhammad Sazri Khamis, Muna Abdul Jalil, Raden Mohd Ngisomuddin and Ui Wei Lii for helping me to complete my research.

Last but not least, my deepest gratitude goes to my family. To my loving wife Gow Yee Loon and my two cute daughters, Angel Law Ying Rou and Nicole Law Ying Rui, thank you for the support and patience throughout the whole period of completing my thesis. My love and appreciation extended to my late father, mother, brother and sisters for their sincere moral support. Special thanks to my eldest brother, Law Kuan Poh for helping me in editing my thesis works.

TABLE OF CONTENTS

	Page
TITLE PAGE	i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENTS	vii
TABLE OF CONTENTS	viii
LIST OF APPENDICES	xv
LIST OF TABLES	xvi
LIST OF FIGURES	xxiii
LIST OF ABBREVIATIONS	xxiv
 CHAPTER ONE – INTRODUCTION	
1.1 BACKGROUND OF THE STUDY	1
1.2 PROBLEM STATEMENT	3
1.3 RESEARCH QUESTIONS	9
1.4 RESEARCH OBJECTIVES	10
1.5 SIGNIFICANCE OF THE STUDY	11
1.6 SCOPE AND LIMITATION OF THE STUDY	11
1.7 ORGANIZATION OF THE THESIS	12
 CHAPTER TWO - LITERATURE REVIEW	
2.1 INTRODUCTION	14
2.2 OVERVIEW OF THE DEVELOPMENT AND IMPORTANCE OF ENTREPRENEURSHIP IN MALAYSIA	14
2.2.1 Historical Background and Context of Entrepreneurship Development in Malaysia	15

	Page
2.3 OVERVIEW OF THE SMALL AND MEDIUM ENTERPRISES (SMEs) IN MALAYSIA	19
2.4 SME DEFINITION	23
2.5 SMEs IN THE SERVICES SECTOR	28
2.5.1 Historical Background of Services Sector Activities in Malaysia	30
2.5.2 The Current Status of Services Sector in Malaysia	33
2.6 OVERVIEW AND IMPORTANCE OF SERVICE SECTOR IN MALAYSIA	38
2.6.1 Vision 2020	39
2.6.2 Tenth Malaysia Plan (2011-2015)	41
2.6.3 The New Economic Policy	42
2.6.4 The New Economic Model (NEM)	42
2.7 GOVERNMENT AGENCIES INVOLVEMENT IN THE DEVELOPMENT OF SMEs SERVICES ACTIVITIES IN MALAYSIA	43
2.7.1 National Small and Medium Enterprise Development Council (NSDC)	43
2.7.2 Ministry of International Trade and Industry Malaysia (MITI)	45
2.7.3 SME Corporation Malaysia (formerly known as Small and Medium Enterprise Corporation Malaysia, SMIDEC)	45
2.7.4 Majlis Amanah Rakyat (MARA)	46
2.7.5 SME BANK	47
2.7.6 Perbadanan Usahawan Nasional Berhad (PUNB)	48

	Page
2.8 FIRM PERFORMANCE	48
2.8.1 The Concept of Performance within the Context of the Study	52
2.8.2 Firm Performance Measurement	55
2.8.3 The Effect of Number of Resources on the Firm Performance	60
2.9 SMEs ENTREPRENEURIAL NETWORK: CONCEPT AND ISSUES	67
2.9.1 Definition of Entrepreneurial Network	68
2.9.2 Types of Networks	70
2.9.3 Network Structure and Networking Activities	75
2.10 MALAYSIAN ENTREPRENEURIAL NETWORK	86
2.10.1 The Effect of Entrepreneurial Network on Firm Performance	91
2.10.2 The Malay and Chinese in Malaysia: Past and Present Scenario	92
2.11 ETHNICITY ENTREPRENEURSHIP	97
2.12 CONCLUSION	98
 CHAPTER THREE - RESEARCH METHODOLOGY	 100
3.1 INTRODUCTION	100
3.2 RESEARCH FRAMEWORK DEVELOPMENT	101
3.3 SUPPORTING THEORIES	105
3.4 RESEARCH DESIGN	108
3.4.1 Independent Variables	109
3.4.1.1 Network Structure	109
3.4.1.2 Networking Activities	112
3.4.2 Dependent Variable – Firm Performance	114

	Page
3.4.3 Moderating Variable – Types of Resources	116
3.5 POPULATION AND SAMPLING	116
3.6 HYPOTHESES DEVELOPMENT	121
3.7 QUESTIONNAIRE	135
3.8 PILOT STUDY	138
3.8.1 Inter-item Consistency Reliability	138
3.8.2 Content Validity	138
3.8.3 Construct Validity	139
3.8.4 Confirmatory Factor Analysis of the Questionnaire	139
3.9 DATA COLLECTION	142
3.10 DATA ANALYSIS	145
3.10.1 Quantitative Data Analysis	145
3.10.2 Qualitative Data Analysis	145
3.11 SUMMARY	147
CHAPTER 4 – DATA ANALYSIS AND RESULTS OF FINDING	149
4.1 INTRODUCTION	149
4.2 DESCRIPTIVE ANALYSIS	150
4.3 FACTOR ANALYSIS AND CRONBACH ALPHA	152
4.4 ASSESSMENT OF NORMALITY	154
4.5 INTERCORRELATION BETWEEN VARIABLES ON FIRM PERFORMANCE	155

	Page
4.6 THE MODERATING EFFECT OF DIFFERENT TYPES OF RESOURCES ON THE RELATIONSHIP BETWEEN ENTREPRENEURIAL NETWORK AND FIRM PERFORMANCE	162
4.6.1 The Moderating Effect of Finance Resource on the Relationship between Entrepreneurial Network and Firm Performance	162
4.6.2 The Moderating Effect of Information Resource on the Relationship between Entrepreneurial Network and Firm Performance	168
4.6.3 The Moderating Effect of Moral Support Resource on the Relationship between Entrepreneurial Network and Firm Performance	174
4.6.4 The Moderating Effect of Infrastructure Facilities Resource on the Relationship between Entrepreneurial Network and Firm Performance	185
4.7 COMPARISON ON THE UNIQUE CHARACTERISTIC OF THE DIFFERENT RACES OF ENTREPRENEURIAL NETWORK BETWEEN MALAY AND CHINESE OWNER-MANAGERS IN SMES SERVICES SECTOR	191
4.8 THE INFLUENCE OF ENTREPRENEURIAL NETWORK TO FIRM PERFORMANCE AMONG MALAY OWNER-MANAGERS	199
4.8.1 Regression Analysis on the Relationship between Entrepreneurial Network and Sales Performance among Malay Owner-managers	199
4.8.2 Regression Analysis on the Relationship between Entrepreneurial Network and Profitability Performance among Malay Owner-managers	200
4.8.3 Regression Analysis on the Relationship between Entrepreneurial Network and Overall Performance among Malay Owner-managers	201

	Page
4.9 THE INFLUENCE OF ENTREPRENEURIAL NETWORK TO FIRM PERFORMANCE AMONG CHINESE OWNER-MANAGERS	202
4.9.1 Regression Analysis on the Relationship between Entrepreneurial Network and Sales Performance among Chinese Owner-managers	202
4.9.2 Regression Analysis on the Relationship between Entrepreneurial Network and Profitability Performance among Chinese Owner-managers	203
4.9.3 Regression analysis on the relationship between entrepreneurial network and OVERALL PERFORMANCE among Chinese owner-managers	204
4.10 THE MODERATING EFFECT OF RESOURCES ON THE RELATIONSHIP BETWEEN ENTREPRENEURIAL NETWORK AND FIRM PERFORMANCE ACROSS ETHNIC GROUP	205
4.10.1 Malay Ethnic	205
4.10.2 Chinese Ethnic	229
4.11 QUALITATIVE DATA – ANALYSIS OF INTERVIEW TRANSCRIPTS	254
4.12 SUMMARY	261
CHAPTER 5 – DISCUSSION AND CONCLUSION	263
5.1 INTRODUCTION	263
5.2 DISCUSSION	264
5.2.1 The Effect of Entrepreneurial Network on Firm Performance	265
5.2.2 The Moderating Effect of Number of Resources on the Relationship between Entrepreneurial Network and Firm Performance	270
5.2.3 Comparison between Malay and Chinese Owner-Managers	272

	Page
5.2.3.1 Entrepreneurial Network and Firm Performance: Malay versus Chinese Owner-managers	276
5.3 PERCEPTION ON THE IMPORTANCE OF ENTREPRENEURIAL NETWORK TO OWNER-MANAGERS (QUALITATIVE DATA)	277
5.4 THEORITICAL IMPLICATION	280
5.5 RECOMMENDATION	280
5.6 CONCLUSION	281
REFERENCES	283
APPENDIXES	

LIST OF APPENDICES

- Appendix 1 Summary of Previous Studies on Firm Performance
from Year 1996 -2008
- Appendix 2 Firm Performance Dimensions / Indicators and
Sources of Reference
- Appendix 3 Factors influencing Firm Performance (Zimmerer
and Scarborough (2009)
- Appendix 4 Model of Relationship between the Entrepreneurial
Orientation and Firm Performance (Lumpkin and Dess, 1996)
- Appendix 5 Questionnaire (English version)
- Appendix 6 Questionnaire (Malay version)
- Appendix 7 Questionnaire (Mandarin version)
- Appendix 8 Factor Analysis Output
- Appendix 9 Normality's Q-Q Plot
- Appendix 10 A Sample of Interview Transcript Data

LIST OF TABLES

Table		Page
Table 1.1	The Number of Businesses being Closed Down from Year 2002-2006	4
Table 2.1	Malaysia: Ownership of Share Capital (at par value) of Limited Companies, 1969-2008 (percentages)	18
Table 2.2	Distribution of SMEs by Size	20
Table 2.3	Distribution of SMEs by Sector	20
Table 2.4	The Statistics of Graduates from Year 2000 to 2005	21
Table 2.5	Employment by Industry ('000 persons)	22
Table 2.6	Employment of SMEs to Total Employment (% Share)	22
Table 2.7	Contribution to Total Value-added	23
Table 2.8	Bolton's Definition of Small Firms	24
Table 2.9	SMEs Definition (based on Malaysian Perspective)	26
Table 2.10	SME Definitions based on Annual Sales Turnover	27
Table 2.11	SME Definitions based on Number of Full-time Employees	27
Table 2.12	Measures Used to Define SMEs	28
Table 2.13	Distribution of SMEs in the Services Sector (by Size)	28
Table 2.14	Distribution of SMEs in the Services Sector (by value of Job Employment)	29
Table 2.15	SME Services Growth versus Overall Services Growth (Annual Change in %)	30
Table 2.16	Growth of GDP and Services Sector 1980 -2005	31
Table 2.17	Growth of Sub-Sectors in Services Sector, 1980-2005	32
Table 2.18	Contribution to GDP by Sub-Sectors in Services Sector in Malaysia, 1980-2005	33

Table		Page
Table 2.19	Gross Domestic Product (GDP) by Sector 2010 -2012 (at constant 2000 prices)	34
Table 2.20	Services Sector Performance 2010 -2012 (at constant 2000 prices)	37
Table 2.21	Employment by Sector	38
Table 2.22	Entrepreneurial Characteristics	49
Table 2.23	Taxonomy of Performance Measures	55
Table 2.24	Types of Resources	62
Table 2.25	Network Size	76
Table 2.26	Central Bank of Malaysia SME Special Funds – 2007	86
Table 2.27	Population Size, 2000-2010 (million persons)	93
Table 3.1	Sample Size Used by Various Studies	118
Table 3.2	Respond rate of Previous Studies	119
Table 3.3	Proportion Stratified Random Sampling	120
Table 3.4	Items Distribution by Variables in the Questionnaire	137
Table 3.5	Kaiser-Meyer-Olkin (KMO) and Barlett’s Test (Pilot Study)	140
Table 3.6	Factor Loading of the Questionnaire	141
Table 3.7	Survey Sample and Sample Collected	143
Table 3.8	Non-Response Bias between Early and Late Respondents	144
Table 4.1	Demographic Analysis	150
Table 4.2	Kaiser-Meyer-Olkin (KMO) and Barlett’s Test	152
Table 4.3	Total Variance Explained	153
Table 4.4	Factor Loading and Structure Matrix	153

Table		Page
Table 4.5	Performance Subscale – Means, Standard Deviations and Cronbach Alpha Coefficients	154
Table 4.6	Normality Test	155
Table 4.7	Correlation Analysis Summary between Variables	157
Table 4.8	Correlation Analysis Summary between Network Size Variables	158
Table 4.9	Result of Regression Analysis (Sales Performance)(Coefficients)	159
Table 4.10	Result of Regression Analysis (Profitability Performance)(Coefficients)	160
Table 4.11	Result of Regression Analysis (Overall Performance)(Coefficients)	161
Table 4.12	Hierarchical Regression Results Using Finance Resource as a Moderator in the Relationship between Entrepreneurial Network and Sales Performance	162
Table 4.13	Hierarchical Regression Results Using Finance Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance	164
Table 4.14	Hierarchical Regression Results Using Finance Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance	166
Table 4.15	Hierarchical Regression Results Using Information Resource as a Moderator in the Relationship between Entrepreneurial Network and Sales Performance	168
Table 4.16	Hierarchical Regression Results Using Information Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance	170
Table 4.17	Hierarchical Regression Results Using Information Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance	172
Table 4.18	Hierarchical Regression Results Using Moral Support Resource as a Moderator in the Relationship between Entrepreneurial Network and Sales Performance	174

Table		Page
Table 4.19	Hierarchical Regression Results Using Moral Support Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance	181
Table 4.20	Hierarchical Regression Results Using Moral Support Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance	183
Table 4.21	Hierarchical Regression Results Using Infrastructure Facilities Resource as a Moderator in the Relationship between Entrepreneurial Network and Sales Performance	185
Table 4.22	Hierarchical Regression Results Using Infrastructure Facilities Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance	187
Table 4.23	Hierarchical Regression Results Using Infrastructure Facilities Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance	189
Table 4.24	Comparison between Malay and Chinese in Network Size	193
Table 4.25	Independent Samples T-test for Network Size between Ethnic Groups	194
Table 4.26	Group Statistics of Mean Scores of Network Diversity in Race, Relationship, Occupation and Gender between Malay and Chinese Owner-managers	195
Table 4.27	Independent Samples t-test for network diversity between ethnic groups	196
Table 4.28	Group Statistics of Mean Scores of Network Density between Malay and Chinese Owner-managers	197
Table 4.29	Independent Samples T-test for Network Density between Ethnic Groups	197
Table 4.30	Group Statistics of Mean Scores of Networking Activities between Malay and Chinese Owner-managers	198
Table 4.31	Independent Samples T-test for Networking Activities between Ethnic Groups	198

Table		Page
Table 4.32	Results of Multiple Regression Analysis on the Network Variables and Sales Performance (Malay)(Coefficient)	199
Table 4.33	Results of Multiple Regression Analysis on the Network Variables and Profitability Performance (Malay)(Coefficients)	200
Table 4.34	Results of Multiple Regression Analysis on the Network Variables and Overall Performance (Malay)(Coefficients)	201
Table 4.35	Results of Multiple Regression Analysis on the Network Variables and Sales Performance (Chinese)(Coefficients)	202
Table 4.36	Results of Multiple Regression Analysis on the Network Variables and Profitability Performance (Chinese)(Coefficients)	203
Table 4.37	Results of Multiple Regression Analysis on the Network Variables and Overall Performance (Chinese)	204
Table 4.38	Hierarchical Regression Results Using Finance Resource as a Moderator in the Relationship between Entrepreneurial Network and Sales Performance (Malay)	205
Table 4.39	Hierarchical Regression Results Using Finance Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance (Malay)	207
Table 4.40	Hierarchical Regression Results Using Finance Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance (Malay)	209
Table 4.41	Hierarchical Regression Results Using Information Resource as a Moderator in the Relationship between Entrepreneurial Network and Sales Performance (Malay)	211
Table 4.42	Hierarchical Regression Results Using Information Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance (Malay)	213
Table 4.43	Hierarchical Regression Results Using Information Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance (Malay)	215

Table		Page
Table 4.44	Hierarchical Regression Results Using Moral Support Resource as a Moderator in the Relationship between Entrepreneurial Network and Sales Performance (Malay)	217
Table 4.45	Hierarchical Regression Results Using Moral Support Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance (Malay)	219
Table 4.46	Hierarchical Regression Results Using Moral Support Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance (Malay)	221
Table 4.47	Hierarchical Regression Results Using Infrastructure Facilities Resource as a Moderator in the Relationship between Entrepreneurial Network and Sales Performance (Malay)	223
Table 4.48	Hierarchical Regression Results Using Infrastructure Facilities Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance (Malay)	225
Table 4.49	Hierarchical Regression Results Using Infrastructure Facilities Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance (Malay)	227
Table 4.50	Hierarchical Regression Results Using Finance Resource as a Moderator in the Relationship between Entrepreneurial Network and Sales Performance (Chinese)	229
Table 4.51	Hierarchical Regression Results Using Finance Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance (Chinese)	231
Table 4.52	Hierarchical Regression Results Using Finance Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance (Chinese)	233
Table 4.53	Hierarchical Regression Results Using Information Resource as a Moderator in the Relationship between Entrepreneurial Network and Sales Performance (Chinese)	235

Table		Page
Table 4.54	Hierarchical Regression Results Using Information Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance (Chinese)	237
Table 4.55	Hierarchical Regression Results Using Information Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance (Chinese)	239
Table 4.56	Hierarchical Regression Results Using Moral Support Resource as a Moderator in the Relationship between Entrepreneurial Network and Sales Performance (Chinese)	241
Table 4.57	Hierarchical Regression Results Using Moral Support Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance (Chinese)	243
Table 4.58	Hierarchical Regression Results Using Moral Support Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance (Chinese)	245
Table 4.59	Hierarchical Regression Results Using Infrastructure Facilities Resource as a Moderator in the Relationship between Entrepreneurial Networks and Sales Performance (Chinese)	248
Table 4.60	Hierarchical Regression Results Using Infrastructure Facilities Resource as a Moderator in the Relationship between Entrepreneurial Network and Profitability Performance (Chinese)	250
Table 4.61	Hierarchical Regression Results Using Infrastructure Facilities Resource as a Moderator in the Relationship between Entrepreneurial Network and Overall Performance (Chinese)	252
Table 4.62	Summarized Results of Analysis	261

LIST OF FIGURES

Figure		Page
Figure 2.1	New Model of Relationship between Business and Family Members	73
Figure 3.1	The Basis for Relationship between Entrepreneurial Network Orientation and Firm Performance	101
Figure 3.2	The Components of Entrepreneurial Network	102
Figure 3.3	Research Framework	103
Figure 4.1	Plot of Interaction between Number of Hours Spent with Government Officers and Number of Moral Support Resource on Sales Performance	177
Figure 4.2	Plot of Interaction between Relative Network Size and Number of Moral Support Resource on Sales Performance	178
Figure 4.3	Plot of Interaction between Trade Organization Network Size and Number of Moral Support Resource on Sales Performance	180

LIST OF ABBREVIATIONS

ACCCIM	The Associated Chinese Chambers of Commerce and Industry of Malaysia
CCM	Company Commission of Malaysia
DPMM	Malay Chamber of Commerce Malaysia
EPU	Economic Planning Unit
FAIT	Foreign Affairs and International Trade Canada
FMM	Federation of Malaysian Manufacturers
IBEF	India Brand Equity Foundation
IPTA	Government-Higher Education Institution (Malaysia)
IPTS	Private-Higher Education Institution (Malaysia)
KTAK	Ministry of Energy, Water and Communications
MARA	Council of Trust for the Indigenous People (Majlis Amanah Rakyat)
MATRADE	Malaysia External Trade Development Corporation
MECD	Ministry of Entrepreneur and Cooperative Development
MIDA	Malaysian Industrial Development Authority
MIDF	Malaysia Industrial Development Finance
MITI	Ministry of International Trade and Industry
MTDC	Malaysia Technology Development Corporation
NHG	Number of Hours Spent Communicate and Discuss with Government Officers
NHT	Number of Hours Spent Communicate and Discuss with Members from Trade Organizations
NHS	Number of Hours Spent Communicate and Discuss with Members from Social Organizations
NTG	Number of Times Participated in Event or Activities Organized by Government Agencies
NTS	Number of Times Participated in Event or Activities Organized by Social Organizations
NTT	Number of Times Participated in Event or Activities Organized by Trade Organizations

OECD	Organization for Economic Co-operation and Development
SME	Small and Medium Enterprise
SMIDEC	Small and Medium Industries Development Corporation
US SBA	United States Small Business Administration

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

It is an indisputable fact that Small and Medium Enterprises (SMEs) play an important role in economic development (EIM, 2009; EPU, 2010). Worldwide, SMEs account for 90% to 95% of the businesses and generate between 60% and 90% of job opportunities in most countries (OECD, 2008). For example, in the United States, the SMEs which is referred to as small firms account up to 99.7% of total business establishment (US SBA, 2009) and contribute at least 50% share to the gross domestic product (GDP). Smale (2009) found that SMEs account for 51% of business establishment in the United Kingdom whereas Pettis (2010) reported 60% in China.

In Malaysia, the Company Commission of Malaysia, CCM (2007) reported that 99.2% of the firms were SMEs and this amounted up to 313,230 registered small companies in the country. In terms of the contribution to GDP, the contribution was relatively unchanged at 29% for the period from 2000 to 2004 and rose from 29.4% in 2005 to 31.4% in 2008. Although this percentage is lower compared to the developed countries such as the United States of America (USA) and the United Kingdom (UK), this is considered as quite high among the developing countries (Hussain, Si & Ahmed, 2010).

The contents of
the thesis is for
internal user
only

REFERENCES

- Aaker, D. A. (1989). Managing Assets and Skills: The Key to a Sustainable Competitive Advantage. *California Management Review*. Winter: 91-106.
- Abdul Ghani Farinda, Yusniza Kamarulzaman, Apnizan Abdullah, & Syed Zamberi Ahmad. (2009). Building business networking: A proposed framework for Malaysian SMEs. *International Review of Business Research Papers*, 5 (2), 151-160.
- Abu Bakar Hamed. (1995). *The personal network of small firm entrepreneurs in Malaysia. An exploratory study*. Unpublished doctoral dissertation, University of Glasgow, Scotland.
- Abu Bakar Hamed, Aini Hayati Mohamed, & Norsiah Mat. (1999). Women towards entrepreneurship era: Understanding of networking activities among women entrepreneurs (Wanita menuju ke era keusahawan: Memahami aktiviti jaringan usahanya). *Journal Pengurusan*, 18, 109-129.
- ACCCIM. (2008). *Report of ACCCIM Second SMEs Survey*, pp 1-11.
- Ahmad Sarji Abdul Hamid. (Eds). (1997). *Malaysia's vision 2020 understanding the concept, implications and challenges*. Petaling Jaya: Pelanduk Publications.
- Akinsanya, A. (1981). The former Western Nigeria Development Corporation: A framework for performance evaluation. *Public Administration and Development*, 1, 25-33.
- 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.
- Aldrich, H., Reese, P. R., Dubini, P., Rosen, B., & Woodward, B. (1989). Women on verge of a breakthrough: networking between entrepreneurs in the United States and Italy. *Entrepreneurship and Regional Development*, 1, 339-356.
- Aldrich, H., Rosen, B., & Woodward, W. (1987). *The impact of social networks on business foundings and profit: A longitudinal study*. Babson Entrepreneurship Conference.
- Ali Salman Saleh & Ndubisi, N. O. (2006). An evaluation of SME development in Malaysia. *International Review of Business Research Papers*, 2 (1), August, 1-14.
- Allen, W. D. (2000). Social networks and self-employment. *The Journal of Socio-Economics*, 29, 487-501.
- Amstrong, J. S. & Overton, T. A. (1982). Estimating nonresponse bias in mail surveys. In A. Jain, C. Pinson, & B. Ratchford, Chinchester, *Marketing Research Applications and Problems*. US: John Wiley and Sons.
- Anderson, A. R., Jack, S. L., & Dodd, S. D. (2005). The Role of Family Members in Entrepreneurial Networks: Beyond the Boundaries of the Family Firm. *Journal of Family Business Review*, 18 (2), 135-154.
- Ann, W.S. (2006). *The Business Secret of Chinese people(Rahsia bisnes orang Cina)*. Kuala Lumpur: PTS Professional Publishing Sdn. Bhd.
- Arenius, P., & De Clercq, A. (2005). A network based approach on opportunity recognition. *Small Business Economics*, 24, 249-265.
- Audretsch, D.B., & Keilbach, M. (2004). Entrepreneurship capital and economic performance. *Regional Studies*, 38 (8), 949-959.

- Asma Abdullah (1992). The influence of ethnic values on managerial practices in Malaysia. *Malaysian Management Review*, 27 (1), 3-18.
- Babakus, E., Yavas, U., & Haahti, A. (2006). Perceived uncertainty, networking and export performance: A study of Nordic SMEs. *European Business Review*, 18 (1), 4-13.
- Baldwin, J. R., Bian, L., Dupuy, R., & Gellatly, G. (2000). Failure rates for new Canadian firms: New perspective on entry and exit. Retrieved June 11, 2008, from <http://www.statcan.ca/bsolc/english/bsolc?catno=61-526-x>.
- Baker, W. (2000). *Achieving Success Through Social Capital: Tapping the Hidden Resources in Your Personal and Business Networks*. San Francisco: Jossey-Bass.
- Banker, R. D., Potter, G., & Srinivasan, D. (2000). An empirical investigation of an incentive plan that includes non-financial performance measures. *The Accounting Review*, 75 (1), 65-92.
- Barkham, R., Gudgin, G., Hart, M., & Hanvey, E. (1996). *The Determinants of Small Firm Growth: An Interregional Study in the United Kingdom 1986-90*. London: Jessica Kingsley.
- Barnes, J. (1954). Class and Committees in a Norwegian Island Parish. *Human Relations*, 7, 39-58.
- Barney, J. B. (1996). *Gaining and Sustaining Competitive Advantages*. Addison-Wesley, Reading, MA.
- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51 (6), 1173-1182.
- Barringer, B. R., & Harrison, J. S. (2000). Walking a tightrope: Creating value through interorganizational relationships. *Journal of Management*, 26 (3), 367-403.
- Bastani, S. (2007). Family comes first: Men's and women's personal network in Tehran. *Social Networks*, 29, 357-374.
- Batjargal, B. (2006). The dynamics of entrepreneurs' networks in transitioning economy: The case of Russia. *Journal of Entrepreneurship & Regional Development*, 18, JULY, 305 – 320.
- Benson-Rea, M., & Wilson, H. (2003). Networks, learning and the lifecycle. *European Management Journal*, 21, 5, 588-597.
- Biggs, T., Raturi, M., & Srivastava, P. (2002). Ethnic networks and access to credit: evidence from the manufacturing sector in Kenya. *Journal of Economic Behavior & Organization*, 49(4), 473-486.
- Biggs, T. & Shah, M. K. (2006). African small and medium enterprises, networks and manufacturing performance (RPED). Policy Research Working Paper 3855, Washington DC, USA.
- Birley, S. (1985). The role of networks in the entrepreneurial process. *Journal of Business Venturing*, 1, 107-117.
- Birley, S., Cromie, S., & Myers, A. (1991). Entrepreneurial networks: their emergence in Ireland and overseas. *International Small Business Journal*, 9 (4), 56-74.
- Blau, P. M. (1977). *Inequality and Heterogeneity*. New York: The Free Press.
- Blau, P. M. (1994). *Structural contexts of opportunities*. University of Chicago Press.

- Boissevain, J. (1974). *Friends of friends: Network, manipulators and coalitions*. Oxford: Basil Blackwell.
- Boissevain, J., & Grotenberg, H. (1986). Culture, structure and ethnic enterprise: The Surinamese of Amsterdam. *Ethnic and Racial Studies*, 9 (1), 1-23.
- Bontis, N., William Chua, C. K., & Richardson, S. (2000). Intellectual capital and business performance in Malaysian Industries. *Journal of Intellectual Capital*, 1 (1), 85-100.
- Brignall, S., & Ballantine, J. (1996). Performance measurement in service business revisited. *International Journal of Service Industry Management*, 7 (1), 6-31.
- Brown, B., & Butler, J. E. (1995). Competitors as allies: a study of entrepreneurial networks in the U.S.A. wine industry. *Journal of Small Business Management*, July, 57-66.
- Brown, J. S., & Duguid, P. (1992). Organizational learning and communities of practice: toward a unified view of working, learning, and innovation. *Organizational Science*, pp. 40-57.
- Bruderl, J., & Preisendorfer, P. (1998). Network support and the success of newly founded businesses. *Small Business Economics*, 10, 213-225.
- Brunner, J.A., Chen, J., Sun, C., & Zhou, N. (1989). The role of guanxi in negotiations in the Pacific Basin. *Journal of Global Marketing*, 3 (2), 7-23.
- Brush, C. G. & Chaganti, R. (1998). Business without glamour? An analysis of resources on performance by size and age in small service and retail firms. *Journal of Business Venturing*, 14, 233-257.
- Brush, C. G., & Vanderwerf, P. A. (1992). A comparison of methods and sources for obtaining estimates on new venture performance. *Journal of Business Venturing*, 7, 157-170.
- Bryson, J. (1997). Business service firms, service space and management of change. *Entrepreneurship & Regional Development*, 9, 93-111.
- Burke, R.J., Rothstein, M.G. & Bristor, J.M. (1995). Interpersonal networks of managerial and professional women and men: descriptive characteristics. *Women in Management Review*, 10 (1), 21-27.
- Burt, R. (1992). *Structural holes: The social structure of competition*. Cambridge, MA: Harvard University Press.
- Business Recorder (2009, September 27). Services sector contribution to overall GDP stood at 53 percent in 2007. Retrieved from <http://www.brecorder.com>.
- Butler, J. E., Brown, B., & Chamornmarn, W. (2003). Informational networks, entrepreneurial action and performance. *Asia Pacific Journal of Management*, 20, 151-174.
- Carson, D., Cromie, S., McGowen, P., & Hill, J. (1995). *Marketing and entrepreneurship in SMEs*. New Jersey: Prentice Hall.
- Carter, S. (2000). Improving the numbers and performance of women-owned businesses: some implications for training and advisory services. *Education + Training*, 42, 326-333.
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2001). *Applied business research: qualitative and quantitative methods*. Milton: John Wiley & Sons Australia Ltd.

- CCM (Company Commission of Malaysia). (2007). Statistic Report. Retrieved July 1, 2007, from <http://www.ssm.com.my/statistik.php>
- Central Bank of Malaysia. (2006). SME Annual Report 2005. Retrieved July 7, 2007, from <http://www.bnm.gov.my/index.php?ch=103&pg=456&ac=526&yr=2005>
- Central Bank of Malaysia. (2007). Annual Report 2006. Retrieved July 7, 2007, from http://www.btimes.com.my/Current_News/BT/BNM2006/bnm2006.pdf
- Central Bank of Malaysia. (2008). Annual Report 2007. Retrieved May 20, 2008, from http://www.btimes.com.my/Current_News/BT/BNM2007/bnm2007.pdf
- Chan, K. B. (Eds) (2000). *Chinese Business Networks*. Singapore: Prentice Hall.
- Chee, P. L. (1975). The role of small industry in the Malaysian economy. Unpublished doctoral dissertation, University of Malaya, Malaysia.
- Chee, P. L. (1986). *Small Industry in Malaysia*. Kuala Lumpur: Berita Publishing Sdn Bhd.
- Chell, E., & Baines, S. (2000). Networking, entrepreneurship and microbusiness behaviour. *Entrepreneurship & Regional Development*, 12, 195-215.
- Chetty, S. K., & Wilson, H. I. M. (2003). Collaborating with competitors to acquire resources. *Journal of International Business Review*, 12, 61-81.
- Chew, D. (1990). *Chinese pioneers on the Sarawak Frontier*. Singapore: Oxford University Press.
- Chu, P. (1996). Social network models for overseas Chinese entrepreneurship: The experience in Hong Kong and Canada. *Canadian Journal of Administrative Sciences*, 13 (4), 358-365.
- Cochrane, A. (1993). From financial control to strategy management: the changing faces of accountability in British local government. *Accounting, Auditing, and Accountability Journal*, 6 (2), 30-51.
- Cooper, A., 2002. Networks, alliances and entrepreneurship. In: Hitt, M., Ireland, D., Camp, M., Sexton, D.(Eds.), *Strategic Entrepreneurship*. Blackwell, Oxford, pp. 203-222.
- Cooper, A. C., Folta, T., & Woo, C. Y. (1991). Information acquisition and performance by start-up firms. In N. C. Churchill, W. D. Bygrave, D. L. Sexton, D. P. Slevin, K. H. Vesper, & W. E. Jr. Wetzel (Ed.), *Frontiers of Entrepreneurship Research* (pp. 276-290). Wellesley, MA: Babson College.
- Coviello, N. (2006). The network dynamics of international new ventures. *Journal of Business International Studies*, 37, 713 – 731.
- Covin, J. G., & Slevin, D. P. (1990). New venture strategic posture, structure, and performance: An industry life analysis. *Journal of Business Venturing*, 2, 123-135.
- Craig, J. C., & Grant, R. M. (1993). *Strategic Management*. London: Kogan Page Limited.
- Cromie, S., & Birley, S. (1992). Networking by female business owners in Northern Ireland. *Journal of Business Venturing*, 7, 237-251.
- Croteau, A-M., & Bergeron, F. (2001). An information technology trilogy: business strategy, technology deployment, and organizational performance. *Journal of Strategic Information Systems*, 10, 77-99.
- Curran, J., Jarvis, R., Blackburn, R. A., & Black, S. (1993). Networks and small firms: Constructs, methodological strategies, and some findings. *International Journal of Small Business*, 11 (2), 34-45.

- Davidsson, P., & Honig, B. (2003). The role of social and human capital among nascent entrepreneurs. *Journal of Business Venturing*, 18, 301-331.
- Deakins, D., & Freel, M. (2006). *Entrepreneurship and small firms* (4th ed.). Berkshire: McGraw-Hill.
- Department of Statistic Malaysia. (2006). Population. Retrieved July 7, 2007, from http://www.statistics.gov.my/english/frameset_keystats.php.
- Dess, G. G., & Robinson, R. B. (1984). Measuring organizational performance in the absent of objective measures: The case of private-held firms and conglomerate business units. *Strategic Management Journal*, 5, 265-273.
- Dollinger, M. J. (1999). *Entrepreneurship: Strategies and resources*. New Jersey: Prentice Hall.
- Dollinger, M. J. (2003). *Entrepreneurship: Strategies and resources* (3rd ed.). New Jersey: Prentice Hall.
- Dunkelberg, W. C., Cooper, A. C., Woo, C., & Denis, W. (1987). New firm growth and performance. *Frontiers of Entrepreneurship Research*, Wellesley, Mass: Babson College, 307-321.
- Durand, R., & Coeurderoy, R. (2001). Age, order of entry, strategy orientation, and organizational performance. *Journal of Business Venturing*, 16, 471-494.
- Economic Planning Unit (EPU). (2010). 10th Malaysian Plan. Retrieved July 6, 2010, from <http://www.epu.gov.my/html/themes/epu/html/RMKE10/img/pdf/en.pdf>
- Economic Division, Public Bank Berhad. (2005). Services sector in Malaysia. *Public Bank Economic Review*, August, 1-6.
- EIM. (2009). Annual Report on EU Small and Medium-sized Enterprises. Retrieved Mac 10, 2010, from http://ec.europa.eu/enterprise/policies/sme/files/craft/sme_perf_review/doc_08/spr08_annual_reporten.pdf
- Elmuti, D. & Kathawala, Y. (1997). An overview of benchmarking process: A tool for continuous improvement and competitive advantage. *International Journal of Benchmarking*, 4, 229 – 243.
- Evers, N., & Knight, J. (2008). Role of international trade shows in small firm internationalization: a network perspective. *International Marketing Review*, 25 (5), 544-562.
- FAIT (Foreign Affairs and International Trade Canada). (2004). Franchising in Africa. Retrieved June, 11, 2008, from <http://wol.international.gc.ca/canadaexport/view.aspx?isRedirect=True&id=381035&language=E>
- Famelo, B. (1989). The firm's external persons: Entrepreneurs or network actors? *Entrepreneurship & Regional Development*, 1, 167-177.
- Faridah Shahadan (2001). Bumiputra Commercial and Industrial Community in the Food-processing Industry: An Analysis of Institutional Support. *Humanomics*, 17, 86-98.
- Fiedler, E. (1964). A Contingency Model of Leadership Effectiveness. *Journal for Advances in Experimental Social Psychology*, Academic Press 1, 12, 149-190.
- Flippo, E. B. & Munsinger, G. M. (1978). *Management*. Boston: Allyn and Bacon, Inc.
- Flynn, B. B., Sakakibara, S., & Schroeder, R. G. (1995). Relationship between JIT and TQM: Practices and Performance. *Academy of Management Journal*, 38 (5), 1325-1360.

- Froschauer, K. (2001). East Asian and European entrepreneur immigrants in British Columbia, Canada: post-migration conduct and pre-migration context. *Journal of Ethnic and Migration Studies*, 27 (2), 225-240.
- Fuller-Love, N., & Thomas, E. (2004). Networks in small manufacturing firms. *Journal of Small Business and Enterprise Development*, 11 (2), 244-253.
- Galaskiewicz, I., & Marsden, P. (1978). Inter-organizational resource network: Formal patterns of overlap. *Social Science Research*, 7 (2), 89-100.
- Ghosh, B. C., & Kwan, W. (1996). An analysis of key success factors of SMEs: A comparative study of Singapore/Malaysia and Australia/New Zealand. Retrieved from University of Central Arkansas, Small Business Advancement Electronic Resources website: <http://sbaer.uca.edu/research/icsb/1996/09.pdf>.
- Gilmore, A., Carson, D., & Grant, K. (2001). SME marketing in practice. *Marketing Intelligence and Planning*, 19 (1), 6-11.
- Gilmore, A., Carson, D., Grant, K., O'Donnell, A., Laney, R., & Pickett, B. (2006). Networking in SMEs: Findings from Australia and Ireland. *Irish Marketing Review*, 18, 21-28.
- Golden, P. A. & Dollinger, M. (1993). Cooperative alliances and competitive strategies in small manufacturing firms. *Entrepreneurship Theory & Practices*, 17 (4), 43-56.
- Gomez, E. T. (1999). *Chinese Business In Malaysia: Accumulation, Accommodation and Ascendance*. Singapore: Curzon Press.
- Gomez, E.T. (2002). Chinese business development in Malaysia: Networks, entrepreneurship or patronage? In T. Menkhoff., & S. Gerke (Ed.), *Chinese entrepreneurship and Asian business networks* (pp. 159-83). London: RoutledgeCurzon.
- Gomez, E. T., Loh, W. L., & Lee, K. H. (2004). Malaysia. In E. T. Gomez & H. H. Michael Hsiao (Ed.), *Chinese Business in Southeast Asia* (pp. 62-84). London and New York: RoutledgeCurzon.
- Granovetter, M. S. (1973). The strength of weak ties. *American Journal of Sociology*, 78, 1360-1380.
- Grant, R. M. (1991). The resource-based theory of competitive advantage: implications for strategy formulation. *California Management Review*, 33 (3), 114-135.
- Greve, A. (1995). Networks and Entrepreneurship: An analysis of social relations, occupational background, and use of contacts during the establishment process. *Scandinavian Journal of Management*, 11 (1), 1-24.
- Greve, A., & Gattiker, U. E. (1994). *Entrepreneurs: Becoming a member or being a member of business networks*. Lethbridge and Bergen: University of Lethbridge, The Norwegian School of Economics and Business Administration.
- Greve, A. & Salaff, J. W. (2003). Social networks and entrepreneurship. *Entrepreneurship Theory & Practice*, 28 (1), 1-22.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis* (6th ed.). New Jersey: Pearson Prentice Hall.
- Hakkansson, H., & Johanson, J. (1988). Formal and informal cooperation strategies in international industrial networks. In F. J. Contractor & P. Lorange (Ed.), *Cooperative strategies in international business*. Boston: Lexington Books.
- Hamilton, G. G. (ed.) (1996). *Asian Business Network*. Berlin: Walter de Gruyter.

- Hamilton, G. G. & C. S. Kao. (1990). The institutional foundations of Chinese business: the family firm in Taiwan. *Comparative Social Research*, 12, 135-151.
- Han, S. B. (2000). The effects of ISO 9000 registration efforts on Total Quality Management practices and business performance. Unpublished doctoral dissertation, University of Rhode Island, USA.
- Hanlon, D., & Saunders, C. (2007). Marshalling resources to form small new ventures: toward a more holistic understanding of entrepreneurial support. *Entrepreneurship Theory & Practice*, July, 619-641.
- Hansen, E. L. (1990). Entrepreneurial networks: Their effect on new organization outcomes. Unpublished doctoral dissertation, University of Tennessee, USA.
- Hansen, E. L. (1995). Entrepreneurial network and new organization growth. *Entrepreneurship Theory and Practice*, 19 (4), 7-19.
- Heras, I., Casadesus, M., & Dick, G. P. M. (2002). ISO 9000 certification and the bottom line: A comparative study of the profitability of Basque region companies. *Managerial Auditing Journal*, 17 (1/2), 72-78.
- Haversjo, T. (2000). The financial effects of ISO 9000 registration for Danish companies. *Managerial Auditing Journal*, 15 (1/2), 47- 52.
- Havnes, P-A., & Senneseth, K. (2001). A panel study of firm growth among SMEs in networks. *Small Business Economics*, 16 (4), 293-302.
- Higher Education Ministry of Malaysia. (2007). Retrieved September 20, 2007 from http://www.mohe.gov.my/statistik_v4/mainpage.php?navcode=NAV038
- Hoang, H., & Antoncic, B. (2003). Network-based research in entrepreneurship. *Journal of Business Venturing*, 18 (2), 165- 187.
- Hoque, Z. (2004). A contingency model of the association between strategy, environmental uncertainty and performance measurement: impact on organizational performance. *International Business Review*, 13, 485-502.
- Hoque, Z. & James, W. (2000). Linking balanced scorecard measures to size and market factors: impact on organizational performance. *Journal of Management Accounting Research*, 12, 15-29.
- Hoque, Z., Mia, L., & Alam, M. (2001). Market competition, computer-aided manufacturing and use of multiple performance measures: an empirical study. *British Accounting Review*, 33, 23-45.
- Hussain, I., Si, S., & Ahmed, A. (2010). Knowledge management for SMEs in developing countries. *Journal of Knowledge Management Practice*, 11 (2), 12-25.
- IBEF (India Brand Equity Foundation). (2010). Contribution of SMEs to GDP to touch 22% by 2012. Retrieved December 28, 2010, from http://www.ibef.org/artdisplay.aspx?cat_id=60&art_id=24336.
- Ilias Said. (2005). The implementation of ISO 9000 quality management system and business performance of contractors in Malaysia. Unpublished doctoral dissertation, Northern University of Malaysia, Malaysia.
- Ittner, C. D., & Larcker, D. F. (1998). Are nonfinancial measures leading indicators of financial performance? An analysis of customer satisfaction. *Journal of Accounting Research*, 36, 1-35.
- Jarillo, J. C. (1989). Entrepreneurship and growth: the strategic use of external resources. *Journal of Business Venturing*, 4, 133-147.

- Jenssen, J. I. (1999). Entrepreneurial networks: A study of the impact of network and resource access on the start-up of new organization. Doctoral dissertation, Norges Handelshoyskole, Bergen, Norway.
- Jenssen, J. I. (2001). Social networks, resources and entrepreneurship. *The International Journal of Entrepreneurship and Innovation*, 2 (2), 13-27.
- Jenssen, J. I., & Greve, A. (2002). Does the degree of redundancy in social networks influence the success of business start-ups? *International Journal of Entrepreneurial Behaviour & Research*, 8 (5), 254-267.
- Jenssen, J. I., & Koenig, H. F. (2002). The effect of social networks on resource access and business start-ups. *European Planning Studies*, 10 (8), 1039-1046.
- Johannisson, B. (1986). Network strategies. Management technology for entrepreneurship and change. *International Small Business Journal*, 5 (1), 19-30.
- Johannisson, B. (1987). Anarchist and organizers: Entrepreneurs in a network perspective. *International Study of Management and Organization*, 17 (1), 49-63.
- Johannisson, B. (1996). The dynamics of entrepreneurial networks. In P. D. Reynolds., S. Birley., J. E. Butler., W. D. Bygrave., P. Davidsson., W. B. Gartner., & P. P. McDougall (Ed.), *Frontiers of Entrepreneurship Research* (pp. 253-267). Wellesley, MA: Babson College.
- Johanson, J., & Mattson, L.-G. (1988). Internationalization in industrial systems – a network approach. In N. Hood., & J. -E. Vahlne (Ed.), *Strategies in global competition* (pp. 287-314). London: Croom Helm.
- Johnson, H. T., & Kaplan, R. S. (1987). Relevance lost. The rise and fall of management accounting. *Harvard Business Review*, 70 (1), 71-79.
- Kanter, R. M. (1983). *The Change Masters: Innovation & entrepreneurship in the American Corporation*. New York: Touchstone.
- Kanter, R. M. (1988). *The Change Masters: Corporate entrepreneurs at work*. London: Unwin.
- Kaplan, E. (1988). Women entrepreneurs: Constructing a framework to examine venture success and failure. *Frontiers of Entrepreneurship Research*, Wellesley, Mass: Babson College, 643-653.
- Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard: measure that drive performance. *Harvard Business Review*, 171-179.
- Kaplan, R. S. & Norton, D. P. (1993). Putting the balanced scorecard to work. *Harvard Business Review*, September-October, 134-147.
- Kaplan, R. S., & Norton, D. P. (1996a). *The balanced scorecard: Translating strategy into action*. Boston: Harvard Business School Press.
- Kaplan, R. S., & Norton, D. P. (1996b). Using the balanced scorecard as a strategy management system. *Harvard Business Review*, 74 (1), 75-85.
- Kenny, B. C. (2009). A network perspective on international business: Evidence from SMEs in the telecommunication sectors in Ireland. Doctoral dissertation, University of Limerick, Ireland.
- Kline, R. B. (1998). Principles and practice of structural equation modeling. New York: The Guilford Press.
- Klyver, K., & Terjesen, S. (2007). Entrepreneurial network composition: An analysis across venture development stage and gender. *Women in Management Review*, 22 (8), 682-688.

- Knight, R. (1988). Spinoff entrepreneurs: How corporation really create entrepreneurs. *Frontiers of Entrepreneurship Research*, Wellesley, Mass: Babson College, 134-149.
- Kotkin, J. (1993). *Tribes: How Race, Religion, and Identity Determine Success in the New Global Economy*. New York: Random House.
- Krejcie, R., & Morgan, D. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
- KTAK. (2006). *Keusahawanan: PUNB Perkenal Skim Usahawan Pemborong*. Retrieved from <http://www.idesa.net.my/modules/news/article.php?>
- Laage-Hellman, J. (1997). *Business networks in Japan: Supplier-customer interaction in product development*. London and New York: Routledge.
- Laage-Hellman, J. (2005). *Business Networks in Japan*. London: Routledge.
- Larsson, A. (1992). Networks dyads in entrepreneurial settings: a study of governance of exchange relationships. *Administrative Science Quarterly*, 37, 76-104.
- Le, N. T. B., & Nguyen, T. V. (2009). The impact of networking on bank financing: The case of Small and Medium-sized Enterprises in Vietnam. *Entrepreneurship Theory and Practice*, July, 867-887.
- Lechner, C., Dowling, M., & Welp, I. (2006). Firm networks and firm development: The role of the relational mix. *Journal of Business Venturing*, 21, 514 – 540.
- Lee, J., & Miller, D. (1996). Strategy, environment and performance in two technological contexts: contingency theory in Korea. *Organization Studies*, 17, 729–750.
- Light, I. (1972). *Ethnic enterprise in America: Business and welfare among Chinese, Japanese, and Blacks*. Berkeley, Los Angeles, London: University of California Press.
- Lim, C. (2009, March 17). Services Sector Targeted To Be Significant GDP Contributor. *The Bernama*. Retrieved from <http://www.bernama.com/bernama/v5/newsbusiness.php?id=396941>
- Lim, G. T. (2005). *My Story*. Subang Jaya: Pelanduk Publications.
- Littunen, H. (2000). Networks and local environmental characteristics in the survival of new firms. *Small Business Economics*, 15, 59-71.
- Low, M., & Macmillan, I. (1998). Entrepreneurship: past research and future challenges. *Journal of Management*, 14, 139-161.
- Lufrano, R. J. (1997). *Honorable Merchants: Commerce and self-cultivation in late imperial China*. Honolulu: University of Hawaii Press.
- Lui, T.-L. (2001). A brief note on guanxi. In R. P. Appelbaum, W. L. F. Felstiner & V. Gessner (Eds.), *Rules and Networks: The Legal Culture of Global Chinese Transactions*. Portland, OR: Hart Publishing.
- Lumpkin, G. T., & Dess G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21 (1), January, 135-172.
- Lussier, R. N. (1995). A nonfinancial business success versus failure prediction model for young firms. *Journal of Small Business Management*, 33 (1), 8-20.
- M. Sadiq Sohail & Teo, B. H. (2003). TQM practices and organizational performance of SMEs in Malaysia: Some empirical observation. *International Journal of Benchmarking*, 10 (1), 37-53.

- MacMillan, I. C. (1983). *The politics of new venture management*. Harvard Business Review, Nov-Dec.
- Madu, C. N., Kuei, C., & Jacob, R. A. (1996). An empirical assessment of the influence of quality dimensions on organizational performance. *International Journal of Production Research*, 34 (7), 1943-1962.
- Maggi Leung, W. H. (2001). Get IT going: new ethnic Chinese business. The case of Taiwanese-owned computer firms in Hamburg. *Journal of Ethnic and Migration Studies*, 27 (2), 277-294.
- Mahmood Nazar Mohamed (1998). An exploration of the personality profile of small scale business Bumiputra and Non-Bumiputra Entrepreneurs. *Proceedings of the International Conference on Small and Medium Scale Enterprises*. Universiti Utara Malaysia, Langkawi Island.
- Malaysia. (2006). *Ninth Malaysian Plan 2006-2010*. Kuala Lumpur: National Printing Department.
- Malaysia SME Online. (2009, July 3). *SME contribution to GDP can increase through services sector*. Retrieved from <http://www.malaysiasme.com.my>.
- Marsden, P. V. (1990). Network data and measurement. *Annual Review of Sociology*, 16, 435-463.
- McClelland, D. (1961). *The achieving society*. New Jersey: Van Nostrand.
- McMillan, J., & Woodruff, C. (2002). The central role of entrepreneurs in transition economies. *Journal of Economic Perspectives*, 16 (3), 153-170.
- Menkhoff, T. & Gerke, S. (Eds) (2002). *Chinese entrepreneurship and Asian business networks* (pp. 3-19).. London and New York: RoutledgeCurzon.
- Menkhoff, T. & Gerke, S. (2002). Asia's transformation and the role of the ethnic Chinese. In T. Menkhoff., & S. Gerke (Ed.), *Chinese entrepreneurship and Asian business networks* (pp. 3-19).. London and New York: RoutledgeCurzon.
- Menkhoff, T., & Sikorski, D. (2002). Asia's Chinese entrepreneurs between myth-making and renewal. In T. Menkhoff., & S. Gerke (Ed.), *Chinese entrepreneurship and Asian business networks* (pp. 23-42). London: RoutledgeCurzon.
- Mohd Noor Mohd Shariff (2003). *An evaluation of a government-backed loan scheme in Malaysia*. Sintok: Penerbit Universiti Utara Malaysia.
- Mohd Khairuddin Hashim (2007). *SMEs in Malaysia : A Brief Handbook*. Petaling Jaya : August Publishing.
- Mok, K. M. & Syed Azizi Wafa. (2007). Distinctive Capabilities and The Performance of Small and Medium-Size Enterprises (SMEs) in Malaysia. In M. Thyne et al. (Ed.). *Proceedings of the Australian and New Zealand Marketing Academy (ANZMAC) Conference* (pp. 557-562). University of Otago, Dunedin, New Zealand.
- Moult, S. (2000). Is gender the key issue? A study of female entrepreneurs in Grampian. *Proceedings of Small Business and Enterprise Development Conference*, European Research Press, Amsterdam.
- National SME Development Council (NSDC). (2005). Definitions of Small and Medium Enterprises in Malaysia. Retrieved August 20, 2007, from <http://www.smeinfo.com.my/index.php?ch=2&pg=1&lang=>
- Neely, A., Gregory, M., & Platts, K. (1995). Performance measurement systems design: a literature review and research agenda. *International Journal of Operations and Production Management*, 15 (4), 80-116.

- Neergaard, H., Shaw, E. and Carter, S. (2005). The impact of gender, social capital and networks on business ownership: a research agenda. *International Journal of Entrepreneurial Behaviour and Research*, 11(5), 338-357.
- Nelson, G. W. (1989). Factors of friendship: Relevance of significant others to female business owners. *Entrepreneurship Theory and Practice, Summer*, 7-18.
- Noor Azizi Ismail & King, M. (2005). Firm performance and AIS alignment in Malaysian SMEs. *International Journal of Accounting Information Systems*, 6, 241-259.
- Nunnally, J. C. (1978). *Psychometric Theory* (2nd Ed.). New York: McGraw Hill.
- O'Donnell, A. (2004). The nature of networking in small firms. *Qualitative Market Research*, 7 (3), 206-217.
- O' Donnell. A. & Cummins, D. (1999). The use of qualitative methods to research networking in SMEs. *Qualitative market research: an international journal*, 2 (2), 82-91.
- OECD. (2008). *Globalization and Small and Medium Enterprises (SMEs)*. Paris: Organization for Economic Cooperation and Development.
- OECD. (2010). *SMEs and Entrepreneurship*. Retrieved 28 December, 2010 from http://www.oecd.org/about/0,3347,en_2649_34197_1_1_1_1_1,00.html
- Ostgaard, T., & Birley, S. (1994). Personal networks and firm competitive strategy - a strategic or coincidental match? *Journal of Business Venturing*, 9, 281-305.
- Ostgaard, T. A., & Birley, S. (1996). New venture growth and personal networks. *Journal of Business Research*, 36 (1), 37-50.
- Otley, D. (1999). Performance measurement: A framework for management control systems research. *Management Accounting Research*, 10, 363-382.
- Page, C., & Meyer, D. (2000). *Applied Research Design for Business and Management*. Sydney, McGraw Hill.
- Park, S. H., & Luo, Y. (2001). Guanxi and organizational dynamics: Organizational networking in Chinese firms. *Strategic Management Journal*, 22 (5), 455-477.
- Parmenter, D. (2007). *Key performance indicators: developing, implementing, and using winning KPIs*. New Jersey, John Wiley & Sons.
- Pavic, S., Koh, S. C. L, Simpson, M., & Padmore, J. (2007). Could e-business create a competitive advantage in UK SMEs? *Benchmarking: An International Journal*, 14(3), pp. 320-351.
- Pearce, J. A., & Robinson, R. B. (2000). Cultivating Guanxi as a foreign investor strategy. *Business Horizons*, 43 (1), 31-38.
- Pettis, M. (2010). China new year, and one more vote for GDP-adjusted bonds. Retrieved on July 8, 2010, from <http://mpettis.com/2010/01/china-new-year-and-one-more-vote-for-gdp-adjusted-bonds/>
- Pfeffer, J., & Salancik, G. R. (1978). *The External Control of Organizations: A Resource Dependence Perspective*. New York, NY, Harper and Row.
- Pissarides, F. (1999). Is lack of funds the main obstacle to growth? ERBD's experience with Small and Medium sized businesses in central and eastern Europe. *Journal of Business Venturing*, 14, 519-539.
- Pitt, L., Merwe, R. van. der., Berthon, P., Selehi-Sangari, E., & Barnes, B. R. (2006). Swedish Biotech SMEs : The veiled values in online networks. *Journal of Technovation* 26, 553-560.

- Powell, W. (1990). Neither market nor hierarchy: Network forms of organization. *Research in Organizational Behavior*, 12, 295-336.
- Premaratne, S. P. (2001). Networks, resources, and small business growth: The experience in Sri Lanka. *Journal of Small Business Management*, 39 (4), 363-371.
- Price, C. & Monroe, S. (1992). Educational training for women and minority entrepreneurs positively impacts venture growth and development. *Frontiers of Entrepreneurship Research*, Wellesley, Mass: Babson College, 216-230.
- Radaev, V. (1994). Ethnic Entrepreneurship: World experience and Russia. *Journals of Problems of Economic Transition*, 57-73.
- Rao, S., Ragu-Nathan, T. S., & Solis, L. (1997). Does ISO 9000 have an effect on quality management practices? An international empirical study. *Total Quality Management*, 8 (6), 335-346.
- Ratnam, K. J. (1965). *Communalism and the Political Process in Malaya*. Kuala Lumpur: University of Malaya Press.
- Redding, S. G. (1990). *The spirit of Chinese Capitalism*. Berlin: Walter de Gruyter.
- Reese, P. R. (1992). Entrepreneurial networks and resource acquisition: Does gender make a difference? (Doctoral dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 9235011)
- 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.
- Renzulli, L., & Aldrich, H. (1995). Who Can You Turn To? Tie Activation within Core Business Discussion Networks. *Social Forces*, 84 (1), 323-341.
- Renzulli, L. A., Aldrich, H., & Moody, J. (2000). Family matters: Gender, family, and entrepreneurial outcome. *Social Forces*, 79 (2), 523-546.
- Robbins, S. P. (1996). *Organizational Behaviour* (7th ed.). New Jersey: Prentice Hall.
- Robinson, K. C. (1998). An examination of the influence of industry structure on eight alternative measures of new venture performance for high potential independent new ventures. *Journal of Business Venturing*, 14, 165-187.
- Robinson, S., & Stubberud, H. A. (2009). Sources of advice in entrepreneurship: Gender differences in business owners' social networks. *International Journal of Entrepreneurship*, 13, 83-101.
- Rohra, C. L., Junejo, M. A., & Kanasro, H. A. (2009). Analyzing the stylized facts for developing SME's business opportunities in Pakistan. *Australian Journal of Basic and Applied Sciences*, 3 (3), 2315-2321.
- Rothaermel, F. T. (2001). Complementary assets, strategic alliances, and the incumbent's advantage: an empirical study of industry and firm effects in the biopharmaceutical industry. *Journal of Research Policy*, 30, 1235-1251.
- Rutten, M. (2002). Individualism and collective forms of business organization: rural capitalists in India, Malaysia and Indonesia. In T. Menkhoff, & G. Solvay (Ed.), *Chinese entrepreneurship and Asian business networks* (pp. 159-83). London: RoutledgeCurzon.
- Salimah Mohamed Abdul Hassan, Syamsyul Samsudin, & Yuslizawati Mohd Yusoff (2007). The journey of Female SMEs: Malaysia evidence. *Proceeding of 4th SMEs in a Global Economy International Conference*. Shah Alam: UPENA.

- Sally Cheong. (1996). *Bumiputera entrepreneurs in the KLSE*. Petaling Jaya: Corporate Research Services.
- Santiago, J., & Moesel, D. (2007). Perceived entrepreneurial ability, business relationships, and performance among minority and non-minority entrepreneurs in the Midwest. [Web document]. Available: <http://web.missouri.edu/~js754/Jesus%20Santiago%20Research%20paper%20August%2015%202007%20final%20version.pdf> [2008, 18 July].
- Sapienza, H., & Grimm, C. M. (1997). Founder Characteristics, Start-Up Process, and Strategy/Structure Variables as Predictors of Shortline Railroad Performance. *Entrepreneurship Theory & Practice*, 22 (1), 5-24.
- Sawyer, O. & McGee, E. (1999). *The impact of personal network characteristics on perceived environmental uncertainty: an examination of owners/managers of new high technology firms*. Frontiers of Entrepreneurship Research. Retrieved from <http://www.babson.edu/entrep/fer/papers>.
- Schiller, B. R., & Crewson, P. E. (1997). Entrepreneurial origins: A longitudinal inquiry. *Economic Inquiry*, 35 (3), 523 – 531.
- Schumpeter, J. A. (1934). *The theory of economy development*. Translated by R. Opie. Cambridge: Harvard University Press.
- Scott, J. (1991). *Social Network Analysis*. London: Sage.
- Sekaran, U. (2003). *Research methods for business: A skill building approach* (4th ed.). New York: John Wiley.
- Shapero, A. (1982). Social dimensions of entrepreneurship. In C. Kent et al. (Ed.), *The Encyclopedia of Entrepreneurship* (pp. 72-90). New Jersey: Prentice Hall.
- Sharma, D. S. (2005). The association between ISO 9000 certification and financial performance. *The International Journal of Accounting*, 40, 151-172.
- Shaw, E., Carter, S., Lam, W., & Wilson, F. (2005, November). *Social capital and accessing finance: the relevance of networks*. Paper presented in the 28th ISBE Conference, Blackpool.
- Shukor Omar (2006). *Malay Business*. Subang Jaya: Pelanduk Publications.
- Simmons, B. L., & White, M. A. (1999). The relationship between ISO 9000 and business performance: Does registration really matter? *Journal of Managerial Issues*, 11 (3), 330– 343.
- Siringoringo, H., Prihandoko, Tintri, D., & Kowanda, A. (2009). Problems face by small and medium business in exporting products. *Delhi Business Review*, 10 (2), 49-56.
- Siu, W-s., & Bao, Q. (2008). Network Strategies of Small Chinese High-Technology Firms: A Qualitative Study. *The Journal of Product Innovation Management*, 25, 79-102.
- Smale, W. (2009). Small firms want help to drive GDP. Retrieved July 8, 2010, from <http://news.bbc.co.uk/2/hi/business/8164533.stm>
- SME Corp (2010). SME Annual Report 2009/2010. Retrieved December 28, 2010, from <http://www.smecorp.gov.my/taxonomy/term/10>.
- Smeltzer, L. R., & Fann, G. L. (1989). Gender differences in external networks of business owner/managers. *Journal of Small Business Management*, April, 25-32.
- Smith, T. M., & Reece, J. S. (1999). The relationship of strategy, fit, productivity, and business performance in a service setting. *Journal of Operations Management*, 17, 145-161.

- Soh, P-K. (2003). The role of networking alliances in information acquisition and its implications for new product performance. *Journal of Business Venturing*, 18, 724-744.
- Solymossy, E. (2000). Knowledge networks: differences and performance effects. *Journal of Business Strategy*, 11 (1), 14-25.
- Staber, U. (1993). Friends, Acquaintances, Strangers: Gender differences in the structure of entrepreneurial networks. *Journal of Small Business and Entrepreneurship*, 11 (1), 73-82.
- Starr, J. A., & Macmillan, I. C. (1990). Resource co-optation via social contracting: resource acquisition strategic for new ventures. *Strategic Management Journal*, 11, 79-92.
- Tan, T. J., Ho, W. F., & Tan, J. L. (2005). *The Chinese Malaysian contribution*. Kuala Lumpur: Centre for Malaysian Chinese Studies.
- Teixeira, C. (2001). Community Resources and Opportunities in Ethnic Economics: A case study of Portuguese and Black entrepreneurs in Toronto. *Journal of Urban Studies*, 38 (11), 2055-2078.
- Terziovski, M. (2003). The relationship between networking practices and business excellence: a study of small to medium enterprises (SMEs). *Measuring business excellence* Vol. 7, No. 2, pp 78-92.
- The Nation. (2010). Drive to boost SMEs' contribution to GDP. Retrieved December 28, 2010, from http://www.nationmultimedia.com/2010/01/18/business/business_30120518.php
- The Star Online. (2007, November 21). Ong: Continue to improve Malaysia-China trade ties. Retrieved April 25, 2008 from <http://thestar.com.my/news/story.asp?file=/2007/11/21/nation/19536754&sec=nation>
- The Utusan Online. (2012, April 23). Pemilikan ekuiti bumiputra meningkat 23.09 peratus. Retrieved April 24, 2012 from <http://www.utusan.com.my/utusan/info.asp?y=2012&dt=0424&pub=Utusan Malaysia&sec=DalamNegeri&pg=dn01.htm>.
- Tsai, M. T., & Li, Y. H. (2007). Knowledge creation process in new venture strategy and performance. *Journal of Business Research* 60, 371-381.
- Tsamenyi, M., Onumah, J., & Tetteh-Kumah, E. (2008). Post-privatization performance and organizational changes: Case studies form Ghana. *Critical Perspectives on Accounting*, 1-25.
- Tsui, A. S., & Farth, J. L. L. (1997). Where guanxi matters. *Work and Occupations*, 24 (1), 56-79.
- US SBA (United States Small Business Administration). (2009). Starts and closures of employer firms, 2004-2008. Retrieved July 7, 2010, from <http://www.sba.gov/advo/stats/sbfaq.pdf>
- Van de Ven, A. H., Hudson, R., & Schroeder, D. R. (1984). Designing new business start-ups: entrepreneurial, organizational and ecological considerations. *Journal of Management* 10 (1), 89-107.
- Van Praag, C. M. (2003). Business survival and success of young small business owners. *Small Business Economics*, 21 (1), 1-17.
- Van Praag, C. M., & Cramer, J. S. (2001). An estimated equilibrium model of business formation and labor demand by entrepreneurs. *Economica* 269, 45-62.

- Venkatraman, N. (1989). Strategic orientation of business enterprises: the construct dimensionality and measurement. *Management Science*, 35 (8), 942-962.
- Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review* 11, 801-814.
- Venkatraman, N., & Ramanujam, V. (1987). Measurement of business economic performance: An examination of method convergence. *Journal of Management* 13, 109-122.
- Ward, P. T., & Duray, R. (2000). Manufacturing strategy in context: Environment, competitive strategy and manufacturing strategy. *Journal of Operations Management*, 18, 123-138.
- Watson, J. (2007). Modeling the relationship between networking and firm performance. *Journal of Business Venturing*, 22, 852-874.
- Weidenbaum, M., & Hughes, S. (1996). *The Bamboo Network*. New York: The Free Press.
- Wellman, B. (1981). Applying network analysis to the study of social support. In B. Gottlieb (Ed.), *Social Networks and Social Support*. Beverly Hills: Sage Publications.
- Wellman, B., & Wortley, S. (1989). Brothers' keepers: situating kinship relations in broader networks of social support. *Sociological Perspectives*, 32, 273-306.
- White, G. P. (1996). A survey and taxonomy of strategy related performance measures for manufacturing. *International Journal of Operations and Production Management*, 16 (3), 42-61.
- Whitley, R. (1992). *Business Systems in East Asia: Firms, Markets and Societies*. London: Sage Publications.
- Wilson, H. I. M., & Appiah-Kubi, K. (2002). Resource leveraging via networks by high-technology entrepreneurial firms. *Journal of High Technology Management Research*, 13, 45-62.
- Witt, P. (2004). Entrepreneurs' networks and the success of start-ups. *Entrepreneurship and Regional Development*, 16, 391-412.
- Wong, S. L. (1985). The Chinese Family Firm: A model. *British Journal of Sociology*, 36 (1), 11-25.
- Wu, L-Y. (2007). Entrepreneurial resources, dynamic capabilities and start-up performance of Taiwan's high-tech firms. *Journal of Business Research*, 60, 549-555.
- Yaakob Ibrahim, Ahmad Zahdi Jamil, & Rohiyati Hashim (1988). Small and Medium Scale Enterprises in Malaysia: Bumiputera participation. In Mohd Ghazali Mohayidin & Shaari Abd Hamid (Ed.), *Small and Medium Enterprise Scale Enterprise in Malaysia: Technological and managerial capability* (pp. 43-48). Kuala Lumpur: Small Business Development Centre, Universiti Pertanian Malaysia (now known as Universiti Putra Malaysia).
- Yacuzzi, E. (2005). A primer on governance and performance in Small and Medium-sized Enterprise. CEMA working papers: Serie Documentos de Trabajo, Universidad del CEMA

- Yeung, I. Y. M., & Tung, R. L. (1996). Achieving business success in Confucian societies: The importance of guanxi (connections). *Organization Dynamics*, 25 (2), 54-66.
- Za'faran Hassan, Sarminah Samad, Clavesillas, J.T., & Agus, A. (2007). Entrepreneurship development for competitive SMEs: A comparative analysis of Malaysia and Philippines. *Proceeding of 4th SMEs in a Global Economy International Conference*. Shah Alam: UPENA.
- Zhao, L., & Aram, J. D. (1995). Networking and Growth of Young Technology-Intensive Ventures in China. *Journal of Business Venturing*, 10, 349-370.
- Zhou, Y. (1996). Inter-firm linkages, ethnic networks, and territorial agglomeration: Chinese computer firms in Los Angeles. *The Journal of the Regional Science Association International*, 75 (3), 265-291.
- Zikmund, W. G. (2003). *Business research methods* (7th ed.). Ohio: Thomson Learning.
- Zimmer, C., & Aldrich, H. (1987). Resource mobilization through ethnic networks. *Sociology Perspectives*, 30 (4), 422-445.
- Zimmerer, T. W., Wilson, D.L., & Scarborough, N. M. (2009). *Effective Small Business Management* (9th ed.). New Jersey: Prentice Hall.
- Zizah Che Senik, Ridzuan Md Sham, Scott-Ladd, B., & Entrekin, L. (2007). SMEs Internalisation: Discussing on how networking helps Malaysian SMEs to go International. *Proceeding of 4th SMEs in a Global Economy International Conference*. Shah Alam: UPENA.