

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



UUM
Universiti Utara Malaysia

**THE RELATIONSHIP OF SOCIAL ENTREPRENEURIAL
BEHAVIOUR, ENTREPRENEURIAL LEADERSHIP AND
ORGANIZATIONAL PERFORMANCE OF SMALL AND
MEDIUM ENTERPRISES IN MALAYSIA**



UUM
MOHAMMED HARDY LOH BIN RAHIM
Universiti Utara Malaysia

**DOCTOR OF BUSINESS ADMINISTRATION
UNIVERSITI UTARA MALAYSIA
FEBRUARY 2016**

**THE RELATIONSHIP OF SOCIAL ENTREPRENEURIAL BEHAVIOUR,
ENTREPRENEURIAL LEADERSHIP AND ORGANIZATIONAL
PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN MALAYSIA**



By
MOHAMMED HARDY LOH BIN RAHIM

UUM
Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirements for the Doctor of Business
Administration**

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(s) or in their 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 shall be 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

Universiti Utara Malaysia

ABSTRACT

Small and medium enterprises (SME) play a huge role towards the economic performance of countries all over the world. In Malaysia, the SMEs play a major role as well in steering the development of the country. However, the organizational performance of Malaysian SME is still considered weak and has not been realized to its full potential. To improve the organizational performance, SMEs have to adopt and adapt best industry business practices that could assist them in becoming more competitive. Previous studies have examine the predictors of organizational performance, however little has been done in examining the relationship of social entrepreneurial behaviour and entrepreneurial leadership towards organizational performance as a cohesive framework. Therefore, this study examines the mediating effect of entrepreneurial leadership between social entrepreneurial behaviour and organizational performance of SMEs in Malaysia. Respondents were chosen by systematic random sampling and 401 respondents participated in this study. This study uses structural equation modelling for analysis and the findings show that entrepreneurial leadership mediates the relationship between social entrepreneurial behaviour and organizational performance. Based on the result, the best path to achieve organizational performance is by following the mediating path. Both entrepreneurial leadership and social entrepreneurial behaviour are considered new and in their infancy stage. As a result, this study fills the literature gap in the particular fields. In addition, this study provides empirical evidence on the relationship between the constructs, it is able to contribute practically towards the leaders of the organizations as they will understand better the role of social entrepreneurial behaviour and entrepreneurial leadership towards its organizational performance. Future research could venture into studying the effect of social entrepreneurship activities towards SME's performance. There is a huge literature gap in assessing the effect of social entrepreneurship activities within organization as there is a dearth of reliable and valid instrument.

Keywords: Social entrepreneurial behaviour, entrepreneurial leadership, organizational performance, SME, Malaysia.

ABSTRAK

Perusahaan kecil dan sederhana (PKS) memainkan peranan yang besar terhadap prestasi ekonomi negara-negara di seluruh dunia. Di Malaysia, PKS memainkan peranan utama dalam memacu pembangunan negara. Walau bagaimanapun, prestasi organisasi PKS Malaysia masih dianggap lemah dan tidak mencapai potensi sepenuhnya. Untuk meningkatkan prestasi organisasi, PKS di Malaysia perlu mengguna pakai serta menyesuaikan amalan perniagaan terbaik yang boleh membantu mereka untuk meningkatkan daya saing. Banyak kajian lepas memeriksa peramal prestasi organisasi, namun tidak banyak yang dilakukan dalam mengkaji hubungan ciri-ciri keusahawanan sosial dan kepimpinan keusahawanan terhadap prestasi organisasi di dalam satu rangka kerja. Oleh itu, kajian ini mengkaji kesan mediasi kepimpinan keusahawanan antara tingkah laku keusahawanan sosial dan prestasi organisasi PKS di Malaysia. Responden adalah pemilik PKS di Malaysia. 401 borang kaji selidik yang boleh digunakan diperolehi melalui kaedah persampelan rawak sistematik. Model Persamaan Struktural (SEM) telah digunakan untuk analisis. Dapatan kajian menunjukkan bahawa terdapat hubungan mediasi oleh kepimpinan keusahawanan antara tingkah laku keusahawanan sosial dan prestasi organisasi. Berdasarkan keputusan, cara yang terbaik untuk mencapai prestasi organisasi adalah dengan melalui mediasi kepimpinan keusahawanan dari tingkah laku keusahawanan sosial. Kedua-dua kepimpinan keusahawanan dan tingkah laku keusahawanan sosial dianggap topik baru dan di peringkat awal di bidang masing-masing. Oleh itu, kajian ini mengisi jurang kesusasteraan dalam bidang tersebut. Di samping itu, kajian ini memberikan bukti empirikal mengenai hubungan antara konstruk dan ia mampu menyumbang secara praktikal ke arah pemimpin-pemimpin organisasi kerana mereka akan lebih memahami peranan tingkah laku keusahawanan sosial dan kepimpinan keusahawanan ke arah prestasi organisasinya. Kajian masa depan boleh mencuba untuk mengkaji kesan aktiviti keusahawanan sosial terhadap prestasi PKS. Terdapat jurang sastera yang besar dalam menilai kesan aktiviti keusahawanan sosial dalam organisasi kerana terdapat kekurangan instrumen dipercayai dan sah.

Kata kunci: Ciri-ciri keusahawanan sosial, kepimpinan keusahawanan, prestasi organisasi, PKS, Malaysia.

ACKNOWLEDGEMENT

First and foremost, I would like to express my deepest gratitude, love and thanks to the Almighty God, the Most Gracious and the Most Merciful for giving me the strength, patience, knowledge and good health without which it will be impossible for me to complete this thesis.

I would like to thank and express my gratitude to my supervisors, Associate Prof. Dr. Shahimi Mohtar and Dr Azahari Ramli whose advice, guidance and motivation have been extremely invaluable to me, throughout this journey and my academic career.

I am thankful to my family's continuous love and prayers. All the love, support and sacrifices really helped me in completing my study.

Finally, I also wish to extend my appreciation to my colleagues and friends who gave me advice and motivation in making my dream a reality. My sincere and heartfelt thanks go to all of you beautiful people.

TABLE OF CONTENTS

CHAPTER	PAGE
PERMISSION TO USE	i
ABSTRACT	ii
ABSTRAK	iii
ACKNOWLEDGMENTS	iv
LIST OF TABLES	xi
LIST OF FIGURES	xiii
LIST OF ABBREVIATION/GLOSSARY TERMS	xiv
CHAPTERS	
CHAPTER 1 – Introduction	1
1.0 Introduction	1
1.1 Background of the Study	1
1.2 Problem Statement	5
1.3 Research Questions	6
1.4 Research Objectives	6
1.5 Scope of the Study	6
1.6 Significance of the Study	7
1.6.1 Theoretical Contribution	7
1.6.2 Practical Contribution	8
1.7 Definitions of Variables	9
1.7.1 Social Entrepreneurial Behaviour	9
1.7.2 Entrepreneurial Leadership	9

1.7.3 Organizational Performance	9
1.8 Assumptions	10
1.9 Organization of the Study	10
CHAPTER 2 – Literature Review	12
2.0 Introduction	12
2.1 Entrepreneurship	12
2.2 Social Entrepreneurship	14
2.3 Social Entrepreneurial Behaviour	22
2.3.1 Helm’s Instrument for Social Entrepreneurship Behaviour	27
2.4 Leadership	29
2.5 Entrepreneurial Leadership	32
2.5.1 Gupta, Macmillan and Surie’s Empirical Model	37
2.6 Organizational Performance	39
2.6.1 Measuring Organizational Performance	41
2.7 Small and Medium Enterprises in Malaysia	45
2.7.1 Definition of Small and Medium Enterprises in Malaysia	46
2.7.2 Classification of Sectors and States	47
2.8 Underpinning Theory	50
2.8.1 Resource Based Theory	50
2.9 Literature Gap	52
2.10 Chapter Summary	54

CHAPTER 3 – Research Framework and Methodology	55
3.0 Introduction	55
3.1 Research Framework	56
3.2 Development of Hypotheses	56
3.2.1 The Relationship between Social Entrepreneurial Behaviour and Organizational Performance	57
3.2.2 The Relationship between Social Entrepreneurial Behaviour and Entrepreneurial Leadership	58
3.2.3 The Relationship between Entrepreneurial Leadership and Organizational Performance	69
3.2.4 The Relationship between Social Entrepreneurial Behaviour, Entrepreneurial Leadership and Organizational Performance	60
3.3 Methodology	61
3.3.1 Research Design	61
3.3.1.1 Sampling Technique	63
3.3.1.2 Population	64
3.3.1.3 Sample	64
3.3.2 Data Collection Procedure	65
3.3.3 Questionnaire Design	66
3.3.4 Instrument	67
3.3.5 Survey Questionnaire Validation	79
3.3.6 Instrument Translation Process	70

3.3.7 Data Analysis Procedure	71
3.3.7.1 Data Editing and Coding	72
3.3.7.2 Data Screening	72
3.3.7.3 Descriptive Analysis	72
3.3.7.4 Test of Linearity and Collinearity	73
3.3.7.5 Reliability Test	73
3.3.7.6 Validity Test	74
3.3.7.7 Assessment of Structural Model	75
3.3.7.8 Hypotheses Testing	75
3.4 Chapter Summary	76
CHAPTER 4 – Data Analysis	77
4.0 Introduction	77
4.1 Data Collection	77
4.1.1 The Response Rate	77
4.1.2 Data Screening and Cleaning	78
4.1.3 Frequency Analysis	78
4.2 Univariate Analysis	80
4.2.1 Test of Collinearity and Linearity	80
4.3 Multivariate Analysis- Structural Equation Modelling	81
4.3.1 Measurement Model	82
4.3.2 Convergent Validity of the Measurements	85
4.3.3 The Discriminant Validity of the Measurements	87

4.3.4 Hypothesis Testing	87
4.3.5 Mediation Effect Analysis	89
4.4 Summary of Hypotheses Findings	91
4.5 Chapter Summary	92
CHAPTER 5 – Research Findings and Discussion	93
5.0 Introduction	93
5.1 Review of Data Analysis Results	93
5.2 Readdressing the Research Questions	93
5.2.1 The Relationship between Social Entrepreneurial Behaviour and Organizational Performance	94
5.2.2 The Relationship between Social Entrepreneurial Behaviour and Entrepreneurial Leadership	95
5.2.3 The Relationship between Entrepreneurial Leadership and Organizational Performance	96
5.2.4 The Mediating Effect of Entrepreneurial Leadership between Social Entrepreneurial Behaviour and Organizational Performance	97
5.3 Discussion	98
5.4 Chapter Summary	100
CHAPTER 6 – Conclusion and Recommendations	102
6.0 Introduction	102
6.1 Theoretical Contributions	102

6.2 Practical Contributions	103
6.2.1 Managerial	103
6.2.1 Policymakers	104
6.3 Limitations and Suggestions for Future Research	105
6.4 Recommendations	107
6.2.1 Recommendations for the SMEs	107
6.2.1 Policy Recommendations	108
6.5 Chapter Summary	109
REFERENCES	110
APPENDICES	129
Appendix A – Questionnaire	130
Appendix B – Approval for Use of Instruments	137
Appendix C – Acknowledgement of Validity Process	139
Appendix D – Acknowledgement of Translation Process	141

LIST OF TABLES

TABLE	<u>PAGE</u>
2.1 Social Entrepreneurship Definitions	16
2.2 Social Entrepreneurial Behaviour Definitions	23
2.3 Top American's Company Engaging in Social Entrepreneurship	25
2.4 Top Malaysian Entrepreneur Engaging in Social Entrepreneurship	26
2.5 The Main Leadership Theories and Models	30
2.6 Main Researches on Defining Entrepreneurial Entrepreneurship	36
2.7 Gupta, Macmillan and Surie's Empirical Model of Entrepreneurial Leadership	38
2.8 The Measurement of Organizational Performance	42
2.9 Summary of Small and Medium Enterprises based on Categories	47
2.10 Summary of Small and Medium Enterprises' Classification of Sectors	48
2.11 Number of Establishments by Sector and Size	49
2.12 Number of SME Establishments by State	50
3.1 Number of SMEs in Malaysia	64
3.2 The Determining Sample Size from a Given Population	64
3.3 Statistical Techniques with Minimum Sample Size Requirements	65
3.4 Sources of Measurements	67
3.5 Social Entrepreneurial Behaviour Instrument's Reliability	68
3.6 Entrepreneurial Leadership Instrument's Reliability	68
3.7 Organizational Performance Instrument's Reliability	69

4.1	Frequency Analysis	79
4.2	Pearson Correlation Test Result	81
4.3	Multicollinearity Test Results	81
4.4	Summary of Items Dropped in Confirmatory Factor Analysis	83
4.5	Fit Results for Measurement Models after Instrument Validation	85
4.6	The Convergent Validity Analysis	86
4.7	Test of Discriminant Validity	87
4.8	The Results of the Inner Structural Model	88
4.9	The Results of Direct Effect - Bootstrapping	90
4.10	The Results of Indirect Effect - Bootstrapping	90
4.11	Summary of Hypotheses	91
5.1	Summary of Research Questions and Discussion	101



LIST OF FIGURES

FIGURE	<u>PAGE</u>
2.1 Helm's Theoretical Conceptualization of Social Entrepreneurship	28
2.2 SME GDP and Overall GDP Growth	46
3.1 The Research Framework	56
3.2 The Hypotheses as Depicted in the Research Framework	57
3.3 Research Process Flowchart	62
3.4 Data Analysis Procedures	71
3.5 The Research Framework with Direct and Indirect Effect	76
4.1 The CFA Measurement Model	84
5.1 The Structural Relationship among Constructs	97



LIST OF ABBREVIATION/GLOSSARY TERMS

CSR	Corporate Social Responsibility
DNA	The set of non-genetic traits, qualities, or features that characterize a person or thing
EL	Entrepreneurial Leadership
GDP	Gross Domestic Product
GLOBE	Global Leadership and Organizational Behaviour Effectiveness
GST	Goods and Service Tax
NGO	Non-Governmental Organization
NSDC	National SME Development Council
OP	Organizational Performance
SE	Social Entrepreneurship
SEB	Social Entrepreneurial Behaviour
SME	Small and Medium Enterprises
SMECorp	SME Corporation Malaysia
SPSS	Statistical Package for the Social Sciences



CHAPTER 1

INTRODUCTION

1.0 Introduction

The first chapter of this thesis offers an overview of the study. This chapter is divided into nine sections. Firstly it discusses on the background of the study and followed by problem statement. These two sections discuss on the scenario as well as problems and how those aspects lead to this study. Next, the research questions and research objectives are listed. Subsequently, the scope of the study and significance of the study are discussed. These sections focus on scope of the study as well as the implication and contribution it may provide in the academic along with practical world. Then, the definition of variables is discussed, followed by the assumption of the study and lastly organization of the study.

1.1 Background of the Study

It is a well-known fact that the small and medium enterprises (SME) play a huge role towards the economic performance of countries all over the world (Aziz & Mahmood, 2011) and they wield a powerful influence in on the world economy (Ghobadian & Gallear, 1996; Ladzani & Van, 2002). SMEs are important in a nation's economy as they have been the source of employment creation (Ghobadian & Gallear, 1996; Ladzani & Van, 2002), sustaining technological lead in the market place (Bovee et al., 2007), creating new ideas as well as providing dynamism to the market place (Griffin & Ebert, 2006). Habaradas (2008) argued that SMEs contribute to the development of nations by (i) addressing poverty by creating jobs and

The contents of
the thesis is for
internal user
only

REFERENCES

- Ahmad, N.H. & Seet, P.S. (2009) Dissecting behaviours associated with business failure: a qualitative study of SME owners in Malaysia and Australia. *Asian Social Science*, 5 (9) 98
- Ali, I. (2003). A performance measurement framework for a small and medium enterprise. *Dissertation PhD. University of Alberta, Canada.*
- Alvord, S. H., Brown, L. D., & Letts, C. W. (2004). Social entrepreneurship and social transformation: An exploratory study. *The Journal of Applied Behavioral Science*, 40, 260-282.
- Argyris, C. (1976), Leadership, learning, and changing the status quo. *Organizational Dynamics*, 4, 29-43.
- Ashoka. (2006). *Measuring effectiveness: A six year summary of methodology and findings*. Arlington, VA: Ashoka.
- Athuahene-Gima, K. & Evangelista, F. (2000). Cross-functional influence in new product development: An exploratory study of marketing and R&D perspectives. *Management Science*, 46 1269-1284.
- Austin, J., Stevenson, H., & Wei-Skillern, J. (2006). Social and commercial entrepreneurship: Same, different, or both? *Entrepreneurship Theory and Practice*, 30(1), 1-22.
- Awang, Z. (2012). *Research Methodology and Data Analysis*. 2nd ed. UiTM Press.
- Aziz, A. S. & Mahmood, R. (2011). The relationship between business model and performance of manufacturing small and medium enterprises in Malaysia. *African Journal of Business Management*, 5(22), 8918-8932.
- Bandura, A. (1970). *Principles of behavior modification*. Holt, Rinehart & Winston, New York.
- Barendsen, L., & Gardner, H. (2004). Is the social entrepreneur a new type of leader? *Leader to Leader*, 2004(34), 43-50.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- 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: 1173-1182.
- Bass, B.M. (1960), *Leadership, Psychology and Organizational Behavior*, Harper. New York.

- Bass, B.M. (1981), *Stogdill's handbook of leadership: A survey of theory and research* (revised and expanded version). The Free Press, New York.
- Bass, B.M. (1985). *Leadership and performance beyond expectations*, Free Press, New York.
- Bettis, R.A., & Hitt M.A. (1995). The new competitive landscape. *Strategic Management Journal*, 16 (special issue): 7-19.
- Bennis, W.G. (1959), Leadership theory and administrative behavior: The problems of authority, *Administrative Science Quarterly*, 4, 259-301.
- Bickman, L., & Rog, D.J. (1998). *Handbook of applied social research methods*. Thousand Oaks, CA: Sage Publishers
- Bingham, W.V. (1927), Leadership, in Metcalf, H.C. (Ed.), *The Psychological Foundations of Management*, Shaw, New York.
- Blake, R.R. & Mouton, J.S. (1964), *The Managerial Grid*, Gulf, Houston.
- Bolin, L.A. (1997). Entrepreneurial leadership: New paradigm research discovering the common characteristics and traits of entrepreneurs who have served successfully in leadership positions. *Dissertation Abstracts International*, AAT 9716689.
- Bollen, K. A. (1989). *Structural Equations With Latent Variable*. Wiley, New York. NY.
- Bond, M.H. & Yang, K.(1982). Ethnic affirmation versus cross-cultural accommodation: The variable impact of questionnaire language on chinese bilinguals in hong kong. *Journal of Cross-Culture Psychology*. 13, 169-185.
- Bontis, N. (1998). Intellectual Capital: An exploratory study that develops measures and models. *Management Decision*, 36 (2) 63-76.
- Bornstein, D., & Davis, S. (2010). *Social entrepreneurship: What everyone needs to know*. New York, NY: University Press.
- Boschee, J. (1998) *Merging mission and money: A board member's guide to social entrepreneurship*. Retrieved from <http://www.socialent.org/pdfs/MergingMission.pdf>
- Boschee, J. (2008). Social Entrepreneurship: The Promise and the Perils. In A. Nicholls (Ed.), *Social Entrepreneurship: New Models of Sustainable Social Change* (pp. 356-390). Oxford: Oxford University Press.
- Bovee, C. Thill J. & Mescon, M. (2007). *Excellence in business*. New York: Pearson Prentice Hall.

- Bowden, A.O. (1927), A study on the personality of student leadership in the united states. *Journal of Abnormal Social Psychology*, 21, 149-60.
- Bowers, D.G. & Seashore, S.E. (1966), Predicting organizational effectiveness with a fourfactor theory of leadership, *Administrative Science Quarterly*, 11, 238-63.
- Brazeal, D.V., & Herbert, T.T., (1999). The genesis of entrepreneurship. *Entrep. Theory Pract.* 23 (3), 29-45.
- Brown, S. L. & Eisenhardt, K. M. (1998). *Competing on the edge: Strategy as structured chaos*. Boston, MA: Harvard Business School Press.
- Brush, C. G., & Vanderwerf, P. A. (1992). A comparison of methods and sources for obtaining estimates of new venture performance. *Journal of Business Venturing*, 7, 157-170.
- Bull, M. (2008). Challenging Tensions: Critical, Theoretical and Empirical Perspectives on Social Enterprise. [DOI: 10.1108/13552550810897641]. *International Journal of Entrepreneurial Behaviour & Research*, Vol.14, No.5, pp. 268-275, ISSN 1355-2554
- Burns, J.M. (1978), *Leadership*. Harper & Row, New York.
- Campbell, D.T., & Fiske, D.W. (1959) Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological Bulletin*, 56, 81-10.
- Capell, P. (2005). Where the job are: Nonprofits hire more for-profit managers. *Wall Street Journal*.
- Cascio, R., Mariadoss, B. J., & Mouri, N. (2010). The impact of management commitment alignment on sales persons' adoption of sales force automation technologies: An empirical investigation. *Industrial Marketing Management*, 39(2010), 1088-1096.
- Cavana, R., Delahaye, B., & Sekaran, U.(2001) *Applied Business Research: Qualitative and Quantitative Methods*, (3rd ed.) John Wiley & Sons Australia, Ltd.
- Chandler, G. N. & Hanks, S. H. (1993). Market attractiveness, resource-based capabilities, venture strategies, and venture performance. *Journal of Business Venturing*. 9(4): 331-349
- Chen, I. J. and Paulraj, A. (2004). Towards a theory of supply chain management: the constructs and measurements, *Journal of Operation Management*. 22 119-150.
- Chin, W.W., Gopal, A. & Salisbury, W.D. (1997). Advancing the theory of adaptive structuration: The development of a scale to measure faithfulness of appropriation. *Information Systems Research* 8 (4), 342-367.

- Chou, C.P., & Bentler, P. M. (1995). Estimates and tests in structural equation modeling. In R. H. Hoyle (Ed.), *Structural equation modeling: Concepts, issues, and applications* (pp. 37–54). Thousand Oaks, CA: Sage.
- Chung-Wen, Y. (2008). The relationships among leadership styles, entrepreneurial orientation, and business performance. *Managing Global Transitions*, 6(3), 257-275.
- Clark, C., Rosenzweig, W., Long, D., & Olsen, S. (2004). Double bottom line project report: Assessing social impact in double bottom line ventures. *Methods Catalogue*. New York, NY: Research Initiative on Social Entrepreneurship, Columbia Business School.
- Clark, K.B., Hayes, R.R. & Lorenz, C. (1985). *The Uneasy Alliance*. Harvard Business School Press, Boston, MA.
- Coakes, S.J., Steed, L., & Ong, C. (2010) *SPSS version 17.0 for windows: analysis without anguish*. 17th ed. John Wiley & Sons Australia Ltd., Milton, QLD.
- Compeau, D., Higgins, C. A., & Huff, S. (1999). Social cognitive theory and individual reactions to computing technology: A longitudinal study. *MIS quarterly*, 145-158.
- Covin, J.G., & Slevin, D.P. (1991). A conceptual model of entrepreneurship as firm behavior. *Entrepreneurship Theory and Practice*, 16(1), 7-25.
- Covin, J. G., Green, K. M. & Slevin D. P. (2006), Strategic process effects on the entrepreneurial orientation: sales growth rate relationships. *Entrepreneurship Theory and Practice*. Vol. 30, No. 1, pp. 57-81.
- Cyert, R.M., & March, J.G., (1966). *A behavioral theory of the firm*. Prentice-Hall, Englewood Cliffs, NJ.
- Daewoo, P. (2002). A predictive model of innovation and internationalization: An empirical study of united states construction firms. *Dissertation Abstracts International*, AAT 9300494
- Dansereau, R. Graen, G. & Haga, W.J. (1975), A vertical dyad linkage approach to leadership in formal organizations. *Organizational Behavior and Human Performance*, Vol. 13, pp. 46-78.
- Davis, R.B. & Mukamal, K.J. (2006) Hypothesis testing: means. *Circulation*, 114, pp. 1078–1082
- Dess, G. G. & Robinson, R. B. Jr. (1984). Measuring organizational performance in the absence of objective measures: The case of privately held firm and conglomerate business unit. *Strategic Management Journal*; 5, 265-273.
- Dees, J. G. (1998). Enterprising nonprofits: What do you do when traditional sources of funding fall short? *Harvard Business Review*, January/February, 55-67.

- Dees, J. G. (2001). The meaning of social entrepreneurship. *Center for the Advancement of Social Entrepreneurship*. Retrieved from www.caseatduke.org/documents/dees_sedef.pdf
- Dees, J. G. (2009). Social ventures as learning laboratories in innovations: technology, governance, and globalization. *Boston, MA: MIT Press Journal*.
- De Pree, M. (2004). Leadership is an art. *New York: Currency*.
- Dierickx, I. & Cool, K. (1989), Asset Stock Accumulation and Sustainability of Competitive Advantage. *Management Science*; 35, (12), pp. 1504–1511.;
- Dorado, S. (2006). Social entrepreneurial ventures: Different values so different process of creation, no? *Journal of Developmental Entrepreneurship*, 11(4), 319-343.
- Drayton, W. (2002). The citizen sector: becoming as entrepreneurial and competitive as business. *California Management Review*, Vol. 44(3):120-132
- Drucker, P. F. (1995) *Innovation & Entrepreneurship*. New York: Harper Business.
- DuBrin, A. J. (2001). *Leadership: Research findings, practice, skills* (3rd ed.). Boston: Houghton Mifflin.
- Eden, D. (1984), Self-fulfilling prophecy as a management tool: harnessing pygmalion. *Academy of Management Review*, 9, 64-73.
- Evans, M.G. (1970). The effects of supervisory behavior on the path-goal relationship, *Organizational Behavior and Human Performance*, 5, 277-98.
- Farruggia, G. (2007). How is the nonprofit sector changing? *Futures Research Quarterly*, 23(1), 5-16.
- Fernald, L.W., Jr. & Solomon, G.T. (1996). Entrepreneurial Leadership: Oxymoron or New Paradigm? *The Journal of Management Systems*, 8, 2-16.
- Field, R.H.G. (1989). The self-fulfilling prophecy leader: achieving the metharme effect. *Journal of Management Studies*, 26, 151-75.
- Fiedler, R.E. (1964). A contingency model of leadership effectiveness, in Berkowitz, L. (Ed.), *Advances in Experimental Social Psychology*, Academic Press, New York.
- Firestone, W.A. (1987), Meaning in method: The rhetoric of quantitative and qualitative research. *Educational Researcher*, 16 (7) 16-21.
- Forsgren, R. A. (1989). Increasing mail survey response rates: Methods for small business management. *Journal of Small Business Management*, 27 (4) 61–66.

- Fowler, A. (2000). NGOs as a moment in history: Beyond aid to social entrepreneurship or civic innovation? *Third World Quarterly*, 21(4), 637-654.
- French, J.R.P. (1956), A formal theory of social power, *Psychological Review*, 63, 181-94.
- French, J.R.P. & Raven, B.H. (1959), The Bases of Social Power, in Cartwright, D. (Ed.), *Studies of Social Power*, Institute for Social Research, Ann Arbor, Michigan.
- Galvin, D. (2006). Tiny bubbles: A guide to the new new nonprofit economy. *The Nonprofit Quarterly*, 13(2).
- Gandy, J. D. (2012). The relationship between social entrepreneurship and organizational effectiveness, *Dallas Baptist University. ProQuest Dissertations and Theses*, 203. Retrieved from <http://search.proquest.com.ezaccess.library.uitm.edu.my/docview/1271757529?accountid=42518>. (1271757529)
- Ghobadian, A. & Gallear, D. (1996). Total quality management in SMEs. *Omega*, 24(1): 83.
- Gold, A. H., Malhotra, A. & Segars, A. H. (2001) Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*. 18(1) 185-214.
- Gomes, C. F., Yasin, M. M. & Lisboa, J. V. (2004). An examination of manufacturing organizations' performance evaluation: Analysis, implications and a framework for future research. *International Journal of Operations & Production Management*; 24(5/6), 48-513.
- Goodman, P. S., & Pennings, J. M. (1977). *New perspectives on organizational effectiveness*. San Francisco, CA: Jossey-Bass.
- Graen, G. & Cashman, J. (1975), A role-making model of leadership in formal organizations: a developmental approach. In Hunt, J.G. and Larson, L.L. (Eds.), *Leadership Frontiers*, Kent State University Press, Kent, Ohio, 143-65.
- Grant, R.M., (1991), The resource-based theory of competitive advantage: Implications for strategy formulation. *California Management Review*; 33, (3), 114-135
- Gravetter, F. J. & Forzano, L. B. (2012). *Research Methods for the Behavioral Sciences* (4th ed.). Belmont, CA: Wadsworth.
- Greene, C.N. (1975), The reciprocal nature of influence between leader and subordinate. *Journal of Applied Psychology*, 60, 187-93.
- Griffin, T. & Ebert, R. (2006). *Business* (8th ed.). New York: Pearson Prentice Hall.

- Gupta, V., MacMillan, I. C., & Surie, G. (2004). Entrepreneurial leadership: developing and measuring a cross-cultural construct. *Journal of Business Venturing*, 19(2), 241-260.
- Haber, S & Reichel, A (2005). Identifying performance measures of small ventures - The case of the tourism industry. *Journal of Small Business Management*; 43(3), 257-286.
- Hair, J.F., Anderson, R.L. & Tatham W.C., 1998, *Multivariate data analysis with reading*. Prentice-Hall, Upper Saddle River, NJ.
- Hair J.F., Black W.C., Babin B.J., Anderson R.E., & Tatham R.L. (2006). *Multivariate data analysis*. 6th Edition. Pearson Prentice Hall. New Jersey.
- Hair, J.F. Jr., Money, A.H, Samouel, P. & Page, M. (2007) *Research Methods for Business*, John Wiley and Sons, Ltd.
- Hair, J. F., William C. B., Barry J. B., & Rolph E. A. (2010), *Multivariate Data Analysis*, Englewood Cliffs, NJ: Prentice Hall.
- Habaradas, R.B. (2008). SME development and technology upgrading in Malaysia: Lessons for the Philippines. *J. Int. Bus. Res.* 7(1): 89-116.
- Halim, H.A. & Ha, N.C. (2009). Examining the dimensions of business strategy among eight manufacturing organizations. *Interdisciplinary Journal of Contemporary Research Business*. 1(6) 211-223.
- Harding, R. (2004). Social enterprise: The new economic engine? *Business Strategy Review*, 15(4), 39-43.
- Hartigan, P. (2006). It's about people, not profits. *Business Strategy Review*, 17(4), 42-45.
- Harzing, A.W. (2006). Response styles in cross-national survey research: A 26-country study, *International Journal Cross-Culture Management*, 6 (2) 243-266
- Hashim, M. K. (2007). *SMEs in Malaysia: A Brief Handbook*. Kuala Lumpur, August Publishing Sdn Bhd.
- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*, 76, 408-420.
- Hazman, S. (1998) The level of participation and influence of HR managers in the strategic management process in Malaysian corporations. *Malaysian Management Review*, 33 47- 60.

- Helm, S. (2007). Social entrepreneurship: Defining the nonprofit behavior and creating an instrument for measurement (*Doctoral dissertation*). Retrieved from ProQuest Dissertations & Theses database. (UMI No. 3265545)
- Hendrickson, L.U. & Psarouthakis, J. (1992). *Dynamic Management of Growing Firms: Strategic Approach*. 2nd Eds. The University of Michigan Press. Michigan.
- Henri, J. F. (2004). Performance measurement and organizational effectiveness: Bridging the gap. *Managerial Finance*; 30(6), 93-123.
- Henton, D., Melville, J. & Walesh, K. (1997). The age of the civic entrepreneur: Restoring civil society and building economic community. *National Civic Review*. 86(2): 149-156.
- Herman, R. D. & Renz, D. O. (2004). Doing things right: Effectiveness in local nonprofit organizations, a panel study. *Public Administration Review*, 64(6), 694-704.
- Hersey, P. & Blanchard, K.H. (1969). Life cycle theory of leadership. *Training Development Journal*, 23, 26-34.
- Hersey, P. & Blanchard, K.H. (1977), *Management of Organizational Behavior: Utilizing Human Resources*, Prentice-Hall, Englewood Cliffs, New Jersey.
- Hisrich, R. & Grachev, M. (1996) Entrepreneurial leadership in the global economy: similarities and differences. *Journal of Management Systems*, 8 (1-4), 29-38
- Holden, R. B. (2010). Face validity. In Weiner, Irving B.; Craighead, W. Edward. *The Corsini Encyclopedia of Psychology* (4th ed.). Hoboken, NJ: Wiley.
- Hollander, E.P. (1958), Conformity, status, and idiosyncrasy credit, *Psychological Review*, 65, 117-27.
- Hollander, E.P. (1979), *Leadership dynamics: A practical guide to effective relationships*. Free Press, New York.
- Homans, G.C. (1959), *The Human Group*, Harcourt, Brace and World, New York.
- Hook, S. (1943), *The Hero in History*, John Day, New York.
- Hooper, D., Coughlan, J. and Mullen, M.R. (2007). Structural Equation Modelling: Guidelines for Determining Model Fit. *The Electronic Journal of Business Research Methods*, 6 (1) 53-60.
- House, R.J. (1971), A path-goal theory of leader effectiveness. *Administrative Science Quarterly*, 16, 321-38.

- House, R.J. (1977), A 1976 charismatic theory of leadership. In Hunt, J.G. and Larson, L.L. (Eds.), *Leadership: The Cutting Edge*, Southern Illinois University Press, Carbondale, Illinois.
- House, R.J. & Aditya, R.N. (1997). The social scientific study of leadership: quo vadis?. *Journal of Management*, 23(3): 409-473.
- Hu, C. (2010). Bootstrapping in AMOS. Retrieved from http://www3.nccu.edu.tw/~changya/SEMworkshop/Amos_bootstrapping_20100630.pdf
- Hu, L.-T., Bentler, P. M., & Kano, Y. (1992). Can test statistics in covariance structure analysis be trusted? *Psychological Bulletin*, 112, 351-362.
- Hybels, B. (2002). *Courageous Leadership*. Grand Rapids, MI: Zondervan.
- Ireland, R. D., Covin, J. G. & Kuratko, D. F. (2009), Conceptualizing Corporate Entrepreneurship Strategy, *Entrepreneurship Theory and Practice*, 33(1), 19-46.
- Ireland, R.D. & Hitt, M. A. (1999). Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership. *Academy of Management Executive*, 73(1), 43-57.
- Jacobs, T.O. (1970), *Leadership and exchange in formal organizations*, Human Resources Research Organization, Alexandria, Virginia.
- Jamaluddin, K. (2015, March 19). *Welcoming Address*. International Conference for Young Leaders, Kuala Lumpur.
- Jamaludin, Z. & Hasun, M.F. (2007). The importance of staff training to the SMEs performance, *Proceeding of 2nd International Colloquium on Business and Management*, Bangkok.
- Jobber, D. (1989). An examination of the effects of questionnaire factors in response to an industrial mail survey. *International Journal of Research in Marketing*, 6 (2) 129 – 135.
- Johnson, S. (2002). Social entrepreneurship literature review. *New Academy Review*, 2(2), 4256.
- Joreskog, K.G. & Sorbom, D.(1986). *Lisrel 6 – Computer Program*, Mooreville, IN, Scientific Software.
- Kanie, N. (2003). Assessing leadership potential for beyond 2012 climate change negotiation: Elaborating a framework of analysis. *Tokyo Institute of Technology*.
- Kanapathy, K. & Jabnoun, N. (1998) Are ISO 9000 and TQM programmes paying off

for Malaysian manufacturing companies. *Malaysian Management Review*, 33 40- 46.

- Kaplan, R. S. (2001). Strategic performance measurement and management in nonprofit organizations. *Nonprofit Management & Leadership*, 11(3), 353-370.
- Kassim, M. N. (2001). *Determinants of customer satisfaction and retention in the cellular phone market of Malaysia*. Unpublished doctoral dissertation, Southern Cross University, Australia.
- Katz, D. & Kahn, R.L. (1978), *The Social Psychology of Organizations* (2nd ed.), Wiley, New York.
- Kerr, S. & Jermier, J.M. (1978), Substitutes for leadership: Their meaning and measurement. *Organizational Behavior and Human Performance*, 18, 329-45.
- Khan, S. & Anjum, M.A. (2013) Role of leadership style and its impact on getting competitive advantage. *European Journal of Applied Sciences* 5 (2): 53-61, 2013
- King, S.W., Solomon, G.T., & Winslow, E. (1986). Entrepreneurial leadership: An interrelationship among adult development, leadership and organizational life cycles. *The Journal of Management Systems*, 8, 39-.51.
- Kieu, H. Q. (2010). Leadership styles and organizational performance: A predictive analysis. *University of Phoenix*.
- Kistruck, G. M. & Beamish, P. W. (2010). The interplay of form, structure, and embeddedness in social intrapreneurship. *Entrepreneurship Theory and Practice*, 34(4), 735-761.
- Klein, G.J., Ettenson, R. & Krishnan, B.C. (2006), Extending the construct of consumer ethnocentrism: When foreign products are preferred. *International Marketing Review*, 23(3), 304-21.
- Kleinbaum, D. G. 1996 . *Survival analysis: A self-learning text*. New York: Springer
- Kline, R. B. (1998). *Principles and practices of structural equation modeling*. New York: Guilford.
- Koppisch, J. (2014). *48 heroes of philanthropy*. Retrieved from <http://www.forbes.com/sites/johnkoppisch/2014/06/25/48-heroes-of-philanthropy-3/>
- Krejcie, R.V., & Morgan, D.W., (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*

- Kramer, M. R. (2005). *Measuring innovation: Evaluation in the field of social entrepreneurship*. Palo Alto, CA: Skoll Foundation.
- Kumar, R. (2005). *Research methodology: A step by step guide for beginners*. Thousand Oak: Sage
- Kumbul, B. & Kicir, B. (2011). Character strengths of social entrepreneurs: A quasi-qualitative study on young turkish social entrepreneurs. *Proceedings of ICBME*.
- Kuratko. D.F., & Hornsby, J. (1996). Developing entrepreneurial leadership in contemporary organizations. *The Journal of Management Systems*, 8, 17-29.
- Ladzani, W.M. & Van, V.J.J. (2002). Entrepreneurship training for emerging SMEs in South Africa. *J. Small Bus. Manage.*, 40(2): 154 - 161.
- Lee, H. & Choi, B. (2003). Knowledge management enablers. Process and organizational performance; An integrative view and empirical examination. *Journal of Management Information Systems*. 20 1 179-228.
- Li, F., Harmer, P., Duncan, T., Duncan, S., Acock, A. & Boles, S. (1998). Approaches to testing interactions effects using structural equation modeling methodology. *Multivariate Behavioral Research*, 33(1) 1-39.
- Liao, C. & Chuang, S. (2006). Exploring the role of knowledge management for enhancing firm's innovation and performance. *Proceedings of the 39th Hawaii International Conference on System Sciences*.
- Light, P. (2008). *The search for social entrepreneurship*. Washington, D.C.: Brookings Institution Press.
- Lin, H-F. (2006). Impact of organizational support on organizational intention to facilitate knowledge sharing. *Knowledge Management Research & Practice*. 4 26-35.
- Lippitt, G.L. (1987), Entrepreneurial Leadership: A Performing Art. *The Journal of Creative Behavior*, 21, 3, 264-270.
- Llewellyn, N., Edwards, C., Lawton, A. & Jones, G. (2000). Entrepreneurship and public service management: Definitions, competencies, obstacles and examples. *Open University Business School Working Paper*. No. 00/03.
- 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.
- Lydon, S. R. (2001). Entrepreneurial leadership in high-technology firms: Toward a competency-based model. *Dissertation Abstracts International*, AAT 3000444.

- Lyon, D.W., Lumpkin, G.T. & Dess, G.G. (2000). Enhancing entrepreneurial orientation research: operationalizing and measuring a key strategic decision making process. *Journal of Management*, 26 (5) 1055-1085.
- Mahmood, R., & Hanafi, N. (2013). Entrepreneurial orientation and business performance of women - owned small and medium enterprises in Malaysia : Competitive advantage as a mediator. *International Journal of Business and Social Science*, 4(1), 82-90
- Mair, J., & Martí, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41(1), 36-44.
- Mair, J. and Noboa, E. (2006). Social entrepreneurship: How intentions to create a social venture are formed. In Mair, J., Robinson, J. and Hockerts, K. (Eds), *Social Entrepreneurship*. Palgrave Macmillan: Basingstoke, UK and New York: 121-135.
- Manz, C.C. & Sims, H.P. Jr. (1987). Leading workers to lead themselves: The external leadership of self-managing work teams. *Administrative Science Quarterly*, 32, 106-28.
- Martin, R.L. & Osberg, S. (2007) Social entrepreneurship: The case for definition *Stanford Social Innovation Review*, Stanford University.
- Maruyama, G. M. (1998). *Basics of structural equation modeling*. Thousand Oaks, CA: Sage Publications.
- May, T. (2002), *Social research: Issues, methods and process*. Open University Press, Buckingham.
- McGrath, R.G. (1997). A real options logic for initiating technology positioning investments. *Academy of Management Review*, 22: 974-996.
- McGrath, R.G. & MacMillan, I.C. (2000). *The entrepreneurial mindset*, MA: Harvard Business School Press.
- McGregor, D. (1966), *Leadership and Motivation*, MIT Press, Cambridge, Massachusetts.
- Meyer, G.D. & K. A. Heppard. (2000). Entrepreneurial strategies: the dominant logic of entrepreneurship. In G.D.Meyer & K.A. Heppard (Ed.), *Entrepreneurial as strategy*. Thousand Oaks: Sage Publications, Inc.
- Miller, D. (1983). The correlates of entrepreneurship in three types of firms. *Management Science*, 29(7), 770-791.
- Ministry of Finance (2014) Official portal of Ministry of Finance, Malaysia. Retrived from http://www.treasury.gov.my/index.php?option=com_content&view=article&id=706&lang=en

- Mohtar, S. & Rahim, H.L. (2014). Social entrepreneurship, entrepreneurial leadership and organizational performance: a mediation conceptual framework. *Aust. J. Basic & Appl. Sci.*, 8(23): 184-190.
- Moorman, C. & Miner, A.S. (1998). Organizational improvisation and organizational memory. *Academy of Management Review*, 23 (4) 242-266.
- Okwemba, E.M., Chitiavi, M.S., Egessa, R., Douglas, M. & Musiega, M.G. (2014) Effect of corporate social responsibility on organisation performance; Banking industry Kenya, Kakamega County. *International Journal of Business and Management Invention*, 3(4) 37-51.
- Morse, R. & Dudley, L. (2002), Civic Entrepreneurs and Collaborative Leadership, *PA Times*. August: 3
- Mort, G. S., Weerawardena, J., & Carnegie, K. (2003). Social entrepreneurship: towards conceptualization. *International journal of nonprofit and voluntary sector marketing*, 8(1), 76-88. 10.1002/nvsm.202
- Murjan, A. A. & Salleh, M. S. (2012) The influence of market orientation, brand equity on SMEs performances. *Knowledge Management International Conference*.
- Nahavandi, A. (2002). *The art and science of leadership* (3rd ed.). Upper Saddle River, NJ: Prentice Hall.
- Nambiar, P. (2009, July 24). *Plans to enhance SME contribution*. Retrieved from <http://blis.bernama.com.eserv.uum.edu.my/mainHome.do>
- Neuman, W. L. (2007). *Basics of social research: Qualitative and quantitative approaches* (2nd ed. ; International ed.). Boston, Mass; London: Pearson, Allyn and Bacon.
- Ng, C.J. (2006). Designing a questionnaire. *Malaysian Family Physician*, 19 (1) 32-35.
- Nga, J. K. H. & Shamuganathan, G. (2010). The influence of personality traits and demographic factors on social entrepreneurship start up intentions. *Journal of Business Ethics*, 95, 2, 259-282.
- Ngah, R. (2011). The relationship of intellectual capital, knowledge sharing, innovation and organizational performance of malaysian smes. Unpublished doctoral dissertation. Universiti Malaya, Malaysia.
- Nicholls, A. (ed.). (2005). *Social entrepreneurship: New models of sustainable social change*. New York, NY: Oxford University Press
- Nordin, M, & Arawati, A (1993), *Challenges of Industrialization and Globalization of Business*, UKM, Bangi

- Normah, M.A. (2007). SMEs: Building blocks for economic growth. *J. Dpt. Stat. Malays.*, 1: 1-13
- Nunnally, J.C. (1978). *Psychometric theory*. McGraw-Hill, New York.
- Nunnally, J.C. & Bernstein, I.H. (1994). *Psychometric theory*. McGraw-Hill, New York.
- Nyambegera, St. M., Daniels, K. & Sparrows, P. (2001). Why fit doesn't always matter: The impact of HRM and cultural fit on job involvement of Kenyan employees. *Applied Psychology: An International Review*, 50, 109– 140.
- O'Neill, M. (2014). *10 Companies That Gave the Most Cash in 2013*. Retrieved from <https://philanthropy.com/article/10-Companies-That-Gave-the/150507>
- Ostroff, C. & Schmitt, N. (1993). Configurations of organizational effectiveness and efficiency. *The Academy of Management Journal*; 36(6), 1345-1361.
- Ouchi, W.G. & Jaeger, A.M. (1978), Type z organization: stability in the midst of mobility. *Academy of Management Review*, 3, 305-14.
- Pallant, J. (2001). *SPSS survival manual: A step by step guide to data analysis using SPSS for windows* (Version 10). Victoria: McPherson's Printing Group.
- Pascale, R.T. & Athos, A.G. (1981), *The art of japanese management. application for american executives*. Warner, New York.
- Peredo, A. M., & McLean, M. (2006). Social entrepreneurship: A critical review of the concept. *Journal of World Business*, 41(1), 56-65.
- Perrini, F. (2006). Social Entrepreneurship Domain: Setting Boundaries. In F. Perrini (Ed.), *The New Social Entrepreneurship: What Awaits Social Entrepreneurial Ventures?* (pp. 1-25). Northampton, MA: Edward Elgar.
- Peters, T.J. & Waterman, R.H. (1982). *In search of excellence: Lessons from america's best-run companies*. Warner, New York.
- Peterson, R. S., Smith, D. B., Martorana, P. V., & Owens, P. D. (2003). The impact of chief executive officer personality on top management team dynamics: One mechanism by which leadership affects organizational performance. *Journal of Applied Psychology*, 88, 795–808.
- Pinchot, G., (1994). Entrepreneurial leadership. *Executive Excellence* 11 (11), 15–18.
- Pfeffer, J. (1981). *Power in Organizations*, Pitman, Marshfield, Massachusetts.
- Porter, M. E., & Kramer, M. R. (2006). Strategy & society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 1-15.

- Prabhu, G. N. (1999), Social entrepreneurship leadership, *Career Development International* 4(3): 140-145.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in multiple mediator models. *Behavior Research Methods, Instruments, and Computers*, 37 , 717-731.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40, 879-891.
- Prahalad, C. K. & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 68(3), 79-91.
- Quinn, R. E. & Rohrbaugh, J. (1983). A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management Science*, 29(3), 363-377.
- Rahim, H. L., & Lajin, N. F. M. (2014). Enhancing graduate employability through social entrepreneurship. *2nd Asean Entrepreneurship Conference Proceeding*.
- Rahim H.L. & Mohtar, S. (2015). Social entrepreneurship: A different perspective. *International Academic Research Journal of Business and Technology* 1(1): 9-15
- Razak, N. (2015, March 19). *Keynote Address*. International Conference for Young Leaders, Kuala Lumpur.
- Renko, M., El Tarabishy, A., Carsrud, A. L. & Brännback, M. (2015), Understanding and measuring entrepreneurial leadership style. *Journal of Small Business Management* 53: 54-74. doi: 10.1111/jsbm.12086.
- Robbins, S. P. (2003). *Organizational behavior* (10th ed.). Upper Saddle River, NJ: Prentice Hall.
- Roberts, D., & Woods, C. (2005). Changing the world on a shoestring: The concept of social entrepreneurship. *University of Auckland Business Review*, 7(1), 45-51.
- Rozhan, O., Rohayu, A.G. & Rasidah, A. (2001) Great expectations- CEO's perception of the performance gap of the HR function in the Malaysian manufacturing sector *Personnel Review*, 61- 80.
- Rojas, R. R. (2000). A review of models for measuring organizational effectiveness among for-profit and nonprofit organizations. *Nonprofit Management & Leadership*, 11(1), 97-104.

- Russo MV, Fouts PA. 1997. A resource-based perspective on corporate environmental performance and profitability. *Academy of Management Journal* 40(3):534 – 559.
- Santos, F. M. (2012). A positive theory of social entrepreneurship. *Journal of Business Ethics*, 111(3), 335-351.
- Sarachek, B. & Aziz, A.H. (1983) A survey of Malaysian personnel practices and problems. *Jurnal Pengurusan*, 2 61-79.
- SBECouncil (2014) *Small Business Facts and Data*. Retrieved from <http://www.sbecouncil.org/about-us/facts-and-data/>
- Schenk, C. (1928), Leadership, *Infantry Journal*, 33, 111-22.
- Schulz, W. (1993). Skill-based strategy and entrepreneurial leadership: How individual and corporate entrepreneurs create value. *Dissertation Abstracts International*, AAT 9329840.
- Schumpeter, J. A. (1975) Capitalism, Socialism, and Democracy. *New York: Harper: 82-85*.
- Sekaran, U. (2000). *Research Methods for Business : A Skill Building Approach, 3rd edition*. New York, NY: John Wiley & Sons.
- Sekaran, U. (2003). *Research methods for business* (4th ed.). Hoboken, NJ: John Wiley & Sons.
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (5th ed.). West Sussex, UK: John Wiley & Sons Ltd.
- Selden, S. C. & Sowa, J. E. (2004). Testing a multi-dimensional model of organizational performance: Prospects and problems. *Journal of Public Administration Research and Theory*, 14(3), 395-416.
- Sharir, M., & Lerner, M. (2006). Gauging the success of social ventures initiated by individual social entrepreneurs. *Journal of World Business*, 41(1), 6-20.
- Shane, S. (2003). A general theory of entrepreneurship: The individual-opportunity nexus. *Cheltenham, UK: Edward Elgar Publishing Limited*.
- Sherman, D. A. (2006). *Social entrepreneurship: Pattern-changing entrepreneurs and the scaling of social impact*. Retrieved from <http://www.labforculture.org/en/content/download/96128/731756/file/Sherman%202006%20Social%20Entrepreneurship%20Scaling%20Social%20Impact.pdf>
- Small and Medium Enterprise Agency. (2014). *The Supporting Framework of the Japanese Economy*. Retrieved from

<http://www.meti.go.jp/english/aboutmeti/data/aOrganizatione/keizai/chuushouukigyuu/01.htm>

- SMECorp. (2012). *Structural Characteristics of Malaysian SMEs*. Retrieved from http://www.smecorp.gov.my/vn2/sites/default/files/chapter%202_0.pdf
- SMECorp. (2014). *SME Annual Report 2013/2014* Retrieved from <http://www.smecorp.gov.my/vn2/sites/default/files/Appendices.pdf>
- Soininen, J., Puumalainen, K., Sjogren, H. & Syraj, P. (2011), The impact of global economic crisis on smes - does entrepreneurial orientation matter. *Proceedings The 56th Annual ICSB World Conference*, Stockholm.
- Stacks, D.W. (2002). *Primer of public relations research*. New York: Guilford.
- Star Biz (2009). SMEs in need of comprehensive plan - Nation lacks strategy to help sector whether crisis. *The Star*, p. B3
- Stogdill, R.M. (1959), *Individual Behavior and Group Achievement*, Oxford
- Subramaniam, A. & Nilakanta, S. (1996). Organizational innovativeness: exploring the relationship between organizational determinants of innovation, types of innovation and measures of firm performance. *OMEGA*, 24(6) 631-647.
- Surie, G., & Ashley, A. (2008). Integrating pragmatism and ethics in entrepreneurial leadership for sustainable value creation. *Journal of Business Ethics* 81(1), 235-246.
- Swanson, L. A. & Zhang, D. D. (2010). The social entrepreneurship zone. *Journal of Nonprofit & Public Sector Marketing*, 22(2), 71-88.
- Swiercz, P. M., & Lydon, S. R. (2002). Entrepreneurial leadership in high-tech firms: a field study. *Leadership & Organization Development Journal*, 23(7), 380-389.
- Swihart, N.L. (2002). Retail superpreneurs and their influence on small communities. *Dissertation Abstracts International*, AAT 3064283
- Tabachnick, B., & Fidell, L. (2001). *Using multivariate statistics (4th ed.)*. Boston: Allyn & Bacon.
- Talon, P.P., Kraemer, K.L., & Gurbaxani, V. (2000). Executives perceptions of the business values of information technology: A process-oriented approach. *Journal of Management Information Systems*, 16 (4) 145-173.
- Tarabishy, A., Solomon, G., Fernald, L. W. & Sashkin M. (2005). The entrepreneurial leader's impact on the organization's performance in dynamic markets. *Journal of Private Equity* 8 (4):20-9.

- Tarsilla, M. (2009). *Summary report of the Symposium on Measuring the Impact of Doing Good*. Toronto, ON: Rotman School of Management.
- Taticchi, P., Balachandaran, K.R., Botarelli, M. & Cagnazzo, L. (2008). Performance measurement management for small and medium enterprises: An integrated approach. *JAMAR*, 6 (2) 57-73.
- Tepthong, S. (2014) Social entrepreneurship and organizational performance: Combining the resource dependence and resource-based views. (*Doctoral dissertation*). Retrieved from libdcms.nida.ac.th/thesis6/2014/b185259.pdf
- Thompson, J., Alvy, G., & Less, A. (2000) Social entrepreneurship: A new look at the people and the potential. *Management Decision*, 38(5): 328-338.
- Thompson, P., (1983). *The nature of work. Introduction to debates on the labor process*. Macmillan, London.
- Thornberry, N. (2006). *Lead like an entrepreneur: Keeping the entrepreneurial spirit alive within the corporation*. Fairfield, PA: McGraw Hill.
- Townsend, D., & Hart, T. (2008). Perceived institutional ambiguity and the choice of organizational form in social entrepreneurial ventures. *Entrepreneurship: Theory & Practice*, 32(4), 685-700.
- Tsikriktsis, N. (2005). A review of techniques for treating missing data in OM survey research. *Journal of Operations Management*, 24(1), 53-62.
- Tucker, B. (2010). Through which lens? Contingency and institutional approaches to conceptualising organizational performance in the not-for-profit sector. *Journal of Applied Management Accounting Research*, 8(1), 17-33.
- Tvorik, S.J & McGivern, M.H. (1997). Determinants of organizational performance. *Management Decisions*, 35 (6) 417-435.
- Venkataraman, S. (1997). The distinctive domain of entrepreneurship research: An editor's perspective. In J. K. R. Brockhaus (Ed.), *Advances in entrepreneurship, firm emergence, and growth*, vol. 119.
- Vroom, V.H. & Jago, A.G. (1988), *The New Leadership: Managing Participation In Organizations*. Prentice-Hall, Englewood Cliffs, New Jersey.
- Vroom, V.H. & Yetton, P.W. (1973), *Leadership and Decision-making*. University of Pittsburgh Press, Pittsburgh, Pennsylvania.
- Wah, S. S. (2004). Entrepreneurial leaders in family business organizations. *Journal of Enterprising Culture*, 12(1), 1-34.
- Wernerfelt B. (1984). A resource-based view of the firm. *Strategic Management Journal* 5 (2): 171-180.

- Werts, C .E., Linn, R. L., & Joreskog, K.G.(1974).Intra class reliability estimates: Testing structural assumptions. *Educational and Psychological Measurement*, 34, 25–33.
- Wiklund, J. & Shepherd, D. (2003), Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium sized businesses. *Strategic Management Journal*, 24(12), 1307-1314.
- Winch, G. & McDonald,J. (1999). SMEs in an environment of change: Computer-based to aid learning and change management. *Industrial and Commercial Training*, 31(2) 49-56.
- Xia, Y., Qiu, Y. and Zafar, A.U. (2007). The impact of firm resources on subsidiary's competitiveness in emerging markets: An empirical study of singaporean smes' performance in china. *Multinational Business Review*, 15 (2) 13 – 40.
- Youssry, A. (2007). *Social Entrepreneurs and Enterprise Development*. Retrieved from http://yesweb.org/docs/Toolkit_Social_Entrepreneurs_12_AUG_2007.pdf
- Yukl, G.A. (1971). Toward a behavioral theory of leadership. *Organizational Behavior and Human Performance*, 6, 414-40.
- Yukl, G.A. (1989). *Leadership in Organizations* (2nd ed.). Prentice-Hall, Englewood Cliffs, New Jersey.
- Yunus, M. (2009). *Creating a World Without Poverty: Social Business and the Future of Capitalism*. PublicAffairs.
- Zahra, A. M., Gedajlovic, E., Neubaum, D. O., & Shulman, J. M. (2009). A typology of social entrepreneurship: Motives, search processes and ethical challenges. *Journal of Business Venturing*, 24(5), 519-532.
- Zakaria, F. (2011). Social enterprise in Malaysia: The UMK experience. *Asian Solidarity Economy Forum KL2011*, 31 Oct - 0 Nov 2011, Seri Cempaka Suites (Menara PGRM) , Kuala Lumpur, Malaysia. (Unpublished).
- Zhao, X., Lynch, J. G., Jr, & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about media-tion analysis. *Journal of Consumer Research*, 37, 197–206.
- Zikmund, W.G. (2003) *Business Research Methods* (7th edition), Thompson South-Western: Ohio.