

Hakcipta © tesis ini adalah milik pengarang dan/atau pemilik hakcipta lain. Salinan boleh dimuat turun untuk kegunaan penyelidikan bukan komersil ataupun pembelajaran individu tanpa kebenaran terlebih dahulu ataupun caj. Tesis ini tidak boleh dihasilkan semula ataupun dipetik secara menyeluruh tanpa memperolehi kebenaran bertulis daripada pemilik hakcipta. Kandungannya tidak boleh diubah dalam format lain tanpa kebenaran rasmi pemilik hakcipta.



**ORIENTASI PASARAN: KOMPETENSI
KEUSAHAWANAN DAN PRESTASI PKS DI MALAYSIA**



MOHMAD AMIN BIN MAD IDRIS

UUM
Universiti Utara Malaysia

**DOKTOR PENTADBIRAN PERNIAGAAN
UNIVERSITI UTARA MALAYSIA
SEPTEMBER 2016**

**ORIENTASI PASARAN: KOMPETENSI KEUSAHAWANAN DAN
PRESTASI PKS DI MALAYSIA**



Oleh

MOHMAD AMIN BIN MAD IDRIS

UUM
Universiti Utara Malaysia

**Disertasi diserahkan kepada
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
bagi memenuhi sebahagian syarat Ijazah Doktor Pentadbiran Perniagaan**

KEBENARAN MENGGUNA

Dalam mempersembahkan disertasi ini sebagai memenuhi sebahagian daripada keperluan ijazah pasca daripada Universiti Utara Malaysia (UUM), saya dengan ini bersetuju memberi kebenaran kepada Perpustakaan Sultanah Bahiyah Universiti Utara Malaysia mempamerkan tesis ini bagi tujuan rujukan. Saya juga bersetuju memberi kebenaran kepada penyelia saya atau Dekan Othman Yeop Abdullah Graduate School of Business membuat salinan disertasi ini dalam apa bentuk sekali pun, samaada sepenuhnya, atau pun sebahagian daripadanya, bagi tujuan akademik. Saya faham bahawa sebarang penyalinan atau penerbitan atau penggunaan disertasi saya ini yang sebahagian daripadanya adalah untuk keuntungan kewangan tidak akan dibenarkan tanpa kebenaran bertulis daripada saya. Pengiktirafan perlu diberi kepada saya dan kepada UUM di dalam mana-mana penggunaan akademik yang mana dilakukan dari mana-mana bahan di dalam disertasi saya.

Permohonan untuk kebenaran menyalin atau untuk menggunakan bahan di dalam disertasi ini bagi tujuan lain sama ada sepenuhnya atau sebahagian daripadanya hendaklah dialamatkan kepada:



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

ABSTRAK

Sumbangan perusahaan kecil dan sederhana (PKS) dalam pertumbuhan ekonomi dan sosial, serta menggalakkan persaingan di dalam pasaran di kalangan kebanyakan negara telah dikaji sepenuhnya. Bagaimanapun penemuan-penemuan tidak konsisten yang dilaporkan dalam literatur mencetuskan keperluan untuk menjalankan kajian-kajian seterusnya mengenai faktor-faktor yang mempengaruhi prestasi PKS. Oleh itu, kajian ini direkabentuk untuk meneliti kesan langsung orientasi pasaran, kompetensi keusahawanan dan orientasi keusahawanan ke atas prestasi PKS di Malaysia. Kajian ini juga bertujuan menentukan peranan pengantara iaitu orientasi keusahawanan ke atas hubungan-hubungan di antara orientasi pasaran dengan prestasi PKS, dan di antara kompetensi keusahawanan dengan prestasi PKS. Rekabentuk tinjauan kuantitatif telah digunakan dan data telah dipungut daripada syarikat-syarikat PKS yang berdaftar dengan SME Corp. Kajian ini juga menggunakan teknik persampelan rawak bersistematik. Analisis statistik telah dijalankan untuk menguji hipotesis-hipotesis kajian dengan menggunakan perisian statistik *Statistical Package for the Social Sciences*. Dapatan kajian menunjukkan wujud hubungan signifikan dan positif di antara orientasi pasaran dengan prestasi, kompetensi keusahawanan dengan prestasi, dan orientasi keusahawanan dengan prestasi. Mengenai hubungan pengantaraan, dapatan juga menunjukkan bahawa orientasi keusahawanan mengantaraan hubungan di antara orientasi pasaran dengan prestasi, dan di antara kompetensi keusahawanan dengan prestasi. Kajian ini menyumbang kepada literatur semasa tentang cara orientasi keusahawanan bertindak sebagai pengantara hubungan kedua-dua orientasi pasaran dan kompetensi keusahawanan dengan prestasi PKS khususnya dalam konteks Malaysia yang masih kekurangan bahan-bahan rujukannya. Selain itu, kajian ini mengemukakan satu strategi khusus tentang cara prestasi syarikat-syarikat PKS dapat ditingkatkan. Kajian ini dirumuskan dengan perbincangan-perbincangan berhubung implikasi teoretikal dan pengurusan, batasan kajian serta cadangan-cadangan untuk kajian masa hadapan.

Kata kunci: perusahaan kecil dan sederhana, orientasi pasaran, kompetensi keusahawanan, orientasi keusahawanan, prestasi

ABSTRACT

The contribution of the small and medium enterprises (SMEs) in economic and social growth and promoting competitiveness among most nations has been well researched. However, the inconsistencies of findings reported in the literature triggered the need to further research on the factors affecting SME performance. Therefore, this study was designed to examine the direct effect of market orientation, entrepreneurial competencies and entrepreneurial orientation on SME performance in Malaysia. The study also aimed to determine the mediating role of entrepreneurial orientation on the relationship between market orientation and performance, and between entrepreneurial competencies and performance. A quantitative survey design was adopted, and data were collected from the SMEs registered with the SME Corp. The study also employed a systematic random sampling technique. Statistical analysis has been carried out to test the study hypotheses using Statistical Package for the Social Sciences. The findings indicated that significant and positive relationship exists between market orientation and performance, entrepreneurial competencies and performance, and between entrepreneurial orientation and performance. On the mediation relationship, the findings also revealed that entrepreneurial orientation mediate the relationships between market orientation and performance, and between entrepreneurial competencies and performance. This study contributes mainly to the current literature on how entrepreneurial orientation mediate both market orientation and entrepreneurial competencies and SME performance relationships especially in the Malaysian context where similar studies are generally scarce. Moreover the study specifies a strategy on how to improve the performance of the SMEs. The study concluded with a discussion of the theoretical and managerial implications, the limitations as well as suggestions for future research.

Keywords: small and medium enterprises, market orientation, entrepreneurial competencies, entrepreneurial orientation, performance

PENGHARGAAN

Saya amat bersyukur ke hadrat Allah subhanu wataala kerana dengan limpah kurnianya telah memberi saya kekuatan, kecekalan dan ketabahan untuk menyiapkan tesis ini. Jutaan terima kasih kepada penyelia saya Profesor Dr. Rosli Mahmood yang telah memberi panduan dan dorongan sehingga tesis ini dapat diselesaikan. Saya juga ingin mengucapkan ribuan terima kasih kepada pemilik-pemilik perniagaan PKS yang sudi untuk memberi kerjasama dengan menjawab soalan-soalan yang disediakan. Tanpa sokongan dan kerjasama daripada mereka, tesis ini sudah pasti tidak akan dapat disempurnakan.

Memang ramai rakan-rakan akademik dan pentadbiran di UUM yang memberi sumbangan di dalam menyiapkan tesis ini. Biarlah saya mulakan dengan memberi ucapan terima kasih kepada Prof. Madya Dr. Nor Azila Bt Mohd Noor yang tidak jemu-jemu memberi semangat dan inspirasi kepada saya. Begitu juga dengan Prof. Madya Dr. Mohd Dan Bin Jantan, Prof. Madya Dr. Barudin Mohamed, Prof. Madya Dr. Juzhar B Jusoh, Prof. Madya Dr Hasani Bin Dali, Prof. Ir. Dr. Che Sobri Bin Abdullah, Prof. Madya Dr. Ahmad Martadha B Mohamed, Prof. Madya Dr Sobri Don, Prof. Madya Dr. Mustakim Bin Melan, Dr. Shuhymee Bin Ahmad, , Prof. Madya Dr. Fauziah Hanim Bt Fadzil dan rakan-rakan pentadbiran dalam UUM yang sentiasa bertanya dan memberi semangat untuk saya menyempurnakan disertasi saya. Hanya Allah jua yang dapat membalas sumbangan anda semua.

Akhir sekali, terima kasih yang tidak terhingga kepada isteri saya Dr. Mohayazeedah Aine yang amat saya cintai, yang begitu sabar menunggu dan sering ditinggalkan berseorangan, serta anak-anak kesayangan saya Nety, Nur Arina, Dr. Nur Aminah, Muhammad Husaini, dan Imran Haqem kerana memahami keadaan.

Mohmad Amin Bin Mad Idris

KANDUNGAN

Perakuan Kerja Tesis	iii
Kebenaran Mengguna	v
Abstrak	vi
Abstract	vii
Penghargaan	viii
Jadual Kandungan	ix
Senarai Jadual	xiii
Senarai Rajah	xiv
Senarai Singkatan	xv

BAB 1: PENGENALAN

1.1	Latar Belakang Kajian	1
1.2	Pernyataan Masalah	5
1.3	Persoalan Kajian	13
1.4	Objektif Kajian	13
1.5	Skop Kajian	14
1.6	Signifikan Kajian	15
1.7	Definisi Istilah	17
	1.7.1 Prestasi	17
	1.7.2 Orientasi Pasaran	17
	1.7.3 Kompetensi Keusahawanan	18
	1.7.4 Orientasi Keusahawanan	19
	1.7.5 Perusahaan Kecil dan Sederhana (PKS)	19
1.8	Organisasi Disertasi	20

BAB 2: SOROTAN KARYA

2.1	Pengenalan	22
2.2	Perusahaan Kecil dan Sederhana (PKS) di Malaysia	23
2.2.1	Defini PKS	25
2.2.2	Pembangunan PKS di Malaysia	27
2.3	Konsep Keusahawanan dan Usahawan	29
2.4	Prestasi	40
2.5	Orientasi Pasaran	49
2.6	Kompetensi Keusahawanan	69
2.7	Orientasi Keusahawanan	75
2.7.1	Inovasi	80
2.7.2	Pengambilan Risiko	81
2.7.3	Proaktif	82
2.6.4	Perbandingan Satu Dimensi dan Pelbagai Dimensi	76
2.8	Orientasi Pasaran dan Prestasi PKS	84
2.9	Kompetensi Keusahawanan dan Prestasi PKS	87
2.10	Orientasi Keusahawanan dan Prestasi PKS	88
2.11	Orientasi Keusahawanan Sebagai Variabel Pengantara	90
2.12	Teori Asas Kajian	91
2.13	Kerangka Kajian	94
2.14	Ringkasan Bab	94

BAB 3: METODOLOGI KAJIAN

3.1	Pengenalan	96
3.2	Rekabentuk Kajian	96
3.3	Populasi dan Persampelan	98
3.4	Rekabentuk Soal Selidik	99
3.5	Instrumentasi	101
3.6	Ujian Rintis	104

3.7	Analisis Data	106
3.8	Ringkasan Bab	108

BAB 4: DAPATAN KAJIAN

4.1	Pengenalan	109
4.2	Kadar Respon	110
4.3	Profil Responden	110
4.4	Pembersihan Data	114
	4.4.1 Mengesan Data Hilang	114
	4.4.2 Data Terpencil	115
	4.4.3 Ujian Normaliti	117
	4.4.4 Ujian Kelinearan	119
	4.4.5 Multikolineariti	121
4.5	Analisis Data	122
	4.5.1 Pengujian Analisis Faktor	122
	4.5.2 Analisis Statistik Deskriptif	125
	4.5.3 Pengujian Analisis Laluan	126
4.6	Pengujian Hipotesis	129
	4.6.1 Hipotesis Pertama	129
	4.6.2 Hipotesis Kedua	129
	4.6.3 Hipotesis Ketiga	130
	4.6.4 Hipotesis Keempat dan Kelima	131
4.7	Rumusan Bab	132

BAB 5: PERBINCANGAN DAN RUMUSAN

5.1	Pengenalan	134
5.2	Dapatan Kajian	134
5.3	Perbincangan	138
	5.3.1 Hubungan antara Orientasi Pasaran dengan Prestasi PKS	

	di Malaysia	139
5.3.2	Hubungan antara Kompetensi Keusahawanan dengan Prestasi PKS di Malaysia	140
5.3.3	Hubungan antara Orientasi Keusahawanan dengan Prestasi PKS di Malaysia	141
5.3.4	Orientasi Keusahawanan Sebagai Pengantara antara Orientasi Pasaran dengan Prestasi PKS di Malaysia	142
5.3.5	Orientasi Keusahawanan sebagai Pengantara antara Kompetensi Keusahawanan dengan Prestasi PKS di Malaysia	142
5.4	Implikasi Kajian	143
5.4.1	Pendekatan Pendidikan, Latihan dan Pembangunan Keusahawanan Yang Lebih Kreatif dan Terfokus	144
5.4.2	Penerapan Melalui Media Massa	150
5.4.3	Program-program Agensi Sokongan	150
5.5	Cadangan Kajian akan Datang	151
5.6	Kesimpulan	152
RUJUKAN		157

LAMPIRAN-LAMPIRAN

Lampiran 1:	Soal-selidik Kajian	220
Lampiran 2:	Ujian Kesahan dan Kebolehpercayaan	226
Lampiran 3:	Analisis Faktor sebelum Analisis Inferensi	229
Lampiran 4:	Analisis Faktor untuk Analisis Inferensi	233
Lampiran 5:	Uji Lineariti	237
Lampiran 6:	Output Analisis Regresi	238

SENARAI JADUAL

- Jadual 1.1 Bilangan firma mengikut sektor.
- Jadual 1.2 Bilangan PKS mengikut negeri.
- Jadual 1.3 Sumbangan KDNK PKS kepada keseluruhan KDNK mengikut aktiviti ekonomi utama (peratus).
- Jadual 1.4 Definisi PKS berdasarkan Majlis Perkembangan PKS Negara.
- Jadual 2.1 Pengukuran orientasi pasaran versi MKTOR.
- Jadual 2.2 Perbandingan komponen orientasi pasaran (MKTOR dengan MARKOR).
- Jadual 3.1 Saiz persampelan
- Jadual 3.2 Item-item pengukur orientasi pasaran
- Jadual 3.3 Item-item pengukur kompetensi keusahawanan
- Jadual 3.4 Item-item pengukur orientasi keusahawanan
- Jadual 3.5 Item-item pengukur prestasi PKS
- Jadual 3.6 Tahap kebolehppercayaan variabel-variabel
- Jadual 4.1 Demografi responden
- Jadual 4.2 Demografi responden (Tahap pendidikan).
- Jadual 4.3 Demografi responden (Jenis organisasi).
- Jadual 4.4 Demografi responden (Tempoh firma beroperasi).
- Jadual 4.5 Demografi responden (Bilangan kakitangan)
- Jadual 4.6 Demografi responden (Lokasi operasi).
- Jadual 4.7 Ringkasan hasil ujian lineariti
- Jadual 4.8 Hasil pengujian analisis faktor ketekalan data.
- Jadual 4.9 Min dan sisihan piawai bagi variabel kajian

Jadual 4.10 Nilai Variance Inflation Factors (VIF)

Jadual 4.11 Ringkasan hasil anggaran model kajian dengan analisis laluan.



SENARAI RAJAH

Rajah 2.1 Model kajian.

Rajah 4.1 P-P Plot ujian taburan normal data



SENARAI SINGKATAN

AEC	ASEAN Economic Community
AIM	Amanah Ikhtiar Malaysia
ASEAN	Association of South East Asian Nations
DEB	Dasar Ekonomi Baru
KDNK	Keluaran Dalam Negara Kasar
KK	Kompetensi keusahawanan
MKTOR	Market orientation
MARA	Majlis Amanah Raayat
MARKOR	Market orientation
MITI	Ministry of International Trade and Industry
PKS	Perusahaan Kecil dan Sederhana
OP	Orientasi pasaran
OK	Orientasi keusahawanan
OPP2	The Second Outline Perspective Plan
PIP	Pelan Induk Perindustrian
RMK2	Rancangan Malaysia Ke-2
RMK3	Rancangan Malaysia Ke-3
RMK4	Rancangan Malaysia Ke-4
RMK5	Rancangan Malaysia Ke-5
TEKUN	Tabung Ekonomi Kumpulan Usaha Niaga
TPPA	Trans-Pacific Partnership Agreement

BAB SATU

Pengenalan

1.1 Latar Belakang Kajian

Perusahaan Kecil dan Sederhana (PKS) memainkan peranan penting di dalam pembangunan ekonomi sesebuah negara di mana sektor ini didapati banyak memberi sumbangan ke arah mewujudkan pekerjaan, menggalakkan pertumbuhan ekonomi, dan mengurangkan kadar kemiskinan melalui peningkatan pendapatan (Davidsson, 2015; Oke, Burke & Myers, 2007; Wolff & Pett, 2006). PKS juga telah dilihat sebagai penggalak kepada peningkatan kemahiran keusahawanan dan memainkan peranan dalam mengagihkan aktiviti ekonomi di kalangan masyarakat (Habaradas, 2008). Di samping berperanan sebagai pembekal dan penyedia servis sokongan kepada syarikat-syarikat korporat, PKS juga bertindak sebagai pemangkin dan inkubator bagi membangun perniagaan berskala kecil menjadi perniagaan berskala besar (Habaradas, 2008; Ramukumba, 2014). Apabila berlakunya penurunan saiz sesebuah syarikat kooperat akibat daripada kemelesetan ekonomi di dalam sesebuah negara yang menyebabkan langkah drastik mungkin terpaksa diambil oleh syarikat-syarikat tersebut untuk membuang pekerja-pekerja mereka bagi menyelamatkan syarikat, memulakan satu perniagaan PKS akan menjadi satu pilihan penyelesaian terbaik oleh pekerja-pekerja yang dibuang (Wiboonchutikula, 2002).

Di kebanyakan negara, PKS adalah satu sektor perniagaan yang paling dinamik kerana ia mempunyai pengaruh yang kuat ke atas ekonomi semua negara (Ladzani dan Vuuren, 2002) dan sering memainkan peranan utama di dalam mencapai matlamat sosio-ekonomi negara-negara berkenaan (Love & Roper, 2013). PKS juga

The contents of
the thesis is for
internal user
only

RUJUKAN

- Ab Wahid, R. (2011). *Mediating effect of entrepreneurial orientation on the intellectual capital-performance relationship in the Malaysian banking sector*. Unpublished doctoral Thesis, Universiti Utara Malaysia.
- Abd Aziz, S. (2010). *The relationship between business model and performance of manufacturing small and medium enterprises in Malaysia*. Unpublished doctora1 Thesis, Universiti Utara Malaysia.
- Ab. Aziz, Y. (2003). *Prinsip Keusahawanan*. Petaling Jaya: Prentice Hall.
- Abd Aziz, S., & Mahmood, R. (2011). The relationship between business model and performance of manufacturing small and medium enterprises in Malaysia. *African Journal of Business and Management*, 5(22), 8918-8932.
- Abdullah, F., Hamali, J., Deen, A. R., Saban, G., & Abdurahman, A. Z. A., (2009). Developing a framework of success of Bumiputera entrepreneurs. *Journal of Enterprising Communities*, 3(1), 8-24.
- Abu Bakar, L. J., Ahmad, H., Mahmood, R., Arshad, D., & Razalli, R. (2015). Linking entrepreneurial orientation and performance: stimulating effective government link companies. *International Journal of Research In Social Sciences*, 5(4), 30-40.
- Adam, E., & Chell, E. (1993). The successful international entrepreneur: a profile. Paper presented at the 23rd. European Small Business Seminar, Belfast, Northern Ireland.

- Agarwal, S., Erramili, M. K., & Dev, C. S. (2003). Market orientation and performance in service firms: role of innovation. *Journal of Services Marketing*, 17(1), 68-82.
- Ahmad, S. (2011). Market orientation in Pakistani companies. *Pakistan Business Review*, 106-131.
- Ahmad, H., Arshad, D., & Marchalina, L. (2015). Entrepreneurial orientation, strategic improvement, talent management and firm performance. *Journal of Business, Economics and Finance*, 4(1), 92-107.
- 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), 98-104.
- Ahmad, N. H., Halim, H. A. & Zainal, S. R. M. (2010). Is entrepreneurial competency the silver bullet for SME success in a developing nation? *International Business Management Journal*, 4 (2), 67-75.
- Ahmad, N. H. (2007). *A cross-cultural study of entrepreneurial competencies and entrepreneurial success in SMEs in Australia and Malaysia*. Unpublished PhD Thesis, The University of Adelaide, Australia.
- Ahmad, N.H., Ramayah, T., Wilson, C., & Kummerow, L. (2010). Is entrepreneurial competency and business success relationship contingent upon business environment?: A study of Malaysian SMEs. *International Journal of Entrepreneurial Behaviour & Research*, 16(3), 182–203.

- Aiken, L. S., & West, S. G. (1991). *Multiple Regression: Testing and Interpreting Interactions*. Newbury Park, CA: Sage Publications.
- Akgun, A. E., Keskin, H., & Byrne, J. (2008). The moderating role of environmental dynamism between firm emotional capability and performance. *Journal of Organizational Change Management*, 21(2), 230-252.
- Alchian, A., & Demsetz, H. (1972). Production information, cost and economic organization. *American Economic Review*, 62, 777-795.
- Allen, R. S., Dawson, G., Wheatley, K., & White, C. S. (2008). The relationship between diversity practices and perceived organizational diversity. *Problems and Perspectives in Management*, 6(2), 85-93.
- Al-Swidi, A. K., & Mahmood, R. (2011). How does organizational culture shape the relationship between entrepreneurial orientation and the organizational performance of banks? *European Journal of Social Sciences*, 20(1), 28-46.
- Amit, R. & Schoemaker, P. J. (1993). Strategic assets and organizational rent. *Strategic Management Journal*, 14 (1), 33-46.
- Amry, S. (2009). 1997 turmoil prepared SMEs to face new crisis. *New Sunday Times*, March 1.
- Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2004). *Quantitative methods for business*. Mason, OH: Thomson.
- Appiah-Adu, K., & Singh, S. (1998). Customer orientation and performance: a study of SMEs. *Management Decision*, 36(6), 385-394.

- Argawal, S., Erramili, M. K., & Dev, C. S. (2003). Market orientation and performance in service firms: role of innovation. *Journal of Services Marketing*, 17(1), 68-82.
- Armstrong, J. S., & Overton, T. S. (1977). Estimating non-response bias in mail survey. *Journal of Marketing Research*, 14(3), 396-462.
- Asian Productivity Organization (2006)
- Asian Productivity Organization (2011)
- Atuahene-Gima, K. (1996). Market orientation and innovation. *Journal of Business Research*. 35(2), 54-74.
- Atuahene-Gima, K., & Li, H. (2002). When does trust matter? Antecedents and contingent effects of supervisee trust on performance in selling new products in China and the United State. *Journal of Marketing*, 66(3), 61-81.
- Atuahene-Gima, K., & Ko, A. (2001). An empirical investigation of the effect of market orientation and entrepreneurship orientation alignment on product innovation. *Organization Science*, 12(1), 54-74.
- Autio, E., Keeley, R., Klofsten, M., & Ulfstedt, T. (1997). Entrepreneurial intent among students: testing an intent model in Asia, Scandinavia and in the USA. *Frontiers of Entrepreneurship Research*. Wellesley, MA: Babson College.
- Avlonitis, G. J., & Gounaris, S. P. (1997). Marketing orientation and company performance. *Industrial Marketing Management*, 26, 385-402.

- Avlonitis, G. J., & Salavou, H. E. (2007). Entrepreneurial orientation of SMEs, product innovativeness, and performance. *Journal of Business Research*, 60(5), 566–575.
- Awang, A., Ahmad, Z. A., Asghar, A. R. S., & Subari, K. A. (2010). Entrepreneurial orientation among Bumiputera small and medium agro-based enterprises (BSMAEs) in West Malaysia. *International Journal of Business and Management*, 5(5), 130-143.
- Aziz, N. A., & Yasin, M. Y. (2010). How will market orientation and external environment influence the performance among SMEs in the agro-food sector in Malaysia? *International Business Research*, 3(3), 154-164.
- Aziz, N. A., Yassin, N. M., & Ahmad, A. (2010). Understanding the impact of market orientation, segmentation and differentiation on business performance in the Southeast Asia Tropical Fruit Industry. *EABR and ETLC Conference Proceedings*.
- Babbie, E. (2011). *Survey research method*. Belmont, CA: Wadsworth.
- Baker, W. E., & Sinkula, J. M. (1999). The synergistic effect of market orientation and learning orientation: an organization performance. *Academy of Marketing Science Journal*. 27(4), 411-427.
- Baker, W. E., & Sinkula, J. M. (2002). Market orientation, learning orientation and product innovation: delving into the organization's black box. *Journal of Market-focused Management*, 5(1), 5-23.

- Balakrishnan, S. (1996). Benefits of customer and competitive orientation in industrial markets. *Industrial Marketing Management*, 25(4), 257-270.
- Bardai, B. (2000). *Keusahawanan Dan Perniagaan*. Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Barker, C., Pistrang, N., & Elliot, R. (2015). *Research Method in Clinical Psychology: An introduction for students and practitioners (3rd. ed.)*. USA: John Wiley & Son.
- Barkham, R. J. (1994). Entrepreneurial characteristics and the size of the new firm: a model and an economic test. *Small Business Economics*, 6(2), 117-125.
- Barney, J. (2001). Is the resource-based view a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26(1), 41.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Barrett H., Weinstein, A., (1998). The effect of market orientation and organizational flexibility on corporate entrepreneurship, *Entrepreneurship Theory and Practice*, 23(1), 57-70.
- Barringer, B. R. & Duane R. I. (2016). *Entrepreneurship: Successfully Launching New Ventures* (5th. ed). London: Pearson.
- 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.

- Barret, H. & Weinstein, A. (1998). The effect of market orientation and organization flexibility on corporate entrepreneurship. *Entrepreneurship Theory and Practice*, 23 (Fall), 57-70.
- Baum, J. R., Locke, E. A., & Smith, K. G. (2001). A multidimensional model of venture growth. *Academy of Management Journal*, 44, 292–303.
- Becherer, R. C., Halstead, D., & Haynes, P. (2001). Marketing orientation in SMEs: effect of the internal environment. *Journal of Research in Marketing and Entrepreneurship*, 3(1), 1-17.
- Becherer, R. C., & Maurer, J. G., (1997). The moderating effect of environmental variables on the entrepreneurial and marketing orientation of entrepreneur-led firms. *Entrepreneurship: Theory and Practice*, 22(1), 47-58.
- Begley, T. M., & Boyd, D. P. (1986). Executive and corporate correlates of financial performance in smaller firms. *Journal of Small Business Management*, 26, 8-15.
- Berenson, M. L, Levine, D. M., & Krenbiel, T. (2004). *Basic Business Statistics: Concepts and Applications* (10th. ed). Upper Saddle River: Pearson Education Inc..
- Bhatiasevi, Veera, 2010. The Race towards a Knowledge Based Economy A Comparative Study between Malaysia and Thailand. *International Journal of Business and Management*, 114.
- Bhuian, S. N. (1997). Exploring market orientation in banks: an empirical examination in Saudi Arabia. *Journal of Services Marketing*, 11(5), 317-328.

- Bhuiyan, S. N. (1998). An empirical examination of market orientation in Saudi Arabian manufacturing companies. *Journal of Business Research*, 43(1), 13-26.
- Bhuiyan, S. N., & Habib, A. M. (2001). The relationship between entrepreneurship, market orientation and performance: a test in Saudi Arabia. *A working paper*, Louisiana Tech University.
- Bhuiyan, S. N., Menguc, B., & Bell, S. J. (2005). Just entrepreneurial enough: the moderating effect of entrepreneurship on the relationship between market orientation and performance. *Journal of Business Research*, 58(1), 9-17.
- Bird, B. (1995). *Toward a theory of entrepreneurial competency*. In Katz, J.A., & Brockhaus, R.H. Sr. (Eds), *Advances in entrepreneurship, firm emergence, and growth*. 2, 51-72. Greenwich, CN: JAI Press.
- Borg, W. K., & Gall, M. D. (1989). *Educational research: an introduction*. New York: Longman.
- Box, T. M., White, M. A., & Barr, S. H. (1993). A contingency model of new manufacturing firm performance. *Entrepreneurship Theory and Practice*, 18(2), 31-45.
- Boyatzis, R. E. (1982). *The competent manager: a model for effective performance*. New York. Wiley.
- Boyatzis, R. E. (2008). Competencies in the 21st. century. *Journal of Management Development*, 27(1), 5-12.

- Brinckmann, J. (2008). *Competence of top management teams and success of new technology-based firms. A theoretical and empirical analysis concerning competencies of entrepreneurial teams and the development of their ventures*. Wiesbaden: Gabler Publishing.
- Brockman, B. K., Jones, M. A., & Becherer, R. C., (2012). Customer orientation and performance in small firms: examining the mediating influence of risk-taking, innovativeness, and opportunity focus. *Journal of Small Business Management*, 50(3), 429-446.
- Brockhaus, R. H. (1980). Risk taking propensity of entrepreneurs. *Academy of Management Journal*, 23(3), 509-520.
- Brockhaus, R. H. (1982). *Psychology of the Entrepreneur*. In Sexton, D. L., Kent, C. A., & Vesper, K. H. (Eds.), *Encyclopedia of Entrepreneurship*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 39-71.
- Brockhaus, R. H. Sr., & Horwitz, P. S. (1986). *The psychology of the entrepreneur*. In Sexton, D. L., and Smilor, R. W. (Eds.), *The Art and Science of Entrepreneurship*. Cambridge, MA: Ballinger, 25-48.
- Brockhaus, R. H. (1980). Risk-taking propensity of the entrepreneur. *Academy of Management Journal*, 23, 509-520.
- Brown, T. (1996). *Resource orientation, entrepreneurial orientation and growth: how the perception of resource availability affects small firm growth*. Unpublished PhD dissertation, Rutgers University, Newark.

- Brown, T., Davidsson, P., & Wiklund, J. (2001). An operationalization of Stevenson's conceptualization of entrepreneurship as opportunity-based firm behaviour. *Strategic Management Journal*, 22(1), 953-968.
- Brush, C. G., & Vandenberg, P. A. (1992). A comparison of methods and sources for obtaining estimates of new venture performance. *Journal of Business Venturing*, 7(2), 157- 170.
- Bryman, A., & Bell, E. (2003). *Business research methods*. New York: Oxford University Press.
- Buckley, P. J., Pass, C. L., Prescott, K. (1988). Measures of international competitiveness: a critical survey. *Journal of Marketing Management*, 4(2), 175-200.
- Bunic Z. (2007). Influence of market orientation on business performance, case: Croatian manufacturing companies. *16th EDAMBA Summer Academy-Sorezr, France*. July.
- Bygrave, W. D., (1989). Micro, macro and corporate entrepreneurs: can they all fit in the same paradigm? *Presented at the Academy of Management Annual Meeting*, Washington, D.C.
- Cadogan, J. W., Diamantopolous, A., & Siguaw, J. A. (2002). Export market oriented activities: their antecedents and performance consequences. *Journal of International Business Studies*, 33(3), 615-626.
- Campbell, A. (1991). Strategy and intuition – a conversation with Henry Mintzberg. *Long Range Planning*, 24(2), 90-103.

- Campbell, D. T., & Fiske, D.W.(1959). Convergent and discriminant validity by the multitrait-multimethod matrix. *Psychological Bulletin*, 56, 81-105.
- Capaldoa, G., Iandolib, L., & Ponsiglione, C. (2004). Entrepreneurial competencies and training needs of small firms: A methodological approach,. Paper presented at the 14th Annual IntEnt Conference, Napoli.
- Carton, R. B., & Hofer, C. W. (2010). Organizational financial performance: Identifying and testing multiple dimensions. *Academy of Entrepreneurship Journal*, 6(1), 1-22.
- Carmines, E. G. & Zeller, R. A. (1979), *Reliability and validity assessment: quantitative applications in the social sciences*. Thousand Oaks, CA: Sage.
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2001). *Applied business research: qualitative and quantitative methods*. Milton: John Wiley & Sons.
- Casson, M. C. (2005). Entrepreneurship and the theory of the firm. *Journal of Economic Behavior & Organization*, 58(2), 327-348.
- Casson, M. C. (1990). *Enterprise and competitiveness*. New York: Oxford University Press.
- Casson, M. C. (1985) Entrepreneurship and the dynamics of foreign direct investment, in P. J. Buckley and M. C. Casson, *The Economic Theory of the Multinational Enterprise*, London: Macmillan, 172-191.
- Chadam, J., & Pastuszak, Z. (2005). Marketing aspects of knowledge-based management in group of companies, case of Poland. *Industrial Management & Data Systems*, 105(4), 459-475.

- Chai, Y. K., & Melissa, L. L. (2016). Strategic entrepreneurship and performance and medium enterprise of Malaysia. *The International Journal of Business & Management*, 4(2), 116-122.
- Chandler, G. N., & Hanks, S. H. (1994). Market attractiveness, resource-based capabilities, venture strategies, and venture performance. *Journal of Business Venturing*, 9(4), 331-349.
- Chandler, G. N., & Jansen, E. (1992). The founder's self-assessed competence and venture performance. *Journal of Business Venturing*, 7(3), 223-236.
- Chandler, G. N. (1996). Business similarity as a moderator of the relationship between pre-ownership. *Entrepreneurship Theory and Practice*, 20(3), 51-65.
- Chell, E. (1991). Social enterprise and entrepreneurship towards a convergent theory of the entrepreneurial process. *International Small Business Journal*, 25(1), 5-26.
- Chelliah, S., Sulaiman, M., & Yusoff, Y.M. (2010). Internationalization and performance: small and medium enterprises (SMEs) in Malaysia. *International Journal of Business and Management*, 5(6), 27-37.
- Chen, M. J. & Hambrick, D. C. (1995). Speed, stealth, and selective attack: how small firms differ from large firms in competitive behavior. *Academy of Management Journal*, 38, 453-482.
- Chin, C.H., Lo, M.C., & Ramayah, T. (2013). Market orientation and organizational performance: the moderating role of service quality. *Sage Open*, October-December, 1-14.

- Chittithaworn, C., Islam, M. A., Keawchana, T., & Yusuf, D. H. (2011). Factors affecting business success of small and medium enterprises (SMEs) in Thailand. *Journal Asian Social Science*, 7(5), 1-11.
- Choi, Y. J. (2002). *Market orientation and innovation in US small business firms in small towns*. Unpublished PhD dissertation, Iowa State University, Ames, Iowa.
- Chao, M. C. H., & Spilan, J. E. (2010). The journey from market orientation to firm performance: a comparative study of US and Taiwanese SMEs. *Management Research Review*, 33(5), 472-483.
- Chow, I. H. (2006). The relationship between entrepreneurial orientation and firm performance in China. *SAM Advanced Management Journal*, 71(3), 11-20.
- Churchill, G. A. (1991). *Marketing research: methodological foundations*. Chicago: Dryden Press.
- Churchill, G. A. (1991). *Basic marketing research*. Chicago: Dryden Press.
- Churchill, N. C., & Levis, V. L. (1983). The five stages of small business growth. *Harvard Business Review*, 61(3), 30-50.
- Clark, B. R. (1998). The entrepreneurial University: demand and response. *Tertiary Education and Management*, 4(1), 5-16.
- Clark, B. H. (1999). Marketing performance measures: history and interrelationships. *Journal of Marketing Management*, 15(8), 711-732.
- Coakes, S. J., & Steed, L. (2007). *SPSS Version 14.0 for windows: analysis without anguish*. Milton: John Wiley & Sons.

- Coakes, E., Amar, A. D., & Granados, L. M. (2010). Knowledge management, strategy, and technology: a global snapshot. *Journal of Enterprise Information Management*, 23(3), 282 -304.
- Collins, O. F., Moore, D. G. (1964). *The Enterprising Man*. USA: Michigan State University Press.
- Comrey, A. L., & Lee, H. B. (1992). *A first course in factor analysis*. New Jersey: Lawrence Erlbaum Associates.
- Conner, K. R. (1991). A historical comparison of the resource-based theory and five schools of thought within industrial organization economies: do I have new theory of the firm? *Journal of Management*, 17(1), 121-154.
- Cooper, A. C., & Gimeno-Gascon, F. J. (1992). *Entrepreneurs, process of founding and new form performance*, in Sexton, D & Kasarda, J. (eds), *The State of the Art in Entrepreneurship*. Boston, MA: PWS Publishing Co. 301-40.
- Cooper, J. M. (1993). What is coefficient alpha? An examination of theory and applications. *Journal of Applied Psychology*, 78, 98-104.
- Cooper, D. R., & Schindler, C. P. S. (2014). *Business research method*. NY: McGraw Hill.
- Coulthard, M. (2007). The role of entrepreneurial orientation on firm performance and the potential influence of relational dynamism. *Journal of Global Business and Technology*, 3(1), 29-39.

- Covin, J. G., Green, K. M., & Slevin, D. P. (2006). Strategic process effects on the entrepreneurial orientation-sales growth rate relationship. *Entrepreneurship Theory and Practice*, 30(1), 57-81.
- Covin, J. G., Slevin, D. P., & Heeley, M. B. (2001). Strategic decision making in an intuitive vs technocratic mode: Structural and environmental considerations. *Journal of Business Research*, 52(1), 51-67.
- Covin, J., & Miles, M. (1999). Corporate entrepreneurship and the pursuit of competitive advantage. *Entrepreneurship Theory and Practice*, 23 (3), 47-63.
- Covin, J. G. & Miles, M. P. (1999). Corporate entrepreneurship and pursuit of competitive advantage. *Entrepreneurship Theory and Practice*, 23(3), 47-63.
- Covin, J. G., Slevin, D. P., & Schultz, R. L. (1994). Implementing strategic missions: effective strategic structural and tactical choices. *Journal of Management Studies*, 31, 481-504.
- Covin, J. G., & Slevin, D. P. (1991). A conceptual model of entrepreneurship as firm behavior. *Entrepreneurship Theory and Practice*, 16(1), 7-24.
- Covin, J. G., Slevin, D. P., & Covin, T.J. (1990). Contents and performance of growth-seeking strategies: A comparison of small firms in high and low technology industries. *Journal of Business Venturing*, 5, 391-412.
- Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10(10), 75-87.
- Covin, J. G., & Slevin, D. P. (1986). The development and testing of an organizational-level entrepreneurship scale. In Ronstadt, R., Homaday, J.,

- Peterson, R., & Vesper, K. (eds.), *Frontiers of entrepreneurship research-1986*, (628-639). Wellesley, MA: Babson College.
- Cozby, P. (1989). *Methods in behavioral research*. Mountain View, CA: Mayfield Publishing.
- Cravens, K. S. & Guilding, C. (2000). Measuring customer focus: an examination of the relationship between market orientation and brand valuation. *Journal of Strategic Marketing*, 8(1), 27-45.
- Creswell, J. W. (2012). *Educational research: planning, conducting and evaluating quantitative and qualitative research*. (4th. ed.) Edward brothers, inc.
- Creswell, J. W. (2008). *Research design: qualitative, quantitative, and mixed approaches (4th ed)*. USA: Sage.
- Cronbach, L. J. (1957). The two disciplines of scientific psychology. *American Psychologist*, 12, 671-684.
- Cunningham, L. X., & Rowley, C. (2007). Human resource management and Chinese small and medium enterprises. *Personnel Review*, 36(3), 415-439.
- Curkovic, S., Veickery, S., & Droge, C. (2000). Quality-related action programs: their impact on quality performance and firm performance. *Decision Science*, 31(4), 885-905.
- Daft, R. L. (2000). *Organization Theory and Design*. (7th ed.). USA: South-Western College Publishing, Thomson Learning.

- Darroch, J., & McNaughton, R. (2003). Beyond market-orientation-knowledge management and the innovativeness of New Zealand firms. *European Journal of Marketing*, 37, 572-593.
- Davidsson, P. (2015). Entrepreneurial opportunities and the entrepreneurship nexus: A re-conceptualization. *Journal of Business Venturing*, 30(5), 674-695.
- Davis, D., Morris, M., & Allen, J. (1991). Perceived environmental turbulence and its effect on selected entrepreneurship, marketing and organizational characteristics in industrial firms. *Journal of the Academy of Marketing Sciences*, 19(1), 45-51.
- Davis, D., & Cosenza, R. M. (1993). *Business research for decision making*. Belmont, CA: Wadsworth Publishing Co.
- Dawes, J. (1999). The relationship between subjective and objective company performance measures in market orientation research: Further empirical evidence. *Marketing Bulletin*, 10, 65-75.
- Day, G. S. (1991). Learning about marketing. *Marketing Studies Institute*. Report #91-17. June.
- Day, G. S. (1994). The capabilities of market-driven organizations, *Journal of Marketing*, 58(4), 37-52.
- Delbaere, M., Sivaramakrishnan, S., & Bruning, E. (2003). The role of knowledge management in the market orientation-business performance linkage. *Proceedings of Administrative Sciences Association of Canada Conference*, Halifax, Nova Scotia.

- Delbaere, M. Zhang, D., Sivaramakrishnan, S., & Bruning, E. (2005). Antecedents to knowledge management: the role of information technology adoption, analytical capabilities and market orientation. *Proceeding of Academy of Marketing Science Conference*, Tampa, Florida.
- Deng, S., & Dart, J. (1994). Measuring market orientation: a multi-factor, multi-item approach. *Journal of Marketing Management*, 10, 725-742.
- Deshpande, R., Farley, J. U., & Webster, F. E. (1993). Corporate culture, customer orientation and innovativeness. *Journal of Marketing*, 57(1), 23-37.
- Deshpande, R., & Farley, J. U. (2004). Organizational culture, market orientation, innovativeness and firm performance: an international research odyssey. *International Journal of Research in Marketing*, 21(1), 3-27.
- Deshpande, R., Farley, J. U., & Webster Jr., F. E. (1993). Corporate culture, customer orientation, and innovativeness in Japanese firms: A quadrad analysis. *Journal of Marketing*, 57(1), 23-37.
- Deshpandé, R., & Farley, J. (1996). *Understanding market orientation: a prospectively designed meta-analysis of three market orientation scales*. MSI Working Paper 96-125, Marketing Science Institute, Cambridge, MA.
- Dess, G., Lumpkin, G. T., & Covin, J. (1997). Entrepreneurial strategy making and firm performance: test of contingency and configurational models. *Strategic Management Journal*, 18(1), 2-23.
- Dess, G. G., & Robinson, R. B. (1984). Measuring organizational performance in the absence of objective measures: the case study of the privately-held firms and conglomerate business unit. *Strategic Management Journal*, 5(3), 265-273.

- Diamantopoulos, A., & Hart, S. (1993). Linking market orientation and company performance: preliminary evidence on Kohli and Jaworski's framework. *Journal of Strategic Marketing*, 1(2), 93-121.
- Dickson, P. R. (1996). The static and dynamic mechanics of completion: a comment on Hunt and Morgan's comparative advantage theory. *Journal of Marketing*, 60(4), 102-106.
- Dimitratos, P., Lioukas, S., & Carter, S. (2004). The relationship between entrepreneurship and international performance: the importance of domestic environment. *International Business Review*, 13(1), 19-41.
- Dollinger, M. (1995). *Entrepreneurship: Strategies and resources*. Illinois: Austin Press and Richard D. Irwin Inc.
- Drucker, P. (1985). *Innovation and entrepreneurship*. NY: Harper Business.
- Drucker, P. F. (1954). *The practice of management*, NY: Harper & Row.
- Durkan, P., Harrison, R., Lindsay, P. and Thompson, E. (1993). Competence and executive education and development in an SME environment. *Irish Business and Administrative Research*, 14(1), 65-80.
- Dwairi, M. A. (2004). The moderating roles of national culture and the country institutional profiles on the effect of market orientation and entrepreneurial orientation on the performance of banks in Jordan. *Unpublished DBA dissertation*, Louisiana Tech University, US.
- Dyck, B., (2005). Learning to build a car: an empirical investigation of organizational learning. *The Journal of Management Studies*, 42(2), 387-416.

- Dyer, W. G., Jr. (1992). *The entrepreneurial experience*. San Francisco: Jossey-Bass.
- Dyke, L. S., Fischer, E. M., & Reuber, R. A. (1992). An inter-industry examination of the impact of owner experience on firm performance. *Journal of Small Business Management*, October, 72-87.
- Economist Intelligence Unit (2010)
- Emory, C. W., & Cooper, D. R.(1991). *Business research methods*. Homewood, IL: Irwin.
- Eris E. D., Ozmen N. T. (2012). The effect of market orientation, learning orientation and innovativeness on firm performance: A research from Turkish logistics sector. *International Journal of Economics Sciences and Applied Research*, 5, 77-108
- Fairoz, et al. (2010). Entrepreneurial orientation and small business performance of small and medium scale enterprises of Hambantota District Sri Lanka. *Asian Social Science*, 6(3), 34-46.
- Farrell, M.A. (2000). Developing a market-oriented learning organization, *Australian Journal of Management*, 25(2), 201-222.
- Felton, A. P. (1959). Making the marketing concept work. *Harvard Business Review*, 37, 55-65.
- Feurer, P., & Chaharbaghi, K. (1994). Defining competitiveness: a holistic approach. *Management Decision*, 32(2), 48-58.
- Field, A. (2009). *Discovering statistic using SPSS*. Los Angeles: Sage.

- Fiorito, S. S., & LaForge, R. N., (1986). A marketing survey analysis of small retailers. *American Journal of Small Business*, 10(4), 7-17.
- Flapper, S. D. P., Fortuin, L., & Stoop, P. P. M. (1996). Towards consistent performance management systems. *International Journal Operation Production Management*, 16(7), 27-37.
- Flury, B., & Riedwyl, H. (1988). *Multivariate statistics a practical approach*. London: Chapman & Hall.
- Frese, M., Brantjes, A., & Hoorn, R. (2002). Psychological success factors of small scale business in Namibia: the roles of strategy process, entrepreneurial orientation and the environment. *Journal of Developmental Entrepreneurship*, 7(3), 259-282.
- Fujisaki, M. Y., Hirai, Y., & Ohe T. (1999). Relationship between the entrepreneurial aspiration of Japanese college students and timing of their first encounter with entrepreneurial concepts. <http://fusionmx.babson.edu/entrep/fer/II/IID/IID.htm>
- Fuller-Love, N. (2006). Management development in small firms. *International Journal of Management Review*, 8(3), 175-190.
- Gartner, W. B., & Vesper, K. H. (1994). Experiments in entrepreneur education. *Journal of Business Venturing*, 9(3), 179-187.
- Gartner, W. B. (1989). Some suggestions for research on entrepreneurial traits and characteristics. *Entrepreneurship Theory and Practice*, 14(1), 27-37.

- George, B. A. (2006). *Entrepreneurial orientation: a theoretical and empirical examination of the consequences of differing construct representations*. Paper presented at the 2006 Babson College Entrepreneurship Research Conference. Bloomington, IN, June 8–10.
- Gerli, F., Gubitta, P., & Tognazzo, A. (2011). Entrepreneurial competencies and firm performance: an empirical study. *VIII International Workshop on Human Resource Management - Seville, Conference Proceedings*. SSRN: <http://ssrn.com/abstract=1850878>
- Gerli, S., Olev, M., & Karin, T. (2013). Test-taking effort as a predictor of performance in low-stake tests. *Trames*, 17(67/62) 4, 433-448.
- Ghani, U., & Mahmood, Z. (2011). Factors influencing performance of Microfinance firms in Pakistan: focus on market orientation. *International Journal of Academy Research*, 3(5), 125-132.
- Ghobadian, A., & Gallear, D. (1996). Total quality management in SMEs. *Omega International Journal of Management Science*, 24(1), 83-106.
- Ghozali, I., (2009). *Aplikasi Analisis Multivariate dengan program SPSS*. Indonesia: Badan Penerbit Universitas Diponegoro.
- Gillin, L. M., & Powe, (1994). Added value from teaching entrepreneurship and innovation. *Frontier of entrepreneurship research*. Boston: Babson College, 687-689.
- Girden, E. R. (2001). *Evaluating research article: from start to finish*. London: Sage.

- Gnyawali, D., & Fogel, D. (1994). Environments for entrepreneurship development: key dimensions and research implications. *Entrepreneurship: Theory & Practice*, 18(4), 43-62.
- Goldman, A., & Grinstein, A. (2010). Stages in the development of market orientation publication activity. *European Journal of Marketing*, 44, 1384-1409.
- Good, P. I., & Hardin, J. W. (2003). *Common errors in statistics*. NY: John Wiley.
- Gounaris, S. P., Avlonitis, G. J., & Papastathopoulou, P. (2004). Managing a firm's behavior through market orientation development: some empirical findings. *European Journal of Marketing*, 38, 1481-1508.
- Grant (1991). The resource based theory of competitive advantage: implications for strategy formulation. *California Management Review*, 33(3), 114-35.
- Graziano, A. M., & Raulin, M. L. (2004). *Research method: a process of inquiry*. NY: Addison-Wesley.
- Greenan, K., Humphreys, P., & McIvor, R. (1997). The green initiative: improving quality and competitiveness for European SMEs. *European Business Review*, 97(5), 208-214.
- Green, P., Tull, D., & Albaum, G. (1988). *Research for marketing decisions*. Englewood Cliffs, NJ: Prentice Hall.
- Greenberg, J., & Baron A. R. (2000). *Behaviour in Organisations*. Englewood Cliffs, NJ: Prentice Hall.
- Greenlley, G. E. (1995). Market orientation and company performance: empirical evidences from UK companies. *British Journal of Management*, 6, 1-13.

- Greer, T. V., & Lothia, R. (1994). Effects of source and paper color on response rates in mail surveys. *Industrial Marketing Management*, 23(1), 47-54.
- Grewal, R., & Tansuraj, P. (2001). Building organizational capabilities for managing economic crisis: the role of market orientation and strategic flexibility, *Journal of Marketing*, 65(2), 67-80.
- Griffin, T., & Ebert, R. (2006). *Business* (8th. ed.). NY: Pearson Prentice-Hall.
- Gonzalez-Benito, O., & Gonzalez-Benito, J. (2005). Cultural vs operational market orientation and objective vs subjective performance: perspective of production and operation. *Industrial Marketing Management*, 34, 797-829.
- Grover & Suominen (2014). *Summary - State of SME finance in the United States*. Tradeup: White Paper.
- Gunther, R. (1999). Falling forward: real options reasoning and entrepreneurial failure. *The Academy of Management Review*, 24(1), 13-30.
- Gupta, A., & Govindarajan, V. (1984). Business unit strategy, managerial characteristics, and business unit effectiveness at strategy implementation. *Academy of Management Journal*, 27(1), 24-41.
- Habaradas, R. B. (2008). SME development and technology upgrading in Malaysia: lessons for the Philippines. *Journal of International Business Research*, 7(1), 89-116.
- Haber, S., & Reichel, A. (2007). The cumulative nature of the entrepreneurial process: The contribution of human capital, planning and environment resources to small venture performance. *Journal of Business Venturing*, 22, 119-145

- Haber, S. & Reichel, ds A. (2005). Identifying performance measures of small ventures - the case of the tourism industry. *Journal of Small Business Management*, 43(3), 257-287.
- Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2003). *Research methods for business*. Chichester: John Wiley.
- Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007). *Research method for business*. West Sussex, England: John Wiley and Sons Ltd.
- Hair, J. F., Andersen, R. E., & Tatham, R. L. (2010). *Multivariate data analysis* (7th. ed.) Upper Saddle River, NJ: Pearson Prentice Hall.
- Hair, J. F. J., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: a global perspective* (7th (Global Edition). N.J: Pearson Education, Inc.
- Halipah, A. (2010). *Pengaruh kompetensi keusahawanan, struktur, organisasi dan persekitaran luar terhadap prestasi perusahaan kecil dan sederhana*. Universiti Utara Malaysia. Tesis Ph.D.
- Halipah, A., & Dom, S.M.S.M. (2011). *Peranan kompetensi peluang dan struktur organisasi terhadap prestasi PKS di utara Malaysia*. Academic UiTM Johor, 10 (10), 44-46.
- Halloran, James W. (1994). *Entrepreneurship*. USA: Mc Graw-Hill. Inc.
- Han, J. K., Kim, N., & Srivastava, R. K. (1998). Market orientation and organizational performance: is innovation a missing link? *Journal of Marketing*, 62(4), 30-45.

- Hashim, M. K., and Wafa, S. A. (2002). *Small & medium sized enterprises in Malaysia: Development issues*. Petaling Jaya, Malaysia: Prentice Hall.
- Hassan, H. (2007). Hubungan faktor terpilih dengan tekad keusahawanan mengikut persepsi pelajar. Unpublished Master Thesis, Universiti Putra Malaysia.
- Hatten, T. S. (1997). *Small business: entrepreneurship and beyond*. Upper Saddle River, NJ: Prentice Hall.
- Helfert, G., Ritter, T., & Walter, A. (2002). Redefining market orientation from a relationship perspective, theoretical considerations and empirical results. *European Journal of Marketing*, 36, 1119-1139.
- Herath, H. M. A., & Mahmood, R. (2013). Strategic orientation and SME performance: moderating effect of absorptive capacity of the firm. *Asian Social Science*, 10(13), 95-107.
- Herbert, R. F., & Link, A. N. (1988). *The entrepreneur: mainstream views and radical critiques* (2nd. ed). Praeger.
- Herron, L. A., & Robinson, R. B., Jr. (1993). A structural model of the effects of entrepreneurial characteristics on venture performance. *Journal of Business Venturing*, 8, 281-294.
- Hisrich, R., Peters, M., & Shepherd, D. (2008). *Entrepreneurship* (7th ed). USA: McGraw-Hill, International Edition.
- Hofer, C. W., & Sandberg, W. R. (1987). Improving new venture performance: some guidelines for success. *American Journal of Small Business*, 12(1), 11-25.

- Holland, J. L. (1985). *Making vocational choice*. Englewood Cliffs, NJ: Prentice Hall.
- Hoq, M. Z., & Chauhan, A. A. (2011). Effects of organizational resources on organizational performance: an empirical study of SMEs. *Interdisciplinary Journal of Contemporary Research in Business*, 2 (12), 373-385.
- Houston, M. (1986). The marketing concept: What it is and what it is not? *Journal of Marketing*, 13(1), 81-87.
- Hronec, S. M. (1993). *Vital signs - using quality time and cost performance measurements to chart your company's future*, NY: Amocon.
- Hughes, M., & Morgan, R. E. (2007). Deconstructing the relationship between entrepreneurial orientation and business performance at the embryonic stage of firm growth. *Industrial Marketing Management*, 36, 651-661.
- Hult, G. T., Hurley, R. F., & Knight, G. A. (2004). Innovativeness: its antecedents and impact of business performance. *Industrial Marketing Management*, 33, 429-428.
- Hult, G. T. M., & Ketchen, D. J. (2001). Does market orientation matter? A test of the relationship between positional advantage and performance. *Strategic Management Journal*, 22(9), 899-906.
- Hunt, C., & Meech, L. (1991). Competencies and human resource management in the Department of Immigration, Local Government and Ethnic Affairs. *Australian Journal of Public Administration*, 50(4), 444-447.

- Hunt, S. D., Lame, C. J., & Wittmann, C. M. (2002). The theory and model of business alliance success. *Journal of Relationship Marketing*, 1(1), 17-35.
- Hunt, J. M. (1998). Toward the development of a competency model of family firm leadership. *Paper presented to the 12th Annual National Conference. United States Association for Small Business and Entrepreneurship*, Clearwater, FL, 15-18 January.
- Hunt, S. D. (2000). *A General Theory of Competition: Resources, Competences, Productivity, Economic Growth*. London: Sage.
- Husband, S., & Mandal, P. (1999). A conceptual model for quality integrated management in small and medium sized enterprises. *International Journal of Quality and Reliability Management*, 16(7), 699-713.
- Ibrahim, A. B., & Goodwin, J. R. (1986). Perceived causes of success in small business. *American Journal of Small Business*, 11(2), 41-50.
- Idar, R., & Mahmood, R. (2011). *Marketing orientation as mediator to entrepreneur orientation and performance relationship: evidence from Malaysian SMEs*. The 8th SMEs in a Global Economy Conference 2011.
- Idar, R., & Mahmood, R. (2011). Entrepreneurial orientation and market orientation relationship performance: the SME perspective. *Interdisciplinary Review of Economics and Management*, 1(2), 1-8.
- Im, S, & Workman, J. P. (2004). Market orientation, creativity and new product performance in high tech firms. *Journal of Marketing*, 68(2), 114-132.
- International Labor Organization (2005).
- Jabatan Perangkaan Malaysia (2011).

- Jabeen, F., Katsioloudes, M. I., & Das, S. S. (2015). Is family the key? Exploring the motivation and success factors of female emirati entrepreneurs. *International Journal of Entrepreneurship and Small Business*, 25(4), 375-394.
- Jansen, J., Vera, D., & Crossan, M. (2009). Strategic leadership for exploration and exploitation: the moderating role of environmental dynamism. *The Leadership Quarterly*, 20(1), 5-18.
- Jarad, I. Y., Yusof, N., Shafiei, M. (2010). The organizational performance of housing developers in Peninsular Malaysia. *International Journal of Housing Markets and Analysis*, 3(2), 146-162.
- Jasra, J. M., Asifkhan, M., Hunjra, A. I., Rehman, R. A. & I-Azam, R. (2011). Determinants of Business Success of Small and Medium Enterprises. *International Journal of Business and Social Science*, 2(20), 274- 280.
- Jasra, J. M., et al. (2011). Determinants of business success of small and medium enterprises. *International Journal of Business and Social Science*, 2(20), 274-280.
- Jaworski, B., Kohli, A., & Sahay, A. (2000). Market driven vs market driving. *Journal of Academy of Marketing Science*, 28(1), 45-54.
- Jaworski, B., & Kohli, A. (1993). Market orientation: antecedents and consequences. *Journal of Marketing*, 57, 53-70.
- Jeffoate, J., Chappell, C., & Feindt, S. (2002). Identifying success factors for rapid growth in SME e-commerce. *Small Business Economics*, 19(1), 51-62.

- Johnson, S., & Winterton, J. (1999). Management skills. *Skills task force research paper 3*, SKT8, London: Department for Education and Employment.
- Junehead, J., & Davidsson, P. (1998). Small firms and export success: development and empirical test of an integrated model. *Paper presented at the 10th Nordic Conference on Small Business Research*, Vaxjo, Sweden, June 14-16.
- Jyoti, J., & Sharma, J. (2012). Impact of market orientation on business performance: role of employee satisfaction and customer satisfaction. *Vision*, 16, (4), 297-313.
- Kamarulzaman, I., & Amaludin, A. R. (2009). *Melangkah Ke Alam Keusahawanan*. Rawang: Utusan Publications & Distributors Sdn Bhd.
- Kamus Dwibahasa Oxford Fajar* (1992). Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Kanter, R. M. (1989). The new managerial network. *Harvard Business Review*, 67(6).
- Kara, A., Spillan, J. E., & DeShields, O. W. (2005). The effect of a market orientation on business performance: a study of small service retailers using MARKOR scale. *Journal of Small Business Management*, 43(2), 105-118.
- Kaynak & Kara, A. (2004). Market orientation and organizational performance: a comparison of industrial versus consumer companies in mainland China using market orientation scale (MARKOR). *Industrial Marketing Management*, 33(8), 743-753.
- Keats, B. W., & Bracker, J. S. (1987). Towards a theory of small firm performance: a conceptual model. *American Journal of Small Business*, 12(4), 41-58.
- Keith, R. J. (1960). The marketing revolution. *Journal of Marketing*, January, 35-38.

- Keh, H. T., Nguyen, T. T. M., & Hwei, P. N. (2007). The effects of entrepreneurial orientation and marketing information on the performance of SMEs. *Journal of Business Venturing*, 22, 592-611.
- Keith, R. J. (1960). The marketing revolution. *Journal of Marketing*, 24(1), 35-38.
- Kenney, D. A., Kashy, D. A., & Bolger, N. (1998). Data analysis in social psychology. In D. T. Gilbert, S. T. Fiske & G. Lindzey (Eds.). *The handbook of social psychology (4th Ed)*. NY: Oxford University Press.
- Kent, C. A. (1990). *Entrepreneurship Education: Current Developments, Future Directions*, Westport, CT: Quorum Books.
- Kerlinger, F. (1973). *Foundations of behavioral research*. NY: Holt, Rhinehart & Winston.
- Khalique et al. (2011). Challenges faced by the small and medium enterprises (SMEs) in malaysia: an intellectual capital perspective. *International Journal of Current Research*, 3(6), 398-401.
- Khairuddin, K. (1996). *Keusahawanan sebagai kerjaya*. Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Kiggundu, M. N. (2002). Entrepreneurs and entrepreneurship in Africa: what is known and what needs to be done. *Journal of Developmental Entrepreneurship*, 7(3), 239-258.
- Kinzer, I. (1973). *Competition of entrepreneurship*. Chicago: University of Chicago Press.

- Kirca, A. H., Jayachandran, S., & Bearden, W. O. (2005). Market orientation: a meta-analytic review and assessment of its antecedents and impact on performance. *Journal of Marketing*, 69(2), 24-41.
- Kline, R. B. (2005). *Principles and practice of structural equation modeling* (2nd ed). NY: Guilford.
- Knight, G. A. (2000). Entrepreneurship and marketing strategy: the same under globalization. *Journal of International Marketing*, 8(2), 12.
- Knight, G. A. (1997). Firm orientation and strategy under regional market integration: a study of Canadian firms. *International Executive*, 39(3), 351-374.
- Knight, G. A., & Cavusgil, S. T. (2004). Innovation, organizational capabilities and the born global firm. *Journal of International Business Studies*, 35(2), 124-141.
- Koh, H. C. (1996). Testing hypotheses of entrepreneurial characteristics: a study of Hong Kong MBA students. *Journal of Managerial Psychology*, 11(2), 12-25.
- Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: the construct, research propositions, and managerial implications. *Journal of Marketing*, 54(2), 1-18.
- Kohli, A. K., Jaworski, B. J., & Kumar A. (1993). MARKOR: a measure of market orientation *Journal of Marketing Research*, 30, 467-477.
- Kongolo, M. (2010). Job creation versus job shedding and the role of SMEs in economic development. *African Journal of Business management*, 4(11), 2288-2295.

Kotler, P. (1984). *Marketing management: Analysis, planning and control*. Englewood Cliff, NJ: Prentice Hall.

Kotler, P. (1980). *Principles of Marketing*, Englewood Cliffs, NJ: Prentice Hall.

Kraut, R. E., & Resnick, P. (2012). *Building successful online communities: evidence-based social design*. Cambridge, MA: MIT Press.

Krauss, S. I., Frese, M., Friedrich, C., & Unger, J. M. (2005). Entrepreneurial orientation and success: a psychological model of success in Southern African small scale business owners. *European Journal of Work and Organizational Psychology*, 14(3), 315-344.

Kreiser, P., Marino, L., Dickson, P. H., & Weaver, M. K. (2010). Cultural influences on entrepreneurial orientation: the impact of national culture on risk taking and proactiveness in SMEs. *Entrepreneurship Theory and Practice*, 34(5), 959-983.

Kreiser, P., & Davis, J. (2010). Entrepreneurial orientation and firm performance: the unique impact of innovativeness, proactiveness, and risk-taking. *Journal of Small Business and Entrepreneurship*, 23(1), 39-51.

Kreiser, P. M., Marino, L. D., & Weaver, K. M. (2002). Assessing psychometric properties of the entrepreneurial orientation scale: A multi-country analysis. *Entrepreneurship Theory and Practice*, 26(4), 71-94.

Krueger, N. F., Reilly, M., & Carsrud, A. (2000). Competing models of entrepreneurial intentions. *Journal of Business Venturing*, 15 (5/6), 411-432.

- Kubiszyn, T., & Borich, G. (1989). *Educational testing and measurement: classroom application and practice*. Glenview, IL: Scott, Foresman & Co.
- Kumar, V., Jones, E., Venkatesan, R., & Leone, R. P. (2011). Is market orientation a source of sustainable competitive advantage or simply the cost of competing? *Journal of Marketing*, 75, 16-30.
- Kumar, K., Subramaniam, R., & Yauger, C. (1998). Examining the market orientation-performance relationship: a context specific study. *Journal of Management*, 24(2), 201-233.
- Kumar, N., Scheer, L., & Kotler, P. (2000). From market driven to market driving. *European Management Journal*, 18(2), 129-142.
- Kuratko, D. F., & Hodgetts, R. M. (2004). *Entrepreneurship: Theory, process, practice* (6th. ed.). Ohio: Thompson-South Western.
- Kuratko, D. F., & Hodgetts, R. M. (2001). *Entrepreneurship: a contemporary approach*. Orlando, FL: Harcourt College Publishers..
- Kurose, N. (1994). University graduate entrepreneur in small business: lets be entrepreneur – a booming entrepreneur in Japanese youth. *Kertas kerja yang dibentangkan di International Small Business Congress, Jakarta, 18-21 September*.
- Kusumawardhani, A., McCarthy, G., & Perera, N. (2012). *Autonomy and innovativeness: understanding their relationships with the performance of Indonesian SMEs*. The Joint ACERE-Diana International Conference (pp. 1-16). Fremantle, Western Australia: ACERE-DIANA.

Lado, N., & Maydeu-Olivares, A. (2001). Exploring the link between market orientation and innovation in the European and US insurance markets. *International Marketing Review*, 18(2), 130-144.

Ladzani, W. M., & Van Vuuren, J. J. (2002). Entrepreneurship training for emerging SMEs in South Africa. *Journal of Small Business Management*, 40(2), 154-161.

Lai, K. H. (2003). Market orientation in quality oriented organizations and its impact on their performance. *International Journal of Production Economics*, 84(1), 17-34.

Laman web rasmi SME Corp.

Lambing, P. A., & Kuehl, C. R. (2000). *Entrepreneurship* (2nd. ed). Upper Saddle River, NJ: Prentice Hall.

Lambing, P. A., & Kuehl, C. A. (2003). *Entrepreneurship* (4rd. ed). USA: Pearson.

Langerak, F., Hultink, E. J., & Robben, H.S.J. (2004). The impact of market orientation, product advantage, and launch proficiency on new product performance and organizational performance. *The Journal of Product Innovation Management*, 21, 79-94.

Laporan Tahunan European SME (2013)

Laporan Tahunan European SME (2014)

Laporan Tahunan SME (2013)

Laporan Tahunan SME (2014)

Laporan Tahunan SME (2010)

- Lau, T., Chan, K. F. and Man, T. W. Y. (1999). *Entrepreneurial and managerial competencies: small business owner-managers in Hong Kong*. in Fosh, P., Chow, W., Chan, A., Snape, E. and Westwood, R. (Eds), *Hong Kong Management and Labour: Change and Continuity, Advances in Asia Pacific Business 9*, Routledge, London, 220-36.
- Lee, S., Lim, S. B., & Pathak, R. D. (2011). Culture and entrepreneurial orientation: a multi-country study. *International Entrepreneurship and Management Journal*, 7(1), 1-15.
- Leedy, P. D., & Ormrod, J. E. (2010). *Practical research: planning and design*. (9th ed). Upper Saddle River, NJ: Pearson.
- Lerner, M., Brush, C., & Hisrich, R., (1997). Israeli women entrepreneurs: an examination of factors affecting performance. *Journal of Business Venturing*, 12(4), 315-339.
- Levine, D. M., Krehbiel, T. C., & Berenson M. L. (2004). *Business statistics: a first course*. NJ: Prentice Hall.
- Lewis, V. L., & Churchill, N. C., (1983). The five stages of small business growth. *Harvard Business Review*, 61(3), 30-50.
- Lewis, K. (2005). The best of intentions: future plans of Young Enterprise Scheme participants. *Education and Training*, 47(7), 470-483.
- Levitt, T. (1960). Marketing myopia. *Harvard Business Review*, July-August, 3-13.

- Lewis, B.R., Templeton, G.F., & Byrd, T.A. (2005). A methodology for construct development in MIS research. *European Journal of Information Systems*, 14(4), 388-400.
- Li, Y. H., Huang, J. W., & Tsai, M. T. (2009). Entrepreneurial orientation and firm performance: the role of knowledge creation process. *Industrial Marketing Management*, 38(4), 440-449.
- Li, H., Zhang, Y., & Chan, T.S. (2005). Entrepreneurial strategy making and performance in China's new technology ventures - the contingency effect of environments and firm competences. *The Journal of High Technology Management Research*, 16(1), 37-57.
- Li, Y., Zhao, Y., Tan, J., & Liu, Y. (2008). Moderating effects of entrepreneurial orientation on market orientation-performance linkage: evidence from Chinese small firms. *Journal of Small Business Management*, 46(1), 113-133.
- Lieberman, M., & Montgomery, D. B. (1988). First-mover advantages. *Strategic Management Journal*, 9, 41-58.
- Lin, I, & Schaeffer, N. C. (1985). Using survey participants to estimate the impact of non-participation. *Public Opinion Quarterly*, 59, 236-258.
- Lindeman, R. H. (1967). *Educational measurement*. Glenview, IL: Scott, Foresman & Co.
- Lings, I. N., & Greenley, G.E. (2005). Measuring internal market orientation. *Journal of Service Research*, 7, 290-305.

- Lin, C. H., Peng, C .H., & Kao, D. T. (2008). The innovativeness effect of market orientation and learning orientation on business performance. *International Journal of Manpower*, 29(8), 752-772.
- Liu, S. S., Luo, X., & Shi, Y. (2003). Market oriented organization in an emerging economy: a study of missing link. *Journal of Business Research*, 56, 481-491.
- Lonial, S.C., & Raju, P.S. (2001). The impact of environmental uncertainty on market orientation-performance relationship: a study of the hospital industry. *Journal of Economic and Social Research*, 3(1), 5-27.
- Lonial, S. C., Tarim, M., Tatoglu, E., & Zaim, S.,(2008). The impact of market orientation on NSD and financial performance of hospital industry. *Industrial Management and Data Systems*, 108(6), 794-811.
- Love, J., & Roper, S. (2013). SME innovation, exporting & growth: a review of existing evidence. Enrerprise Research Centre White Paper No.5, April 2013.
- Low, M. B., & Macmillan, I. C. (1988). Entrepreneurship: past research and future challenges. *Journal of Management*, 14(2), 139-161.
- Low, D. R., Chapman, R. L., & Sloan, T. R. (2007). Inter-relationships between innovation and market orientation in SMEs. *Management Research News*, 30(12), 878-891.
- Lucas, B. A., & Ferrell, O. C. (2000). The effect of market orientation on product innovation. *Academy of Marketing Science*, 28, 239-247.

- Lukas, B. A. (1996). *An analysis of the relationships among strategic type, market orientation and new product development*. Unpublished PhD dissertation, University of Memphis, Memphis.
- Lumpkin, G. T., Cogliser, C. C., & Schneider D. R. (2009). Understanding and measuring autonomy: an entrepreneurial orientation perspective. *Entrepreneurship Theory and Practice*, January, 47-60.
- Lumpkin, G. T., & Dess, G. G. (2005). The role of entrepreneurial orientation in stimulating effective corporate entrepreneurship. *Academy of Management Executive*, 19(1), 147-156.
- Lumpkin, G. T., & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: the moderating role of environment and industry life cycle. *Journal of Business Venturing*, 16(5), 429-451.
- 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.
- 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.
- Madsen, E. L. (2007). The significance of sustained entrepreneurial orientation on performance of firms - a longitudinal analysis. *Entrepreneurship & Regional Development*, 19, 185-204.
- Mahmoud, M. A. (2011). Market orientation and business performance among SMEs in Ghana. *International Business Research*, 4(1), 241-251.

- Mahmood, R. et al. (2007). *Prinsip-Prinsip Asas Keusahawanan*. Thomson Learning
Publication: Universiti Utara Malaysia.
- 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.
- Mahmood, R. (2011). Determinants of small and medium enterprises performance in the Malaysian auto part industry. *African Journal of Enterprises Management*, 5(20), 8235-8241.
- Mahmood, R. (2001). The government policies in enhancing the small business sector in Malaysia. *Asian Small Business Review*, 4(1), 128-137.
- Man, T. W. Y. (2006). Exploring the behavioural patterns of entrepreneurial learning: A competency approach. *Education + Training*, 48(5), 309-321.
- Man, T. W. Y., Lau, T., & Chan, K. F. (2002). The Competitiveness of small and medium enterprises - a conceptualization with focus on entrepreneurial competences. *Journal of Business Venturing*, 17, 123-142.
- Man, T.W.Y., & Lau, T. (2000). Entrepreneurial competencies of SME owner/managers in the Hong Kong services sector: a qualitative analysis. *Journal of Enterprising Culture*, 8(3), 235-254.
- Man, T. W. Y., Lau, T., & Snape, E. (2008). Entrepreneurial competencies and the performance of small and medium enterprises: an investigation through a framework of competitiveness. *Journal of Small Business and Entrepreneurship*, 21(3), 257-276.

- March, J. G., & Sutton, R. I. (1997). Organizational performance as a dependent variable. *Organization Science*, 8(6), 698-706.
- Martin-Consuegra, D., & Esteban, A. (2007). Market orientation and business performance: an empirical investigation in the airline industry. *Journal of Air Transport Management*, 13, 383-386.
- Martin, J. H., & Grbac, B. (2003). Using supply chain management to leverage a firm's market orientation. *Industrial Marketing Management*, 32(1), 25-38.
- Martin, G., & Staines, H. (1994). Managerial competencies in small firms. *Journal of Management Development*, 3(7), 23-34.
- Mason, A. (2007). *Demographic dividends: the past, the present, and the future in population change, labor markets and sustainable growth: towards a new economic paradigm (Contributions to Economic Analysis, 281)* Emerard Group Publishing Limited.
- Matanda, M. J., & Ndubisi, N. O. (2009). Market orientation, supplier perceived value and business performance of SMEs in a Sub-Saharan African nation. *Journal of Enterprise Information Management*, 22(4), 384-407.
- Matear, S., et al. (2002). How does market orientation contribute to service firm performance? An examination of alternative mechanisms. *European Journal of Marketing*, 36(9/10), 1058-1075.
- Matsuno, K., Mentzer, J. T., & Özsomer, A. (2002). The effects of entrepreneurial proclivity and market orientation on business performance. *Journal of Marketing*, 66(3), 18-32.

- Matsuno, K., & Mentzer, J. T. (2000). The effects of strategy type of the market orientation-performance relationship. *Journal of Marketing*, 64(4), 1-16.
- McCarthy, E. J. (1960). *Basic marketing: A managerial approach*. Homewood, IL: Richard D. Irwin.
- McClelland, D. C. (1961). *The Achieving Society*. NY: Irvington Publishers.
- McClelland, D. C. (1987). *Human Motivation*. NY: Cambridge University Press.
- McMillan, J., & Schumacher, S. (2001). *Research in education: a conceptual introduction*. NY: Addison-Wesley.
- Md Mohar et al. (2001). Kajian perbandingan keusahawanan bangsa Melayu dan Cina di Johor Bahru. *Prosiding Persidangan Kebangsaan Pertama Keusahawanan dan Perniagaan Kecil*: Universiti Utara Malaysia.
- Menguc, B., & Auh, S. (2006). Creating a firm-level dynamic capability through capitalizing on market orientation. *Journal of the Academy of Marketing Science*, 34(1), 63-73.
- Miles, M. P., & Arnold, D. R. (1991). The relationship between marketing orientation and entrepreneurial orientation. *Entrepreneurship Theory and Practice*, 15(4), 49-65.
- Miles, R. E., & Snow, C. C. (1978). *Organizational strategy, structure and processes*. NY: McGraw Hill.
- Miller, D., & Le, I. (2011). Government, social identity, and entrepreneurial orientation in closely held public companies. *Entrepreneurship: Theory & Practice*. 35(5), 1051-1076.

- Miller, D. (2011). A reflection on EO research and some suggestions. *Entrepreneurship theory and practice*, 35(5), 873-894.
- Miller, D. (1989). Matching strategies and strategy making: process, content, and performance. *Human Relations*, 42(3), 24-60.
- Miller, C. C., & Cardinal L. B. (1994). Strategic planning and firm performance: a synthesis of more than two decades of research. *Academic Management Journal*, 37(6), 1649-1665.
- Miller, D. (1983). The correlates of entrepreneurship in three types of firms. *Management Science*, 29, 770-791.
- Miller, D., & Friesin, P. (1978). Archetypes of strategy formulation. *Management Science*, 24(9), 921-933.
- Mitchelmore, S., & Rowley, J. (2010). Entrepreneurial competencies: a literature review and development agenda. *International Journal of Entrepreneurial Behavior & Research*, 16(2), 92-111.
- Mohammad, K. A. (2014). Issues of entrepreneurship and innovation. *International Journal of Research in Business Management*, 2(2), 71-76.
- Mooradian, N. (2005). Tacit knowledge: philosophic roots and role in KM. *Journal of Knowledge Management*, 9(6), 104-113.
- Moorman, J. W., & Halloran, J. W. (1993). *Entrepreneurship*. Colorado: South-Western.

- Moorthy, M. K., Tan, A., Choo, C., Wei, C. S. (2012). A study of factors affecting the performance of SMEs in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 2(4), 224-239.
- Morris, M. H., & Paul, G. W. (1987). The relationship between entrepreneurship and marketing in established firms. *Journal of Business Venturing*, 2, 247-259.
- Muchtolifah (2009). Pengaruh sumber daya manusia, orientasi pasar, orientasi kewirausahaan terhadap strategi bersaing dan kinerja rumah sakit. *Jurnal ,Aplikasi Manajemen*, 7(2), 345-353.
- Murjan, A. A., & Salniza M. S. (2012). The influence of market orientation and brand equity on SMEs. *KMICe2012*.
- Murphy, G. B., Trailer, J. W., & Hill, R. C. (1996). Measuring performance in entrepreneurship research. *Journal of Business Research*, 36(1), 15-23.
- Murray, G. (1996). A synthesis of six exploratory, European case studies of successfully exited, venture capital-financed, new technology-based firms. *Entrepreneurship Theory and Practice*, 20(4), 41-60.
- Najmi, M., Rigas, J., & Fan, I. S. (2005). A framework to review performance measurement systems. *Business Process Management Journal*, 11(2), 109-122.
- Naldi, L., et al. (2007). Entrepreneurial orientation, risk taking, and performance in family firms. *Family Business Review*, 20(1), 33-47.
- Naman, J. L., & Slevin, D. P. (1993). Entrepreneurship and the concept of fit: a model and empirical tests. *Strategic Management Journal*, 14, 137-153.

- Narver, J., Slater, S., MacLachlan, D. (2000). *Total market orientation, business performance, and innovation*. MSI Working Paper 00-116, Marketing Science Institute, Cambridge, MA.
- Narver, J., & Slater, S. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54, 20-35.
- Narver, J., Slater, S., & Maclachlan, D.L. (2004). Responsive and proactive market orientation and new product success. *Journal of Product Innovation Management*, 21, 334-347.
- Nakhata, C. (2007). The effects of human capital and entrepreneurial competencies on the career success of SME entrepreneurs in Thailand. *The Business Review, Cambridge*, 9(1), 62-69.
- Ndubisi, N. O. (2008). *Small and medium enterprise in the Pacific Rim*. Kuala Lumpur: Arah Publications.
- Neely, A. (1998). *Measuring business performance: theory and practice*. UK: Cambridge University Press.
- Neter, J., William, W., & Michael, K. (1985). *Applied Linear Statistical Models*. Irwin.
- Neuman, W. L. (2003). *Social research method. Qualitative and quantitative approaches*. (5th ed.) USA: Allyn & Bacon.
- Ngai, J. C., & Ellis, P. (1998). Market orientation and business performance: some evidence from Hong Kong. *International Marketing Review*, 15(2), 119-139.

- Ng, H. N., & Kee, D. M. S. (2013). Effect of entrepreneurial competencies on firm performance under the influence of organizational culture. *Life Science Journal*, 10(4), 2459-2466.
- Nicolaou, N., & Shane, S. (2010). Entrepreneurship and occupational choice: genetic and environmental influences. *Journal of Economic Behavior & Organization*, 76, 3-14.
- Nor Aishah, B. (2002). *Asas keusahawanan*. Petaling Jaya: Penerbitan Fajar Bakti.
- Normah M.A. (2007). SMEs: building blocks for economic growth. *Journal of the Department of Statistics Malaysia*, 1, 1-13.
- Nummela, N., Saarenketo, S., & Puumalainen (2004). Attitude towards internationalization - a prerequisite for successful internationalization? *Canadian Journal of Administrative Sciences*, 21(1), 51-64.
- Nunnally, J. C. (1978). *Psychometric theory*. (2nd ed.). NY: McGraw-Hill Book Inc.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory*. NY: McGraw Hill.
- O Connor, B. (1999). What can you learn from entrepreneurs. *Works Management*, 52(7), 17.
- O'Conner, E. & Fiol, C. M. (2002). *Reclaiming Your Future: Entrepreneurial Thinking in Healthcare*. Tampa, Florida: American College of Physician Executives Publication.
- Odom, L. R., & Henson, R. K. (2002). *Data screening: essential techniques for data review and preparation*. Paper presented at the Annual Meeting of the Southwest Education Research Association Austin Texas.

- Oke, A., Burke, G., & Myers, A. (2007). Innovation types and performance in growing UK SMEs. *International Journal of Operations & Production Management*, 27(7), 735-753.
- Olabisi, S. Y., Olagbemi, A. A., & Atere, A. A. (2011). Factors affecting small-scale enterprises performance in informal economy in Lagos state Nigeria. *Africa Journal of Enterprise management*, 1(13), 201-212.
- Olson, P. D. & Boker, D. W. (1995). Strategy process–content interaction: effects on growth performance in small start-up firms. *Journal of Small Business Management*, 33 (1), 34-44.
- Olson, E. M., Slatter, S. F., & Hult, G. T. (2005). The performance implications of fit among business strategy, marketing organization structure and strategic behavior. *Journal of Marketing*, 69, 49-65.
- Onstenk J. (2003). Entrepreneurship and Vocational Education. *European Educational Research Journal*, 2, 74-89.
- O'Sullivan, D., & Butler, P. (2009). Market orientaion and enterprise policy. *European Journal of Marketing*, 43(11/12), 1349-1364.
- Othman, R., Ghani, R. A., & Arshad, R. (2001). Great expectations, CEO's perception of the performance gap of the HRM function in the Malaysian manufacturing. *Personnel Review* , 30, 61-80.
- Pallant, J. (2005). *SPSS survival manual*. NY: McGraw Hill.

- Pearce, J. A., Robbins, D. K., & Robinson, R. B. (1987). The impact of grand strategy and planning formality on financial performance. *Strategic Management Journal*, 8(2), 125-134.
- Pearce, J. A. I., Freeman, E. B., & Robinson Jr, R. B. (1987). The tenuous link between formalized strategic planning and financial performance. *Academic Management Review*, 12, 658-75.
- Pelham, A. (2000). Market orientation and other potential influences on performances in small and medium-sized manufacturing firms. *Journal of Small Business Management*, 38(1), 48-67.
- Pelham, A. (1997). Mediating influences on the relationship between market orientation and profitability in small industrial firms. *Journal of Marketing Theory and Practice*, 5(3), 55-76.
- Pelham, A., & Wilson, D. T. (1996). A longitudinal study of the impact of market structure, firm structure, strategy, and market orientation culture on dimensions of small firm performance. *Journal of the Academy of Marketing Science*, 24(1), 27-43.
- Penrose, E. (1959). *The theory of the growth of the firm*. London: Basil Blackwell.
- Perry, C., Meredith, G. G., Cunnington, H. J. (1988). Relationship between small business growth and personal characteristics of owner/managers in Australia. *International Small Business Management*, 26(2), 76-79.
- Perry, M. L., & Shao, A. T. (2002). Market orientation and incumbent performance in dynamic market. *European Journal of Marketing*, 36(9/10), 1140-1153.

- Pinho, J. C. (2007). TQM and performance in small medium enterprises: the mediating effect of customer orientation and innovation. *International Journal of Quality and Reliability Management*, 25(3), 256-275.
- Pitt, L, Caruana, A., & Berthon, P. R. (1996). Market orientation and business performance: some European evidence. *International Marketing Review*, 13(1), 5-18.
- Pleshko, L. P., & Heiens, R. A. (2000). Customer focus or competitor focus? A financial services example. *Journal of Professional Services Marketing*, 20(2), 19-32.
- Poister, T. H., Aristigueta, M. P., & Hall, J. L. (2014). *Measuring performance in public and nonprofit organizations: an integrated approach*. USA: Jossey-Bass.
- Porter, M. E. (1980). *Competitive strategy: techniques for analyzing industries and competitors*. NY: Free Press.
- Priyanto, S. H. (2005). Relationship between entrepreneurial learning, entrepreneurial competencies and venture success: empirical study on SMEs. *International Journal of Entrepreneurship and Innovation Management*, 5(5/6), 454-468.
- Priyanto, S. H. (2012). Entrepreneurial and vocational learning in entrepreneurship education: Indonesian non formal education perspective. *Basic Research Journal of Business Management and Account*, 1(2), 30-36.
- Pui-Tak, L. (1998). Chinese financial enterprenuership: the case of K.P. Chen. *Journal of Asian Business*, 14 (1), 23-24.

- Pulendran, S., Speed, R., & Widing, R. E. (2003). Marketing planning, market orientation, and business performance. *European Journal of Marketing*, 37(3/4).
- Rachagan, S., & Satkunasingam, E. (2009). Improving corporate governance of SMEs in emerging economies: a Malaysian experience. *Journal of Enterprise Information Management*, 22(4), 468-484.
- Rahmana, A., Mousavian, S. J., Eshghi, D., & Alaei, A. (2011). *International Journal of Business Administration*, 2(4), 25-32.
- Ramasamy, H. (1995). Productivity in the age of competitiveness: focus on manufacturing in Singapore. *APO Monograph Series*, 16, Asian Productivity Organisation.
- Ramukumba, T. (2014). Overcoming SMEs challenges through critical success factors: a case of SMEs in the western Cape Province, South Africa. *Economic and Business Review*, 16(1), 19-38.
- Ratten, V. (2014). Encouraging collaborative entrepreneurship in developing countries: the current challenges and research agenda. *Journal of Entrepreneurship in Emerging Economies*, 6(3), 298-308.
- Rauch, A., Wiklund, J., & Lumpkin G. T. (2009). Entrepreneurial orientation and business performance: an assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*, 33, 761-787.

- Reed, R., Lemak, D. J., Mero, N. P. (2000). Total quality management and sustainable competitive advantage. *Journal of Quality Management*, 5(1), Spring, 5-26.
- Reiss, R. (2006). Inattentive consumers. *Journal of Monetary Economics*, 53(8), 1761-1800.
- Robinson, R. B., & Pearse, J. A. (1988). Planned patterns of strategic behavior and their relationship to business unit performance. *Strategic Management Journal*, 9(1), 43-60.
- Robinson, R. B., Salem, M. Y., & Logan, J. E. (1980). Planning activities related to independent retail firm performance. *American Journal of Small Business*, 11(1), 19-26.
- Robson, C. (2002). *Real world research: a resource for social scientist and practitioner researchers*. Malden, MA: Blackwell.
- Rogers, E. W., & Wright, P. M. (1998). *Measuring organizational performance in strategic human resource management: problems and prospects*. CAHRS Working Paper #98-09). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies.
- Ronstadt, R. C. (1984). *Entrepreneurship: text, cases and notes.*, Dover, Mass: Lord Publishing Co.
- Ronstadt, R. (1985). The educated entrepreneurs: a new era of entrepreneurial education is beginning. *American Journal of Small Business*, 10(1), 7-23.

- Ropega, J., (2011). The reasons and symptoms of failure in SME. *International Advances in Economic Research*, 17(4), 476-483.
- Roscoe, J. T. (1975). *Fundamental research statistics for the behavioral sciences*. NY: Holt, Rinehart & Winston.
- Rose, G., & Shoham, A. (2002). Export performance and market orientation: establishing an empirical link. *Journal of Business Research*, 55(3), 217-225.
- Ruekert, R. W. (1992). Developing a market orientation: an organizational strategy perspective. *International Journal of Research in Marketing*, 42(11/12), 1294-1315.
- Runyan, R., Droge, C., & Swinney, J. (2008). Entrepreneurial orientation versus small business orientation: what are their relationship to firm performance? *Journal of Small Business Management*, 46(4), 567-588.
- Ruokonen, M., & Nummela, N. (2007). Market orientation and internationalization in small software firms. *European Journal of Marketing*, 42(11/12), 1294-1315.
- Russell-Bennett, R., McColl-Kennedy, J. R., & Coote, L. V. (2007). Involvement, satisfaction and brand loyalty in a small business services setting. *Journal of Business Research*, 60, 1253-1260.
- Sadler-Smith, E., Hampson, Y., Chaston, I., & Badger, B. (2003). Managerial behavior, entrepreneurial style, and small firm performance. *Journal of Small Business Management*, 41(1), 47-67.
- Saleh, A. S., & Ndubisi, N. O. (2006). An evaluation of SME development in Malaysia. *International Review of Business Research Papers*, 2(1), 1-14.

- Samir, M. A., & Winny, A. (2009). *Pengantar Kerja Sosial*. Kuala Lumpur: Utusan Publication & Distributors Sdn Bhd.
- Sanchez, J. (2012). The influence of entrepreneurial competencies on small firm performance. *Revista Latin of Americana de Psicología*, 44(2), 165-177.
- Saunders, M., Lewis, P., & Thornbill, A. (2009). *Research methods for business students*. Harlow: Prentice Hall.
- Schlegelmilch, B. B., & Ram, S. (2000). The impact of organizational and environmental variables on strategic market orientation: an empirical investigation. *Journal of Global Marketing*, 13(3), 111-127.
- Schumpeter, J. (1934). *The theory of economic development*. Cambridge, MA: Harvard University Press.
- Scozzi, B., Garavelli, C., & Crowston, K. (2005). Methods for modeling and supporting innovation processes in SMEs. *European Journal of Innovation Management*, 8(1), 120-137.
- Seet, P. S. & Seet, L. C. (2006). Changing entrepreneurial perceptions and developing entrepreneurial competencies through experiential learning: evidence from entrepreneurship education in Singapore's tertiary education institutions. *Journal of Asia Entrepreneurship and Sustainability*, 2(2), Special Issue.
- Seet, P., & Chai, L. (2006). Changing entrepreneurial perception and developing entrepreneurial competencies through experiential learning: evidence from entrepreneurship education in Singapore's tertiary education institutions. *Journal of Asia Entrepreneurship and Sustainability*, 2(2).

- Sekaran, U. (2006). *Research methods for business: a skill building approach*. USA: John Wiley & Sons.
- Selnes, F., Jaworsky, J., & Kohli, K. (1996). Market orientation in United States and Scandinavian companies: a cross-cultural study. *Scandinavian Journal of Management*, 12(2), 139-157.
- Shane, S. & Nicolaou, N. (2013). The genetics of entrepreneurial performance. *International Small Business Journal*, 31(5), 473-495.
- Sharifuddin, M. A. (1978). Bumiputera entrepreneurship: A Study of MARA loanees in Kelantan. *PhD Thesis*, Massey University. Unpublished.
- Shaver, K. G., & Scott, L. R. (1991). Person, process, choice: the psychology of new venture creation. *Entrepreneurship theory and practice*, Winter, 23-45.
- Shoobridge, G. E. (2006). Multi-ethnic workforce and business performance: review and synthesis of the empirical literature. *Human Resource Development Review*, 5(1), 92-137.
- Shuhymee, A., & Abdullah, A. (2013). Orientasi keusahawanan dan prestasi perniagaan: pengaruh penyederhana gaya kepimpinan transformasi. *Jurnal Pengurusan*, 37, 115- 123.
- Siguaw J. A., Simpson, P. M. Baker, T. L. (1998). Effects of supplier market orientation on distributor market orientation and the channel relationship: the distributor perspective. *Journal of Marketing*, (62(3), 99-111.

- Siguaw, J. A., Brown, G., & Widing, R. E. (1994). The influence of market orientation of the firm on sales force behavior and attitudes. *Journal of Marketing Research*, 31(1), 106-116.
- Sin, L. Y. M., & Tse, A. C. B. (2000). Market orientation and business performance an empirical study in mainland China. *Journal of Global Marketing*, 14(3), 5-9.
- Sin, L. Y. M., Tse, A. C. B., Yau, O. H. M., Chow, R., & Lee, J. S. Y. (2003). Market orientation and business performance: a comparative study of firms in mainland China and Hong Kong. *European Journal of Marketing*, 37, 910-936.
- Singh, H., & Mahmood, R. (2014). Manufacturing strategy and export performance of SMEs in Malaysia: moderating role of external environment. *International Journal of Business and Commerce*, 3(5), 37-52.
- Slater, S. F., & Narver, J. C. (2000). The positive effect of a market orientation on business profitability: a balance replication. *Journal of Business Research*, 48, 69-73.
- Slater, S. F., & Narver, J. C. (1998). Customer-led and market-oriented: let's not confused the two. *Strategic Management Journal*, 19, 1001-1006.
- Slater, S. F., & Narver, J. C. (1995). Market orientation and the learning organization. *Journal of Marketing*, 59(3), 63-74.
- Slater, S. F., & Narver, J. C. (1994a). Does competitive environment moderate the market orientation-performance relationship? *Journal of Marketing*, 58(1), 46-55.

- Slater, S. F., & Narver, J. C. (1994b). Market orientation, customer value and superior performance. *Business Horizons*, 37(2), 22-28.
- SME Corp. (2013).
- Snell, R., & Lau, A. (1994). Exploring local competences salient for expanding small businesses. *Journal of Management Development*, 13(4), 4-15.
- Stam, W., & Elfring, T. (2008). Entrepreneurial orientation and new venture performance: The moderating role of intra- and extra-industry social capital. *Academy of Management Journal* 51, 97-111.
- Stevens, J. P. (2002). *Applied multivariate statistics for the social sciences*. NJ: Lawrence Erlbaum.
- Stevens, J. P. (1996). *Applied multivariate statistics for the social sciences*. NJ: Lawrence Erlbaum.
- Stevenson, H. H., & Jarillo, J. C. (1990). A paradigm of entrepreneurship - entrepreneurial management. *Strategic Management Journal*, 11, 17-27.
- Steward, W. H., Carland, J.C., & Carland, J. W. (1998). *Is risk taking propensity an attribute of entrepreneurship? A comparative analysis of instrumentation*. Association for small business and entrepreneurship meeting, Dallas, Texas.
- Stoelhorst, J. W., & Van Raaij, E. M. (2004). On explaining performance differentials: building blocks for a marketing theory of the firm. *Journal of Business Research*, 57, 462-477.

- Su, Z., Xie, E., & Li, Y. (2011) Entrepreneurial orientation and firm performance in new ventures and established Firms. *Journal of Small Business Management*, 49(4), 558-577.
- Subramaniam, R., & Gopalakrisna, P. (2001). The market orientation-performance relationship in the context of a developing economy: an empirical analysis. *Journal of Business Research*, 53(1), 1-13.
- Suci, R. P. (2009). Peningkatan kinerja melalui orientasi kewirausahaan, kemampuan manajemen, dan strategi bisnis: studi pada industri kecil menengah bordir di Jawa Timur. *Jurnal Manajemen dan Kewirausahaan*, 11(1), 46-58.
- Su, Z., Xie, E., & Li, Y. (2011). Entrepreneurial orientation and firm performance in new ventures and established firms. *Journal of Small Business Management*, 49(4), 558-577.
- Suliyanto, & Rahab (2012). The role of market orientation and learning orientation in improving innovativeness and performance of small and medium enterprises. *Asian Social Sciences*, 8 (1), 134-145.
- Suryana, A. (2003). *Kewirausahaan: pedoman praktis, kiat dan proses menuju sukses*. Jakarta: Salemba Empat.
- Syed, A. L., Ahmadani, M. M., & Shaikh, F. M. (2012) Impact of SMEs on employment in textile industry in Pakistan. *Asian Social Sciences*, 8(4), 131-142.
- Syed, S. A., & Norjaya, M. Y. (2010). An investigation into the antecedents of customer satisfaction of online shopping. *Journal of Marketing Development and Competitiveness*, 5(1), 71-78.

- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics*. Boston: Allyn & Bacon.
- Tadepalli, R., & Avila, R. A. (1999). Market orientation and the marketing strategy process. *Journal of Marketing Theory and Practice*, 7(2), 69-82.
- Tahir, P. R., Mohamad, M. R., & Hasan, D. B. (2011). A short review of factors leading to success of Small Medium Enterprises. *Interdisciplinary Journal of Contemporary Research on Business*, 519-529.
- Tambunan, T. T. (2015). *Impacts of energy subsidy reform on MSMEs and their adjustment strategies*. GSI Report.
- Tan, K. C., Lyman, S.B., & Wisner, J. D. (2002). Supply chain management: a strategic perspective. *International Journal of Operations & Production Management*, 22, 614-631.
- Teare, R. (1996). Hospitality operations: patterns in management, service improvement and business performance. *International Journal of Contemporary Hospitality Management*, 8(7), 63-74.
- Tehseen, & Ramayah (2015). Entrepreneurial competencies and SMEs business success: the contingent role of external integration. *Mediterranean Journal of Social Sciences*, 6(1), 50-61.
- Temitope, E., Olawunmi, D., & Bolanle, O. (2013). Determinants of small and medium enterprises (SMEs) performance in Ekiti state, Nigeria: a business survey approach. *European Journal of Humanities*, 12(1).
- The Star, (2014). SME contribution to GDP to hit 41%: Mustapa.

- Thongpoon, S., Ahmad, N. H., & Yahya, S. (2011). Sustainable performance of Thai SMEs: investigating the role of entrepreneurial competencies. *The 8th SMEs in Global Economy Conference 2011: Rising to the global challenge: Entrepreneurship and SMEs development in Asia*.
- Timmon, J. A. (1994). *New venture creation* (4th. ed). Homewood, IL: Irwin.
- Timmon, J. A., & Spinelli, S. (2009). *New venture creation, entrepreneurship for the 21st. century*. McGraw-Hill Higher Education.
- Tosterud, R. J., & Habbershon, T. G. (1992), Rural entrepreneurship: a preliminary study. *South Dakota Business Review*, 50(3), 1-3.
- Tse, A., Sin, L., Yau, O., Lee, J., & Chow, R. (2004). A firm's role in the market place and the relative importance of market orientation and relationship marketing orientation. *European Journal of Marketing*, 38(9/10), 1158-1172.
- Varis, M., & Littunen, H. (2010). Types of innovation, sources of information and performance in entrepreneurial SMEs. *European Journal of Innovation Management*, 13(2), 128-154.
- Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategic research: a comparison of approach. *Academy of Management Review*, 11(4), 801-814.
- Venkatraman, N. (1989). The concept of fit in strategy research: toward verbal and statistical correspondence. *Academy of Management Review*, 14, 423-444.

- Verhees, J. H. M., & Meulenbergh, M. T. G. (2004). Market orientation, innovativeness, product innovation and performance in small firms. *Journal of Small Business Management*, 42(2), 134-154.
- Vuorinen, I., Jarvinen, R., & Lehtinen, U. (1998). Content and measurement of productivity in the service sector: a conceptual analysis with an illustrative case from the insurance business. *International Journal of Service Industry Management*, 9(4), 377-396.
- Walker, E., & Webster, B. (2006). Management competence of women business owners. *International Entrepreneurship and Management Journal*, 2(4), 495-508.
- Wang, C. H., Chen, K. Y., & Chen, S. C. (2012). Total quality management, market orientation and hotel performance: the moderating effects of external environmental factors. *International Journal of Hospitality Management*, 31(1), 119-129.
- Wang, C. L. (2008). Entrepreneurial orientation, learning orientation, and firm performance. *Entrepreneurship Theory and Practice*, 32(4), 635-657.
- Weerawardena, J. (2003). Exploring the role of market learning capability in competitive strategy. *European Journal of Marketing*, 37(3/4), 407-429.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-180.
- West, G. P. (1998). Barriers to entry for high-growth entrepreneurial firms: implications for government policy in manufacturer-retail relations. In P. D. Reynolds, W. D., Bygrave, P., Davidsson, N., Carter, C., Mason, G. D.,

- Meyer, S., Manigart, & K. Shaver (eds.), *Frontiers of entrepreneurship research*, 18, 622-637. Babson College: Babson Park, MA.
- Wiboonchutikula, P. (2002). Small and medium enterprises in Thailand: recent trends. *Journal of Small Business Economics*, 18(1), 211-224.
- Wickramaratne, A., Kiminami, A., & Yagi, H. (2014). Entrepreneurial competencies and entrepreneurial orientation of tea manufacturing firms in Sri Lanka. *Asian Social Science*, 10(18), 50-62.
- Wiersma, W., & Jurs, S.G. (1985). *Educational measurement and testing*. Newton, MA: Allyn & Bacon.
- Wiklund, J. (1999). The sustainability of the entrepreneurial orientation-performance relationship. *Entrepreneurship Theory and Practice*, 24(1), 37-49.
- Wiklund, J., & Shepherd, D. (2005). Entrepreneurial orientation and small business performance: a configurational approach. *Journal of Business Venturing*, 20, 82-83.
- Wiklund, J., & Shepherd, D. (2003). Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium sized businesses. *Strategic Management Journal*, 24, 1307-1314.
- Wimmer, R. D., & Dominick, (1994). *Mass media research: an introduction*. Belmont, CA: Wadsworth.
- Wolff, J. A., & Pett T. L. (2006). Small-firm performance: modeling the role of product and process improvement. *Journal of Small Business Management*, 44(2), 268-284.

- Wolff, J. A., & Pett, T. L. (2007). Learning and small firm growth: the role of entrepreneurial orientation. *Academy of Management Proceedings*, 1-6.
- World Competitiveness Report (1993).
- Wren, B. M., Souder, W. E., & Berkowitz, D. (2000). Market orientation and new product development in global industrial firms. *Industrial Marketing Management*, 29, 601-611.
- Yep Putih (1985). *Keusahawanan*. Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Yuan, K. H., & Bentler, P. M. (1999). Structural equation modeling with small samples: test statistics. *Multivariate Behavioral Research*, 34 (2), 181-197.
- Zafir, M. M., & Fazilah, M. H. (2003). *Menjadi usahawan*. Bentong: PTS Publications & Distributors Sdn Bhd.
- Zahra, S. A., & Covin, J. G. (1995). Contextual influence on the corporate entrepreneurship-performance relationship: a longitudinal analysis. *Journal of Business Venturing*, 10, 43-65.
- Zahra, S., & Dess, G. (2001). Entrepreneurship as a field of research: encouraging dialogue and debate. *Academy of Management Review*, 26(1), 8-11.
- Zahra, S.A., Jennings, D., & Kuratko, D. (1999). The antecedents and consequences of firm-level entrepreneurship: the state of the field. *Entrepreneurship Theory and Practice*, 24(3), 45-65.
- Zaidatol, A. L. P. (2007). An analysis of academic experience to develop entrepreneurial attributes and motivation among at risk students. *International Journal of Learning, Australia*, 14(6), 207 - 217.

- Zalina, Z., & Marziah, M. (2007). Estimating technical efficiency of Malaysian manufacturing small and medium enterprises: a stochastic frontier modeling paper presented at The 4th. SMEs in a global economy conference, July 2007.
- Zakaria, Z., Abi, M., Abdul, H. S. (2015), The mediating effect of family support in influencing business competitiveness of SME. *Proceeding of the ASEAN Entrepreneurship Conference, 29-37.*
- Zalina & Marziah (2007). Estimating technical efficiency of Malaysian manufacturing Small and Medium Enterprises: a stochastic frontier modelling. *Paper presented at The 4th. SMEs in a Global Economic Conference.*
- Zhang, D. (2008). *Integration of market and entrepreneurial orientation.* Unpublished PhD thesis, University of Manitoba, Winnipeg, Manitoba, Canada.
- Zhou, K. Z., Yim, C., & Tse, D. K. (2005). The effects of strategic orientations on technology and market based breakthrough innovations. *Journal of Marketing, 69(2), 42-60.*
- Zikmund, W. G., & Babin, B. J. (2010). *Exploring market research.* USA: South-Western - Cengage Learning.
- Zikmund, W. G. (2003). *Business research methods* (7th. ed.) USA: Thomson Learning.
- Zimmerer, T. & Scarborough, N. (2002). *Essentials of entrepreneurship and small business management.* NJ: Prentice-Hall.