

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



**THE MODERATING ROLE OF DYNAMIC CAPABILITY
BETWEEN STRATEGIC ORIENTATIONS AND FIRM
PERFORMANCE IN MALAYSIA AGRO BASED SME**

CHOW YEONG KANG



DOCTOR OF BUSINESS ADMINISTRATION

UNIVERSITI UTARA MALAYSIA

May 2016

THE MODERATING ROLE OF DYNAMIC CAPABILITY BETWEEN
STRATEGIC ORIENTATIONS AND FIRM PERFORMANCE
IN MALAYSIA AGRO BASED SME

By



Thesis submitted to

Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,

in partial fulfillment of the requirements for the Doctorate of Business Administration



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA

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

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

CHOW YEONG KANG

(92668)

calon untuk Ijazah

(candidate for the degree of)

DOCTOR OF BUSINESS ADMINISTRATION

telah mengemukakan tesis / disertasi yang bertajuk:

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

THE MODERATING ROLE OF DYNAMIC CAPABILITY ON THE RELATIONSHIP
BETWEEN STRATEGIC ORIENTATION AND FIRM PERFORMANCE IN MALAYSIA AGRO

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

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

06 September 2015.

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:
06 September 2015).

Pengerusi Viva
(Chairman for Viva)

Prof. Dr. Mohd. Sobri bin Minai

Tandatangan
(Signature)

Pemeriksa Luar
(External Examiner)

Prof. Dr. Mohamad Dahlan Ibrahim

Tandatangan
(Signature)

Pemeriksa Dalam
(Internal Examiner)

Dr. Lily Julienti Abu Bakar

Tandatangan
(Signature)

Tarikh: 06 September 2015
(Date)

Nama Pelajar
(Name of Student)

: Chow Yeong Kang

Tajuk Tesis / Disertasi
(Title of the Thesis / Dissertation)

The Moderating Role of Dynamic Capability on the Relationship
Between Strategic Orientation and Firm Performance in Malaysia
Agro

Program Pengajian
(Programme of Study)

: Doctor of Business Administration

Nama Penyelia/Penyelia-penyalia
(Name of Supervisor/Supervisors)

: Prof. Dr. Mohd. Noor Mohd. Shariff



A handwritten signature in black ink, appearing to read 'H', is placed over a horizontal line.

Tandatangan
(Signature)

UUM

Universiti Utara Malaysia

PERMISSION TO USE

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

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia,

06010 UUM Sintok

Kedah Darul Aman

ABSTRAK

Tujuan kajian ini adalah untuk menilai orientasi strategic dan prestasi firma berasaskan pertanian dalam Perusahaan Kecil dan Sederhana (PKS). Kajian ini memberi tumpuan kepada PKS kerana kepentingan PKS sebagai penyumbang kepada Keluaran Dalam negara Kasar (KDNK) bagi ekonomi Malaysia dan peratusan tinggi guna tenaga dalam pasaran buruh. PKS asas tani menghadapi cabaran besar seperti populasi golongan tua yang tinggi; kekurangan aktiviti inovasi, pengetahuan sains, dan penggunaan teknologi serta kekurangan strategi berorientasikan pasaran meskipun menghadapi persaingan yang besar daripada Negara serantau. Kajian ini bertujuan untuk mengisi jurang teori dan kefahaman dengan mengkaji peranan penyederhana keupayaan dinamik (DC) dan hubungan antara orientasi keusahawanan (EO), orientasi pembelajaran (LO) dan orientasi pasaran (MO), sebagai pembolehubah bebas dan prestasi firma PKS asas tani, sebagai pembolehubah bersandar. Berlandaskan Pandangan Berasaskan Sumber (RBV), hipotesis kajian ini mempunyai hubungan positif di antara orientasi strategik dan prestasi firma. Metodologi kajian ini melibatkan analisis deskriptif, multivariate dan analisis regresi berhierarki daripada populasi dalam kalangan PKS asas tani. Hasil kajian empirical melalui analisis kuantitatif keratan rentas terhadap 396 PKS asas tani di Malaysia menunjukkan bahawa EO dan MO mempunyai hubungan positif dengan prestasi firma, kecuali LO. Keupayaan dinamik mempunyai kesan penyederhana ke atas EO; dan MO secara individu, kecuali LO. Tambahan pula keupayaan dinamik mempunyai kesan penyederhana separa ke atas orientasi strategik, sebagai ikatan sumber tidak ketara terhadap prestasi firma. Kajian ini mendalami pengetahuan teori masa kini terhadap keupayaan dinamik, dengan memahami peranan penyederhana yang mempengaruhi orientasi strategik untuk meningkatkan prestasi firma. Selain itu, dapatan kajian turut memberi implikasi pengurusan iaitu bagaimana keupayaan dinamik memainkan peranan strategik, meliputi penerokaan dan eksplotasi melalui inovasi yang dapat meningkatkan prestasi firma PKS asas tani. Akhir sekali, kajian ini mengenalpasti beberapa batasan dan cadangan untuk penyelidikan lanjut.

Kata kunci: Orientasi keusahawanan, orientasi pembelajaran dan orientasi pasaran, keupayaan dinamik, Perusahaan Kecil dan Sederhana Asas tani.

ABSTRACT

The purpose of this research was to assess the strategic orientations and firm performance in agro- based small and medium enterprises (SMEs). The research focused on SMEs because of their importance in GDP contribution to the Malaysian economy and the high percentage of employment in the labor market. Agro -based SMEs are facing challenges such as the largely aging population; lack of innovation activities, scientific knowledge and application technology as well as less market driven strategies although faced with a large degree of competition from regional countries. The present study aimed to fill the gap between theory and understanding, by investigating the moderating role of dynamic capability (DC) between the relationship of entrepreneurial (EO), learning (LO) and market orientations (MO), as independent variables and agro- based SME firm performance, as the dependent variable. Building on the resourced- based view (RBV), this study theoretically hypothesised a positive relationship between strategic orientations and firm performance. The research methodology included a descriptive analysis, and multivariate and hierarchical regression analysis of the population in the agro- based SMEs. The empirical findings from the cross-sectional quantitative survey of 396 agro- based SME firms in Malaysia revealed that EO and MO were positively related to firm performance, except LO. Dynamic capability had a moderating effect on EO; and MO individually, except LO. Furthermore, dynamic capability had a partial moderating effect on strategic orientations, as a bundle of firm intangible resources on firm performance. This study extends the present theoretical knowledge of dynamic capability, by understanding its moderating role, which influences strategic orientations leading to firm performance. Besides this, the findings of this study provide managerial implications on how dynamic capability playing a strategic role, in outward exploration and inward exploitation through innovation, could improve agro- based SME firm performance. Finally this study identifies a few limitations and recommends further research opportunities

Keywords: Entrepreneurial Orientation, Learning Orientation, Market Orientation, Dynamic Capability and agro- based SME.

ACKNOWLEDGEMENTS

The research presented in this licentiate thesis has been came out at College of Business, Universiti Utara Malaysia (UUM). I acknowledge my debt to those who have helped me along the way and influenced the formation of this dissertation.

In particularly, I would like to express my heartfelt gratitude to my supervisor Professor Dr Mohd Noor Bin Mohd Shariff, for his continual academic advices, in depth guidance and full support and encouragement during the preparation of this DBA dissertation. Gratitude is also extended to Dr. Lily Julienti Binti Abu Bakar and Dr. Abdul Shukur Bin Shamsudin of Othman Yeop Abdullah Graduate School of Business, for their academic advices and supportive helps out in analyzing data and writing report.

Appreciation is also given to all DBA centre, Rezzen Enabling Centre staffs, for their coordination and assistance. Finally I wish to thank my beloved wife; parents and family members—thank you very much for your understanding, patience and dedication throughout the tenure of my study.

Chow Yeong Kang,

DBA UUM

TABLE OF CONTENTS

CHAPTER	PAGE
TITLE PAGE	
CERTIFICATION OF DISSERTATION	
PERMISSION TO USE	i
ABSTRAK	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENT	v
LIST OF TABLES	xi
LIST OF FIGURES	xiii
LIST OF ABBREVIATION	xiv
CHAPTER ONE:	INTRODUCTION
1.1 Background of Study	1
1.2 National Agricultural Policy	4
1.3 Problem Statement	5
1.3.1 Practical Challenges	6
1.3.2 Theoretical Issues	7
1.4 Research Questions	10
1.5 Research Objectives	11
1.6 Significance of Study	12
1.6.1 Theoretical Motivation	13
1.6.2 Practical Motivation	14
1.7 Scope of research	17

1.7.1	Research Design	17
1.7.2	Sample and Population	18
1.7.3	Unit Analysis	18
1.8	Research Hypothesis	19
1.9	Definition of Key Research Variables	20
1.10	Organization of Thesis	23
CHAPTER TWO: LITERATURE REVIEW		24
2.1	Introduction	24
2.2	Outcome of Critical Review	27
2.2.1	Recent Empirical Studies	27
2.2.2	Summary of Research Gaps	30
2.2.3	Conceptualization of Research Variables	36
2.3	Theoretical Review: Resources Based View	37
2.3.1	Sustainable Competitive Advantage	38
2.3.2	Core Competency	40
2.4	Knowledge Based View	41
2.4.1	Learning Orientation Creates Intellectual Capital	43
2.4.2	Learning Orientation Creates Sustainable Competitiveness	46
2.5	Strategic Management Perspective	48
2.5.1	Dynamic Capabilities	48
2.5.2	Exploration Capability: Discovering New Opportunities	51
2.5.3	Exploitation Capability: Enhancing Firm Performance	52
2.6	Agro based SME in Malaysia	54
2.6.1	Emerging Challenges and Opportunities	54
2.6.2	Performance Issues of Agro Based SME	57

CHAPTER THREE:	RESEARCH METHODOLOGY	64
3.1	Introduction	64
3.2	Development of Theoretical Framework	64
3.2.1	Firm Performance as Dependent Variable	64
3.2.2	Strategic Orientations as Independent Variables	65
3.2.3	Dynamic Capabilities as Moderator	69
3.3	Development of Research Hypothesis	72
3.3.1	Entrepreneurial Orientation (EO)	72
3.3.2	Learning Orientation (LO)	76
3.3.3	Marketing Orientation (MO)	77
3.3.4	Dynamic Capabilities (DC)	83
3.4	Research Design	88
3.5	Population and Sampling Frame	90
3.5.1	Population Selection Criteria	90
3.5.2	Sampling Frame	91
3.6	Operational Definition and Measurement of Variables	95
3.6.1	Independent Variables	95
3.6.2	Moderating Variable	98
3.6.3	Dependent Variable	99
3.7	Research Instrument and Data Collection	101
3.8	Data Analysis	103
3.8.1	Goodness of Measure	104
3.8.2	Non Response Bias	105
3.8.3	Validity and Reliability Analysis	106
3.8.4	Regression Analysis	109

3.9	Pilot Study	111
3.9.1	Content Validity	111
3.9.2	Results of Pilot Study	112
CHAPTER FOUR: RESULTS AND DATA ANALYSIS		115
4.1	Introduction	115
4.2	Response Rate	116
4.3	Non Response Bias	117
4.4	Demographic Profile	120
4.4.1	Gender of Respondents	120
4.4.2	Position Level in Organization	121
4.4.3	Sales Turnover	122
4.4.4	Category of Product	123
4.5	Data Screening Procedures	124
4.5.1	Missing Values	124
4.5.2	Exploratory Factor Analysis	126
4.5.3	Factor Analysis of Strategic Orientations	127
4.5.4	Factor Analysis of Dynamic Capabilities	130
4.5.5	Factor Analysis of Firm Performance	132
4.5.6	Reliability Test	133
4.5.7	Normality Test	134
4.5.8	Multivariate Outliers	137
4.5.9	Homocedasticity	138
4.5.10	Independence Residual	139
4.5.11	Multicollinearity Result	140

4.5.12	Linearity	141
4.5.13	Correlation Analysis	143
4.6	Inferential Statistic on Hypothesis Testing	145
4.6.1	Multiple Regression Analysis	145
4.6.2	Hierarchical Regression Analysis	149
CHAPTER FIVE: CONCLUSION AND RECOMMENDATION		157
5.1	Introduction	157
5.2	Research Findings	157
5.3	Results Discussion	159
5.3.1	Entrepreneurial Orientation	159
5.3.2	Market Orientation:	162
5.3.3	Learning Orientation	167
5.3.4	Dynamic Capabilities	171
5.4	Research Contribution	177
5.4.1	Theoretical Contribution	177
5.4.2	Practical Contribution	180
5.4.3	Managerial Implication	183
5.4.3.1	SME Embarks Management for Change	183
5.4.3.2	SME Embraces for Skills Development	185
5.4.3.3	SME Networking Strategic Partnership	187
5.5	Limitations of Study	190
5.5.1	Non Generalizability	190
5.5.2	Non Objective Response	191
5.5.3	Cross Sectional Study	191

5.6	Suggestion for Future Study	193
5.7	Conclusion	194
REFERENCES		197-221
APPENDIXES		223-297
Appendix A1 Summary of Literature Review		222-224
Appendix B1 Questionnaire		225-230
Appendix B2 Reliability Test (Pilot test)		231-242
Appendix B3 Principal Component Analysis (Pilot test)		243-252
Appendix C1 Descriptive Statistic- Frequencies		253-272
Appendix C2 Correlation Matrix- Firm Performance		273-276
Appendix C3 Multiple Regression		277-284
Appendix C4 Hierarchical Regression		285-297

LIST OF TABLES

TABLE	DESCRIPTION	PAGE
Table 1.1	Definition of SME	22
Table 2.1	Relevant Variables and Literature	28
Table 2.2	Number of Establishment using Method of Technology	54
Table 2.3	Categories of Worker in Agriculture Sectors	55
Table 2.4	Comparisons of Tariff Lines under AFTA	56
Table 2.5	Productivity Level and Growth	57
Table 3.1	Malaysian SMEs by Business Sector	92
Table 3.2	Malaysian SMEs by Agricultural Sub-sector	92
Table 3.3	Target Population of Agro based SMEs	93
Table 3.4	Pretesting the Questionnaire (Content Validity)	112
Table 4.1	Summary of Response Rates	116
Table 4.2	Results of Chi-square Test for Early and Late Group	118
Table 4.3	Independent Samples Test – SME Firm Performance Variables for early respondents vs. late respondents	119
Table 4.4	Gender of Respondent	120
Table 4.5	Position level in SME firms	121
Table 4.6	Sales Turnover (Per Year)	122
Table 4.7	Category of Product	123
Table 4.8	Result of Missing Data	125
Table 4.9	Factor Analysis -EO	127
Table 4.10	Factor Analysis -LO	128
Table 4.11	Factor Analysis -MO	129
Table 4.12	Factor Analysis -EIC	130
Table 4.13	Factor Analysis -ELC	131
Table 4.14	Factor Analysis-FP	132

LIST OF TABLES

TABLE	DESCRIPTION	PAGE
Table 4.15	Cronbach's alpha (α) reliability coefficients for the main constructs	133
Table 4.16	Result of Normality test	135
Table 4.17	Test of Influential Outliers	138
Table 4.18	Test of Independent of residuals	140
Table 4.19	Tolerance and VIF for each independent variable	140
Table 4.20	Result of Correlation Analysis	142
Table 4.21	The Strength of Relationship	142
Table 4.22	Regression Result between Entrepreneurial orientation on firm performance	146
Table 4.23	Regression Result between Learning orientation and Firm Performance	146
Table 4.24	Regression Result between Market orientation and Firm Performance	147
Table 4.25	Mean Rating Score	149
Table 4.26	Descriptive Statistics after dynamic capabilities divided by three groups	149
Table 4.27	Effects DC towards relationships between EO and FP	150
Table 4.28	Effects DC towards relationships between LO and FP	151
Table 4.29	Effects DC towards relationships between MO and FP	153
Table 4.30	Effects of Dynamic Capabilities between EO; LO; MO and Firm Performance	155
Table 5.1	Summary of Results	158

LIST OF FIGURES

FIGURE	DESCRIPTION	PAGE
Figure 2.1	Process Flow of Critical Literature Review	25
Figure 2.2	Conceptualization of Overall Research Variables	36
Figure 2.3	Attributes to be a sustainable competitive advantage	39
Figure 2.4	Core Competency Paradigm	40
Figure 2.5	National Innovation Model	43
Figure 2.6	Foundations of dynamic capabilities and business performance,	50
Figure 2.7	Productivity Performance of Agriculture Sectors	58
Figure 2.8	Added Value Growth in Manufacturing Sub sectors	59
Figure 2.9	Balanced Approach of Market and Technology Driven Innovation Model	61
Figure 3.1	Theoretical Model of Strategic Orientations in Relation to Firm Performance moderated by Entrepreneurial dynamic capabilities	71
Figure 3.2	Research Process for Strategic Orientations, Dynamic Capabilities and Firm Performance	89
Figure 3.3	Formula for Determining Sample Size	94
Figure 4.1	Normal Q-Q Plot for firm performance	136
Figure 4.2	Normal Q-Q Plot for entrepreneurial orientation	136
Figure 4.3	Normal Q-Q Plot for learning orientation	136
Figure 4.4	Normal Q-Q Plot for market orientation	137
Figure 4.5	Scatterplots of studentized residuals against the predicted values	139
Figure 4.6	Moderation Graph for EO and Firm Performance	151
Figure 4.7	Moderation graph for MO and Firm performance	154
Figure 5.1	Environmental Force	164
Figure 5.2	Level of Knowledge	170
Figure 5.3	Dynamic Capabilities	175

LIST OF ABBREVIATIONS

ABBREVIATION	DESCRIPTION
AFTA	ASEAN Free Trade Area (AFTA)
CEPT	Common Effective Preferential Tariff
COMP	Competitor Orientation
COST	Cost Orientation
CPI	Consumer Price Index
CUST	Customer Orientation
DC	Dynamic Capability
DOA	Department of Agriculture
DOF	Department of Fisheries
DOS	Department of Statistic
DVS	Department of Veterinary Services
EO	Entrepreneurial Orientation
ETP	Economic Transformation Program
FAMA	Federal Agricultural Marketing Authority
FDA	Fisheries Development Authority
FDI	Foreign Direct Investment
FOA	Farmers Organization Authority
GDP	Gross Domestic Product
HACCP	Hazard Analysis Critical Control Program
KBV	Knowledge Based View
KM	Knowledge Management
LO	Learning Orientation
MADA	MUDA Agriculture Development Authority
MAFAS	Malaysian Fumigation Accreditation Scheme
MAHTAS	Malaysian Heat Treatment Accreditation Scheme
MAQIS	Malaysian Quarantine and Inspection Services
MARDI	Malaysia Agricultural Research & Development Institute
MO	Market Orientation
MOA	Ministry of Agriculture and Agro Based Industry
MPC	Malaysia Productivity Corporation
MPCA	Malaysian Phytosanitary Certification Assurance Scheme
NAP3	Third National Agricultural Policy
NDP	New Development Policy
OPP3	Third Outline Perspective Plan
R&D	Research and Development
RBV	Resource Based View
ROA	Return of Asset
ROS	Return of Sales
SALM (GAP)	Skim Amalan Ladang Malaysia
SME	Small Medium Enterprise
SOM	Skim Organic Malaysia
SPBT	Plant Material Verification Scheme
WTO	World Trade Organization

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Importance of Agriculture

Agricultural economists have long been investigated and convinced the agricultural sector contribution to the overall economic growth. It has been empirically supported that this sector is strategically important for agriculture-dependent emerging economies, such as Southeast Asia, supplemented by their rich natural resources and cheap production cost (Rahman, 1998). In the past, agriculture has been associated with production of basic food crops. Today, many have acknowledged that the agriculture sectors are strategically important and the roles of agriculture sectors will always relevant to both developed and developing countries globally (Dethier & Effenberger, 2011).

At present day, automated processing; farm yields distribution & harvest delivery; product branding, marketing, and pricing strategies all are considered as value chain of current agriculture economic. Hence, agriculture is beyond basic farming or downstream cultivating crops, indeed agriculture plays a critical role in social economic and it is the backbone of economic system of a country, such as Thailand; Vietnam; Indonesia as well as Malaysia. Agriculture sector is essential to human survival and eco-system sustainability (Murad et al., 2008). These sectors improve living standards, by providing work opportunities; raw material for various industries, including bio-pharmaceutical sectors, food security, important to socio-economic development of many agriculture-dependent developing countries (Wahab, 2011).

The contents of
the thesis is for
internal user
only

References

Adner, R., & Levinthal, D.(2008). Doing versus seeing: acts of exploitation and perceptions of exploration. *Strategic Entrepreneurship Journal*, 2, 43-52.

A. Georges L. Romme, Maurizio Zollo & Peter, B. (2010). Dynamic capabilities, deliberatelearning and environmental dynamism:a simulation model. *Industrial and Corporate Change*, 19(4), 1271-1299.

Ahuja, G. & Katila, R. (2004). Where do resources come from? The role of idiosyncratic Situations.*Strategic Management Journal*, 25(8), 887-907.

Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Newbury Park: Sage.

Aimilia, P., Yannis, C., & Spyros, L. (2011). Dynamic capabilities and their indirect impact on firm performance. *Industrial and Corporate Change*, 21(3), 615–647.

Aldrich, H. (1979).*Organizations and Environments*, Englewood Cliffs, NJ: Prentice-Hall.

Allison, P.D. (1982) Discrete-Time Methods for the Analysis of Event Histories. *Sociological Methodology*, 61-98

Allison, P.D. (2006). *Multiple imputation of categorical variables under the multivariate normal Model*. Paper presented at the annual meeting of the American Sociological Association, Montreal Convention Center, Montreal, Quebec, Canada.

Ambrosini, V., Bowman, C. (2009). What are dynamic capabilities and are they a useful construct in strategic management?. *International journal of management reviews*

Amit, R.,& Shoemaker,P.J. (1993).Strategic assets and organizational rent. *Strategic Management Journal*,14(1), 3-46.

Armstrong, J.S. & Overton, T.S (1977).Estimating Non-Response Bias in Mail Surveys', *Journal of Marketing Research*, 14(3), 396–402.

Ancona, D.G., Paul, S.G., Barbara S. L., & Michael, L.T., (2001). A New Research Lens. *Academy of Management Review*, 26(4), 645–63.

Andreas, B. (2013). Strategic orientation and business performance: An assessment of past research and suggestions for the future. *European Journal of Management*, 5(1).

Arbuckle, J. L. (2010). *IBM SPSS Amos 19 User's Guide* . Crawfordville, FL: Amos Development Corporation.

Argyris, C., & D. Schon (1996). *Organizational Learning: A Theory of Action Perspective*. New York: McGraw-Hill.

Arif Hartono, (2015). Developing New Ideas & Capability-based Framework for Innovation Process: Firm Analysis for Indonesia. *Procedia - Social and Behavioral Sciences* 169(20), 161–169

Atuahene.G. K., (1995). An exploratory analysis of the impact of market orientation on new product performance: a contingency approach. *Journal of Product Innovation Management*, 12(9), 275-93.

Autry, C.W., Griffis, S.E., Goldsby, T.J. & Bobbitt, L.M. (2005). Warehouse management systems: resource commitment, capabilities, and organizational performance. *Journal of Business Logistics*, 26(2), 165-83.

Avermaete, T., Viaene, J., Morgan, E. J.,& Crawford, N. (2004). The impact of firm characteristics and macroeconomic performance on innovation in small food firms: case study from Belgium, Ireland and the UK. *Innovation in Small Firms and the Dynamics of Local Development*: 79-95.

Awang, A., Khalid, S. A., Yusof, A. A., Mohamed Kassim, K., Ismail, M., ShekhZain, R., & SinthaMadar, A. R. (2009). Entrepreneurial Orientation and Performance Relations of Malaysian Bumiputera SMEs: The Impact of Some Perceived Environmental Factors. *International Journal of Business and Management*, 4(9), 84-96.

Awang A., ZainalAriffin, Abdul Rashid Said Asghar, & Khairul Anwar Subari.(2010). Entrepreneurial Orientation among Bumiputera Small and Medium Agro-Based Enterprises (BSMAEs) in West Malaysia: Policy Implication in Malaysia, *International Journal of Business and Management*, 5(5).

Azizah Omar, T. Ramayah; Lim B.L, Osman Mohamad & MalligaMarimuthu, (2011), Determining Factors for the Usage of Web-Based Marketing Applications by Small and Medium Enterprises (SMEs) in Malaysia, *Journal of Marketing Development and Competitiveness* vol. 5(2)

Baker, W.E. & Sinkula, J.M. (1999). The synergistic effect of market orientation and learning orientation on organizational performance. *Journal of the Academy of Marketing Science*, 27(4), 411-27.

Baker, W.E. & Sinkula, J.M. (2005). Market orientation and the new product paradox. *Journal of Product Innovation Management*, 22(6), 483-502.

Barkema, H.G.,& Schijven, M.(2008). How do firms learn to make acquisitions? A review of past research and an agenda for the future. *Journal of Management*. 34(3), 594–634.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Barney, J. B. (1995). Looking inside competitive advantage. *Academy of Management Executive*, 17(4), 49-61.

Barney, J.B.,& Hesterly, W.S. (2006). *Strategic Management and Competitive Advantage: Concepts and Cases*, Pearson Education, Upper Saddle River, NJ.

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), 882-1173.

Bartlett, J.E., Kotlik, J.W., & Higgins, C.C. (2001). Organizational Research: Determining Appropriate sample Size in Survey Research. *Information Technology, Learning, and Performance Journal*, 19(1), 43-50.

Benner, M.J.,& Tushman, M. (2003). Process management and technological innovation: a longitudinal study of the photography and paint industries. *Administrative Science Quarterly*, 47(4), 676-706

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

Bing L.,& Zheng P. F. (2011). Relationship between Strategic Orientation and Organizational Performance in Born Global: A Critical Review. *International Journal of Business and Management*, 6(3)

Bogner W., & Barr P. (2000). Making sense in hypercompetitive environments: a cognitive explanation for the persistence of high velocity competition. *Organization Science* 11(2): 212-226.

Borch, O.J.,Huse, M.& Senneseth, K. (1999). Resource configuration, competitive strategies and corporate entrepreneurship: An empirical examination of small firms. *Entrepreneurship Theory and Practice*, 24(1), 49-70.

Brass, D., Galaskiewicz, J., Greve, H.,& Tsai, W. (2004) Taking Stock of Networks and Organizations: A Multilevel Perspective. *Academy of Management Journal* 47(6), 795-817

Breman, P.,& Dalgic, T. (1998).The learning organization and market orientation: a study of export companies in The Netherlands, in Ford, J.B. and Honeycutt, E.D. (Eds), *Journal of Marketing Science*, 21(1),214-31.

Breznik, L.,& Lahovnik; M. (2014). Renewing the resource base in line with the dynamic capabilities view. *JEEMS*, 19(4), 453-485

Bruce M. (2006). Theoretical milestones in international business: The journey to international

entrepreneurship theory, *Journal of International Entrepreneurship*, 4, 5–25.

Bryman, A, (2012). *Social Research Methods (4th Edition)*. Oxford University Press

Buehner, R. (1987). Accessing International Diversification of West German Corporations. *Strategic Management Journal*, 8(1), 25–37.

Brumagim, A. (1994).A hierarchy of corporate resources. *Advances in Strategic Management*, 10,81-112.

Bygrave, W.,& Hofer, C.W. (1991).Theorising about entrepreneurship”, Entrepreneurship: *Theory and Practice*, 15(4), 13-22.

Calantone, R.J., Cavusgil, S.T. & Zhao, Y. (2002).Learning orientation, firm innovation, and firm performance. *Industrial Marketing Management*, 31(6), 515-24.

Charles W. Mueller & Kim, J.O (1978), *Factor Analysis: Statistical Methods and Practical Issues*, Beverly Hills, CA: Sage.

Chen, J., Chen, Y.F. & Vanhaverbeke, W. (2011). The influence of scope, depth, and orientation of external technology sources on the innovative performance of Chinese firms. *Technovation*, 31(8):362-373.

Chen,J.S, Don Kerr; Tsang,S.S, & Sung, Y.C. (2015). The role of service innovation in the market orientation - New service performance linkage. *The Service Industries Journal*. 35(1).

Chesbrough, H., Vanhaverbeke, W., & West,J. (2006). *Open Innovation: Researching a New Paradigm*. Oxford University Press.

Chetty, S. & Holm, D.B. (2000). Internationalisation of Small to Medium-Sized Manufacturing Firms: A Network Approach. *International Business Review*, 9 (1), 77-93.

Chun, W.C, & Johnstone, R. (2004). Innovation in a knowing organization: a case study of an e-commerce initiative. *Journal of Knowledge Management*, 8(6), 77-92.

Churchill, G.A. Jr (1979). A paradigm for developing better measures of marketing constructs. *Journal of Marketing Research*, 16(1), 64-73.

Claycomb, C., Droke, C.,& Germain, R. (1999).The effect of just-in-time with customers on organizational design and performance. *International Journal of Logistics Management*, 10(1), 37-58.

Coakes, S.J., Steed, L.,& Dzidic, P. (2006). *SPSS Version 13.0 for Windows: Analysis without anguish*. India: Wiley-India.

Closs, D.J.,& Xu, K. (2000).Logistics information technology practice in manufacturing and merchandising firms – an international benchmarking study versus world class logistics firms. *International Journal of Physical Distribution & Logistics Management*, 30(10), 869-86.

Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Hillsdale, NJ: Lawrence Earlbaum Associates.

Collis, D.J. (1994). Research note: how valuable are organizational capabilities. *Strategic Management Journal*, 15(2), 143-52.

Constantin, J.A. & Lusch, R.F. (1994). *Understanding Resource Management*. Oxford, OH: The Planning Forum.

Conner, K.R. (1991). A Historical Comparison of Resource- Based Theory and Five Schools of Thought Within Industrial.

Contractor, F., Kundu, S.& Hsu, S. (2003). A Three-Stage Theory of International Expansion: The Link Between Multinationality and Performance in the Service Sector. *Journal of International Business Studies*, 34 (1), 5–18.

Cooper, D.R., & Schindler, P.S. (2003). *Business Research Methods*. (8th ed). Boston: 15 McGraw-Hill Irwin.

Cooper, A. C., & Gascon, F. J. (1992). *Entrepreneurs, Processes of Founding, and New Firm Performance*. In D. L. Sexton & J. D. Kasarda (Eds.). *The State of the Art of Entrepreneurship* (pp. 301-340). Boston: PWS-Kent Publishing Company.

Corcoran, J.,& Wood, S. (1984). Boole's criteria for validity and invalidity. *Notre Dame Journal of Formal Logic* 21 (4),609-638.

Cortina, J. M. (1993). What is coecient alpha: an examination of theory and applications. *Journal of Applied Psychology*, 78.

Costello, A. B., & Osborne, J. W. (2005). Exploratory Factor Analysis: Four recommendations for getting the most from your analysis. *Practical Assessment, Research, and Evaluation*, 10(7), 1-9.

Covin, J.G.,& Slevin, D.P. (1986). *The development and testing of an organizational-level entrepreneurship scale*, in Ronstadt, R., Hornaday, J.A., Peterson, R. and Vesper, K.H. (Eds), *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Covin, J.G.,& Slevin, D.P. (1989).Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10(1), 75-87.

Covin, J.G.,& Slevin, D.P. (1991). A conceptual model of entrepreneurship as firm behaviour.

Entrepreneurship Theory & Practice, 16(1), 7-25.

Coyne, K. P.(1986). Sustainable competitive advantage—What it is, what it isn't. *Business Horizons. 29(1)*, 54-61.

Cravens, D.W., Lamb, C.W.,& Crittenden, V.L. (2002). *Strategic Marketing Management and Cases*, McGraw-Hill Company

Day, G.S. (1994). Continuous learning about markets. *California Management Review, 36(3)*, 9-31.

Day, G.S.,& Wensley, R. (1988). Assessing advantage: a framework for diagnosing competitive superiority. *Journal of Marketing, 52*, 1-20.

Damanpour, F. (1991).Organizational innovation: a meta-analysis of effects of determinants and moderators. *Academy of Management Journal, 34(3)*, 555-90.

Daugherty, P.J., Grawe, S.J.,& Chen, H. (2009). The relationship between strategic orientation, service innovation, and performance. *International Journal of Physical Distribution & Logistics Management,39(4)*, 282-300

Davis, J.L. (2007) *Firm-level entrepreneurship and performance: an examination and extension of relationships and measurements of the entrepreneurial orientation construct.* Unpublished Thesis, University of Texas

Dean, M.A., Shook, C.L., & Payne, G.T. (2007). The Past, Present, and Future of Entrepreneurship Research: Data Analytic Trends and Training. *Entrepreneurship Theory and Practice. 31(4)*, 601–618.

Delios, A., & Beamish, P. (1999). Geographic Scope, ProductDiversification, and the Corporate Performance of JapaneseFirms. *Strategic Management Journal, 20(8)*, 711–27.

DeNisi, A.S. (2000). *Performance appraisal and performance Management: A multilevel analysis.* In K. Klein and S. Kozlowski (Eds.) Multilevel theory, Research and Methods in Organizations. San Francisco: Jossey–Bass.

DeNisi, A. S., Hitt, M. A., & Jackson, S. E. (2003). *The Knowledge Based Approach to Sustainable Competitive Advantage.* New York: Oxford University press

Deshpande, R., Farley, J.U., & Webster, F.E. Jr (1993).Corporate culture, customer orientation, and innovativeness. *Journal of Marketing, 57(1)*, 22-7.

Deshpande, R.,& Farley, J.U. (1998).Measuring market orientation: generalization and synthesis. *Journal of Market Focused Management, 2*, 213-32.

Deshpande, R.,& Farley, J.U. (2000).Market focused organizational change in China. *Journal of Global Marketing, 14*(1), 7-35.

Dess, G. G., Lumpkin,G.T.,& McGee, J.E.(1999). Linking Corporate Entrepreneurship to Strategy, Structure, and process: Suggested Research Directions. *Entrepreneurship theory and practice, 23*(3), 85-102.

Dess, G.G., Ireland, R.D, Zahra, S.A., Floyd, F.W, Janney, J.J, & Lane, P.J (2003), Emerging Issues in Corporate Entrepreneurship, *Journal of Management, 29*(3), 351-378.

Dethier,J.J.,& Effenberger,A.(2011). Agriculture and Development: A Brief Review of Literature. *Policy Research Working Paper, 5553*, 1-60.

Dickson, P.R. (1992). Toward a general theory of competitive rationality. *Journal of Marketing, 56*(1), 69-83

Dierickx, I.,& Cool, K.(1989). Asset stock accumulation and sustainability of competitive advantage. *Management Science, 35*(12), 1504-11.

Dimitratos, P.,& Plakoyiannaki, E. (2003).Theoretical foundations of an international entrepreneurial culture. *Journal of International Entrepreneurship, 1*(2), 187-215.

Douglas,T.J.,& Judge, W.Q (2001). Total Quality Management Implementation and Competitive Advantage: The Role of Structural Control and Exploration. *Academy of Management Journal, 44* (1), 158-69.

Drejer, A. (2002).Situation for Innovation Management toward a contingency model. *European Journal of Innovation Management, 5*(1), 4-7

Easterby-Smith, M.P.V., Lyles, M.,& Peteraf, M.A. (2009). Dynamic Capabilities: Current Debates and Future Directions. *British Journal of Management, 20*, 1-8

Einar, L.M.(2010). *Strategic entrepreneurship and growth in small and medium-sized companies: On the significance of financial support and counselling from the public support system*, Bodø Regional University Bodø Graduate School of Business 8049 Bodo, Norway.

Elspeth, M.A.O.,& Shaw, E.(2005).Corporate entrepreneurship and innovation part 1: the missing link, *European Journal of Innovation Management, 8*(3), 350-372.

Eisenhardt, K.M.,& Martin, J.K. (2000). Dynamic capabilities: What are they.*Strategic Management Journal,21*, 1105-1121.

EPU. (2004). *Malaysia: 30 Years of Poverty Reduction, Growth and Racial Harmony. Paper presented at Scaling Up Poverty Reduction: A Global Learning Process and Conference, Shanghai, May 25-27, 2004.* Retrieved from

<http://info.worldbank.org/etools/docs/reducingpoverty/case/25/fullcase/Malaysia%20Full%20Case.pdf>

Eriksson, T. (2014). Processes, antecedents and outcomes of dynamic capabilities. *Scandinavian Journal of Management*, 30(1), 65-82

FAO. (2009). *Global Agriculture towards 2050. Agricultural Economics Division, FAO, Rome, Italy*. Retrieved From www.fao.org/fileadmin/templates/wsfs/docs/Issues_papers

Field, A. (2000). *Discovering statistics using SPSS: Advanced techniques for the beginner*. London: Sage

Forst & Sullivan. (2009). Overview: *Malaysian Agricultural Biotechnology*. Retrieved form [http://www.biotechcorp.com.my/2011/11/publications/White Paper Agricultural.pdf](http://www.biotechcorp.com.my/2011/11/publications/White%20Paper%20Agricultural.pdf)

Frishammar, J., & Andersson, S. (2009). The overestimated role of strategic orientations for international performance of SMEs. *Journal of Entrepreneurship*, 7, 57-77.
<http://dx.doi.org/10.1007/s10843-008-0031-9>

Fuglie, K.O.(2008). Is a Slowdown in Agricultural Productivity Growth Contributing to the Rise in Commodity Prices? *Agriculture Economics*, 39, 431-441.
<http://dx.doi.org/10.1111/j.1574 0862.2008.00349.x>

Ganesan, S. (1994).Determinants of Long-Term Orientation in Buyer–Seller Relationships. *Journal of Marketing*, 58(4), 1–19.

Garcia, R., Calantone, R.J, & Levine, R. (2003).The Role of Knowledge in Resource Allocation to Exploration Versus Exploitation in Technologically Oriented Organizations. *Decision Sciences*, 34(2), 323–50.

Garvin,D.A. (1993). Building a learning organization. *Harvard Business Review*, 71(4), 78-91.

Gatignon, H. & Xuereb,J. (1997).Strategic orientation of the firm and new product performance. *Journal of Marketing Research*, 34(1), 77-90.

Gaylen, N. C.,& Douglas, L (2001). *Entrepreneurial Skill Sets in New Ventures: Environmental Contingencies and Links to Performance*. Presented at the 2001 National Academy of Management Meetings. Washington D. C. August 2001.

George, D. & Mallory, P. (2005). *SPSS for Windows step by step: A simple guide and reference*. (4th ed.). Boston, MA: Allyn & Bacon

Gillian, S.M, & Jay, W. (2006).Networking capability and international entrepreneurship: How networks function in Australian born global firms. *International Marketing Review*,

23(5), 549-572.

Giudici, A., & Reinmoeller, P.(2013). Sensing together: an exploration of the support of network intermediaries to firms' and entrepreneurs' search for new opportunities. Unpublished Thesis, Granfield University

Gnizy, I., Baker, W.E., & Grinstein, A. (2014). Proactive learning culture A dynamic capability and key success factor for SMEs entering foreign markets. *International Marketing Review*.31(5), 477-505.

Gob, R., McCollin, C.,& Ramalhoto, F. (2007). Ordinal Methodology in the Analysis of Likert Scales, *Quality & Quantity*, 41,601-626.

Goksel,Y., Calantone, R.J., & Griffith, D.A. (2007).An Examination of Exploration and Exploitation Capabilities: Implications for Product Innovation and Market Performance.*Journal of International Marketing*, 15(4), 63–93.

Grant, R.M. (1991).The resource-based theory of competitive advantage: implications for strategy formulation. *California Management Review*, 33(3), 114-35.

Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17(3), 109-122.

Gregoire, D.A., Pamela S.B. & Dean,A.S. (2010). Cognitive Processes of Opportunity Recognition: The Role of Structural Alignment. *Organization Science*, 21(2), 413–31

Griffith, D. A. & Harvey, M.G. (2001).A Resource Perspective of Global Dynamic Capabilities.*Journal of International Business Studies*, 32 (3), 597–606.

Grimaldi,M. Quinto, I., & Rippa,P. (2014) Enabling Open Innovation in Small And Medium Enterprises: A Dynamic Capabilities Approach. *Knowledge and Process Management*, 20(4), 199–210.

Grinner, C.(2006), 5-point vs. 6-point Likert Scales, Infosurv White Paper, Atlanta

Grunbaum, N.N., & Marianne, S. (2013), Dynamic Capabilities: Do They Lead to Innovation Performance and Profitability?.*Journal of Business Strategy*.10(4), 6885.

Habaradas,R.B. (2008). SME development and technology upgrading in Malaysia: lessons for the Philippines. *Journal of International Business Research*, 7(1)

Hair, J., Black, B., Babin, B., Anderson, R.,& Tathan, R. (2006) *Multivariate Data Analysis*, (6th ed.), New York: Prentice Hall Inc.

Hall, J. (1992). The Strategic Analysis of Intangible resources. *Strategic Management Journal*

Hakala, H. & Kohtamäki, M. (2011). Configurations of entrepreneurial- customer- and technology orientation: Differences in learning and performance of software companies. *International Journal of Entrepreneurial Behavior & Research*, 17(1), 64 - 81

Hamid, E. (2004). International Entrepreneurship as a Dynamic Adaptive System: Towards a Grounded Theory. *Journal of International Entrepreneurship*, 2, 5–59.

Haniff, Shariff, & Halim, Mohd Suberi (2014). Marketing Capabilities and Performance of SMEs in Food and Beverages Industry in Malaysia. *International Journal of Academic Research*, 6 (1), 187-195

Hans, E.S. (2009). Why competitors matter for market orientation. *European Journal of Marketing*, 43(5), 735-761.

Hansen, J., Deitz, G., Tokman, M., Marino, L., Weaver, M. (2011). Cross national invariance of the entrepreneurial orientation scale. *Journal of Business Venturing*, 26, 61-78.

He, Z. & Wong, P. (2004). Exploration vs. exploitation: an empirical test of the ambidexterity hypothesis. *Organization Science*, 15(4), 481-94.

Headey, D., Alauddin, M., & Prasada Rao, D.S. (2010). Explaining Agricultural Productivity Growth: An International Perspective. *Agricultural Economics*, 41, 1-14. <http://dx.doi.org/10.1111/j.1574-0862.2009.00420.x>

Helfat, C.E., Finkelstein, S., Mitchell, W., Peteraf, M.A., Singh, H., Teece, D.J., & Winter, S.G. (2007). *Dynamic Capabilities: Understanding Strategic Change in Organizations*. Blackwell, London

Heimeriks, K.H., & Duysters, G (2007). Alliance capability as a mediator between experience and alliance performance: an empirical investigation into the alliance capability development process. *Journal of Management Studies*. 44(1)

Henderson, R.M., & Clark, K.B. (1990). Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms. *Technology, Organizations, and Innovation*, 35(1), 9-30.

Hermann, F., Alexander, K., Gerald, M., & Daniela, W.S. (2012). Learning Orientation of SMEs and Its Impact on Firm Performance. *Journal of Marketing Development & Competitiveness*, 6(3), 29.

Hitt, M.A., Ireland, R. D., Camp, S. M., & Sexton, D. L. (2001). Strategic entrepreneurship:

Entrepreneurial strategies for wealth creation. *Strategic Management Journal*, 22, 479-491.

Hoffman, J., Hoelscher, M.L., & Sherif, K. (2005). Social capital, knowledge management, and sustained superior performance. *Journal of Knowledge Management*, 9(3).

Hooley, G.J., & Gray, B. (2002). Market Orientation and Service Firm Performance. *European Journal of Marketing* 36 (9/10)

Hoskisson, R.E., Hitt, M.A, Wan, W.P.,& Yiu, D. (1999). Theory and research in strategic management: Swings of a pendulum. *Journal of Management* 1999,25(3), 417

Hughes, M., Hughes, P. & Morgan, R.E (2007). Exploitative learning and entrepreneurial orientationalignment in emerging young firms: implications for market and response performance. *British Journal of Management*, 18(4), 359-75.

Hult, G.T.M., Nichols, E.L. Jr, Giunipero, L.C. & Hurley, R.F. (1999). Global organizational learning in the supply chain: a low versus high learning study. *Journal of International Marketing*, 8(3), 61-83.

Hult, G.T.M., Hurley, R.F. & Knight, G.A. (2004). Innovativeness: its antecedents and impact on business performance. *Industrial Marketing Management*, 33(5), 429-38.

Hunt, S. D., & Morgan, R. M. (1996) The Resource-Advantage Theory of Competition: Dynamics, Path Dependencies, and Evolutionary Dimensions. *Journal of Marketing*, 60, 107-114

Hunt, S.D.,& Lambe, C.J. (2000). Marketing's contribution to business strategy: market orientation, relationship marketing and resource-advantage theory. *International Journal of Management Reviews*, 2(1), 17-43.

Ismail Zarina; Mohd Nawi Nolila; Kamarulzaman Nitty Hirawaty; Abdullah, & Amin Mahir, (2013), Factors Affecting the Development of Long Term Relationships Among SME Entrepreneurs in the Malaysian AgroBased Industry. *Journal of International Food & Agribusiness Marketing*, 25, 5672.

James, M.G., Dennis, M.A.,& Vincent, N.M.(2014). Entrepreneurial Orientation, Networking, External Environment, and Firm Performance: a Critical Literature Review. *European Scientific Journal*, 10(7), ,1857 – 788

Jantunen, A., Nummela, N., Puumalinen, K., Saarenketo, S., & Kylaheiko, K. (2005). Entrepreneurial orientation, dynamic capabilities and international performance”, *Journal of International Entrepreneurship*, 3(3), 223-43.

Jantunen, A., Nummela, N., Puumalinen, K. & Saarenketo, S. (2008). Strategic orientation of born globals – do they really matter. *Journal of World Business*, 43(2) 158-70.

John I.N. (2009). Strategic Positioning For Sustainable Competitive Advantage: An Organizational Learning Approach. *Journal Of Business Management*, 2(1).

Joseph, J., Yin, E.& Tsai, H.T. (2009).Persistence and Learning: Success Factors of Taiwanese Firms in International Markets.*Journal of International Marketing*, 17(3), 39-54.

Kara, A., Spillan, J.E., Deshields, O.W. Jr. (2005). The Effect of a Market Orientation on Business Performance: A Study of Small-Sized Service Retailers Using MARKOR Scale. *Journal of Small Business Management*, 43(2), 105-118.

Karkoulian, S., Halawi, L.A.,& McCarthy, R.V. (2008).Knowledge management formal and Informalmentoring: an empirical investigation in Lebanese banks. *The Learning Organization*, 15(5), 409-20.

Krazkiewicz, K. (2013). Dynamic capabilities and knowledge management. *Journal of Management*, 17(2).

Krazkiewicz, K. (2014). The Strategic Dimension of Dynamic capabilities of enterprises. *Journal of Management*, 18(2).

Keskin, H. (2006). Market orientation, learning orientation, and innovation capabilities in SMEs. *European Journal of Innovation Management*, 9(4), 396-417.

Kirca, A.H., Jayachandran, S. and 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.

Kirzner, I.M.(1997). Entrepreneurial Discovery and the Competitive Market Process: An Austrian, Approach. *Journal of Economic Literature*, 35(1), 60–85.

Kline, P. (1999). The handbook of psychological testing (2nd ed). London: Routledge.

Knight, G. A.,& Cavusgil, S. T. (2004). Innovation, organizational capabilities, and the born-global firm. *Journal of International Business Studies*, 35, 124-141.

Knight, G.A.,& Dalgic, T. (2000).*Market orientation, marketing competence, and the international performance of the firm*. Paper presented at the Summer American Marketing Association Conference, San Antonio, TX.

Kocak, A.,& Abimbola,T. (2009).The effects of entrepreneurial marketing on born global performance. *International Marketing Review*, 26, 4-5.

Knott,P.(2009). Integrating resources based theory in a practice relevant form, *Journal of Strategy and Management*, 2(2), 163-174.

Knott, P., Pearson, A.W.,& Taylor, R.A. (1996).A new approach to competence analysis. *International Journal of Technology Management, 11*(3), 494-503.

Kreiser,P.M., Marino,L.D., & Weaver, K.M (2002) Assessing the relationship between entrepreneurial orientation, the external environment and firm performance. *Entrepreneurship: Theory and Practice 26 (4), 71-95, 2002*

Krejcie, R.V.,& Morgan, D.W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement, 30*, 607-610.

Kropp, F.,& Zolin, R. (2005).Technological entrepreneurship and small business innovation research programs. *Academy of Marketing Sciences Review, 7*.

Kropp, F., Lindsay, N.J.,& Shoham,A.(2006).Entrepreneurial, market, and learning orientations and international entrepreneurial business venture performance in South African firms.*International Marketing Review, 23*(5), 504-523.

Kohli, A.A.,& Jaworski, B.J. (1990), Market orientation: the construct, research propositions, and managerial implications, *Journal of Marketing, 54*(2), 1-18.

Kohli, A.A., & Jaworski, B.J. (1993).Market orientation: antecedents and consequences. *Journal of Marketing,57*(3), 53-70.

Kriz, A., Voola, R.,& Yuksel,U.(2014).The dynamic capability of ambidexterity in hypercompetition:qualitative insights. *Journal of Strategic Marketing. 22*(4), 287-299.

Kumar, K.,Boesso, G., Favotto, F.,& Menini, A. (2012), Strategic orientation, innovation patterns and performances of SMEs and large companies, *Journal of Small Business and Enterprise Development, 19*(1), 132-145.

Lages,C., Cristiana,R.L.,& Luis, F.L. (2005).The RELQUAL Scale: A Measure ofRelationship Quality in Export Market Ventures. *Journal of Business Research, 58*(8), 1040–1048.

Lanza, A., & Passarelli, M.(2014). Technology Change and Dynamic Entrepreneurial Capabilities.*Journal of Small Business Management. 52*(3), 427-450

Langerak, F. (2003).An appraisal of research on the predictive power of market orientation. *European Management Journal, 21*(4), 447-64.

Lecler, C.J & Kinghorn, J. (2014), Dynamic capabilities, expert and entrepreneurial learning. *South Africa, Journal of Business Management, 2014,45*(2)

Lee, C. , Lee, K. & Pennings., J. M. (2001). Internal capabilities, external networks, and performance: A study on technology-based ventures. *Strategic Management Journal, 22*(10), 615-640.

Lee, D.Y. & Tsang, E.W.K. (2001). The effects of entrepreneurial personality, background and network activities on venture growth. *Journal of Management Studies*, 38(4), 583-602.

Lee, J.H. & Young, U.R., (2002). Exploration, Exploitation, and Adaptive Rationality: The Neo-Schumpeterian Perspective. *Simulation Modeling Practice and Theory*, 10 (5-7), 297-320.

Leonidou, L.C., Constantine S.K., & Saeed, S. (2002). Marketing Strategy Determinants of Export Performance: A Meta-Analysis. *Journal of Business Research*, 55(1), 51-67.

Levitas, E. & Chi, T. (2002). Rethinking Rouse and Daellenbach's rethinking: isolating vs. testing for sources of sustainable competitive advantage. *Strategic Management Journal*, 23(10), 957-962.

Levinthal, D.A., & March, J.G. (1993). The Myopia of Learning. *Strategic Management Journal*, 14(4), 95-112.

Lida, P. K., & Mathew, H. (2010). Strategic entrepreneurship: origins, core elements and research directions. *European Business Review*, 8(3), 350-372.

Likert, R. (1932). A Technique for The Measurement of Attitudes. *Archives of Psychology*, 22(1), 40.

Lin, Y. & Wu, L.Y. (2014). Exploring the role of dynamic capabilities in firm performance under the resourcebased view framework. *Journal of Business Research*, 67(3), 407-413.

Lopez, S. P., Peon, J. M., & Ordas, J. V., (2005). Organizational Learning as a Determining Factor in Business Performance. *The Learning Organization*, 12(3), 227-245.

Lorenzoni, G., & Lipparrini, A. (1999) The leveraging of interfirm relationships as a distinctive organizational capability: a longitudinal study. *Strategic Management Journal*, 20(4), 317-338.

Lowendahl, B. & Revang, O. (2008). Challenges to existing strategy theory in a post-industrial Society. *Strategic Management Journal*, 19(8), 755-774.

Lu, J., & Beamish, P. (2001). The Internationalization and Performance of SMEs. *Strategic Management Journal*, 22(6), 565-86.

Lumpkin, G.T. & Dess, G.G. (1996). Clarifying the entrepreneurial construct and linking it to performance. *Academy of Management Review*, 21(1), 135-72.

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, 429-51.

Lumpkin, G.T. & Lichtenstein, B.B. (2005). The role of organizational learning in the opportunity-recognition process. *Entrepreneurship Theory & Practice*, 29(4), 451-72.

Lusch, R.F.,& Luczniak, G.R. (1987). The evolving marketing concept, competitive intensity and organizational performance. *Journal of the Academy of Marketing Science*, 15(3), 1-11.

Madsen, E.L.(2007). The significance of sustained entrepreneurial orientation on performance of firms – A longitudinal analysis. *Journal OF Entrepreneurship & Regional Development*, 19(2), 185-204.

Magnier, W.R.,& Senoo, D. (2008).Organizational characteristics as prescriptive factors of knowledge management initiatives. *Journal of Knowledge Management*, 12(1), 21 36.

Malaysia, Ministry of Agriculture. (2010). *Third National Agricultural Policy (1998 - 2010) Executive Summary*.Retrieved 10 August 2012. From <http://www.doa.gov.my/>

Malaysia Prime Minister Office, Economic Planning Unit. Chapter 7: Sectoral Strategies And Priorities. Retrieved 10 September 2012. From <http://www.pmo.gov.my>

Malaysia Ministry of International Trade and Industry, Malaysia Productivity Corporation, (2010). Chapter 5: *Productivity Performance Of The Agriculture Sector*. Retrieved 10 August 2012, from <http://www.miti.gov.my/cms/index.jsp>

Malaysia Ministry of International Trade and Industry, Malaysia Productivity Corporation, (2012). *Performance Of Malaysia In The Global Competitiveness Report 2012-2013*, Retrieved 10 August 2012, from <http://www.miti.gov.my/cms/index.jsp>

Malaysia Ministry of International Trade and Industry, Malaysia Productivity Corporation, (2011). *18th Productivity Report*.Retrieved 10 August 2012, from <http://www.miti.gov.my/cms/index.jsp>

Malaysia, Department of Statistic, (2012).*Selected Indicators for Agriculture, Crops and Livestock, Malaysia (2006- 2010)*.Retrieved 15 July 2012. From <http://www.statistics.gov.my/portal/index.php?lang=en>

Malaysia (2006).*Ninth Malaysia Plan (2006-2010)*. Kuala Lumpur: Malaysian National Printers Bhd.

Malaysia (2010).*Tenth Malaysia Plan (2012-2015)*. Kuala Lumpur: Malaysian National Printers Bhd.

March, J.G. (1991).Exploration and Exploitation in Organizational Learning. *Organization Science*, 2(1), 71-87.

Marinova, D.,& Phillimore, J. (2003). Models of innovation. In L. V. Shavinina (Ed.), *The international handbook on innovation* (pp. 44-53). London, UK: Pergamon.

Matthyssens, P., Vandebempt, K. & Goubau, C. (2009).Value capturing as a balancing act. *Journal of Business & Industrial Marketing, 24*(1), 56-60.

McDougall, P.P. & Oviatt, B.M. (2000). International entrepreneurship: the intersection of two research paths. *Academy of Management Journal, 43*(5), 902-6.

McDougall, P.P., Oviatt, B.M. & Shrader, R.C. (2003).A comparison of international and domestic new ventures. *Journal of International Entrepreneurship, 1*(1), 59-82.

McKee, D.O., Varadarajan, P.R.,& Pride, W.M. (1989).Strategic adaptability and firm performance: a market-contingent perspective. *Journal of Marketing, 53*(3), 21-35.

Menguc, B. & Auh, S. (2005).A test of strategic orientation formation versus strategic orientation implementation: the influence of TMT functional diversity and inter-functional coordination. *Journal of Marketing Theory and Practice, 13*(2), 4-19.

Menon, A.,Sundar, G.B., Phani, T.A.,& Steven, W.E. (1999). Antecedents and Consequences of Marketing Strategy Making: A Model and a Test. *Journal of Marketing, 63*(4), 18-40.

Mentzer, J.T., Flint, D.J. & Kent, J.L. (1999).Developing a logistics service quality scale. *Journal of Business Logistics, 20*(1), 9-32.

Micheels, E.T & Gow, H.R. (2012). The value of a positional advantage for agricultural SMEs. *The Journal of SEAANZ, 19*(2), 54-73.

Michele, O.D., Audrey, G.& David, C.(2009). Innovative marketing in SMEs: a theoretical framework, *European Business Review, 21*(6) 504-515.

Mika, W.,& Risto, R. (2010).Learning and innovation in inter-organizational network collaboration. *Journal of Business & Industrial Marketing, 25*(6), 435–442.

Miller, D.E (1983). The correlates of entrepreneurship in three types of firms. *Management Science, 29*(7), 770-91.

Miller, D.E., & Kunce, J.T. (1973). Prediction and statistical overkill revisited . *Measurement and Evaluation in Guidance, 6*, 157-163

Ministry of Agriculture, Malaysia (2010).Third National Agricultural Policy

Mohd Fariduddin, O. (2010). *Challenges Ahead In Meeting Aquaculture Production In Malaysia Under The Third National Agricultural Policy, NAP3 (1998- 2010)*. Brackish Water Aquaculture Research Center (BARC), Ministry of Agricultural and Agro-Based

Industry, Department of Fisheries Malaysia, 81550, Gelang Patah, Johor

Mohr, J., & Spekman, R. (1994). Characteristics of Partnership Success: Partnership Attributes, Communication Behaviour, and Conflict Resolution Techniques. *Strategic Management Journal*, 15(2), 135–52.

Mohr, J., & Sengupta, S. (2002). Managing the paradox of inter-firm learning: the role of governance mechanisms. *Journal of Business & Industrial Marketing*, 17(4), 282-310.

Mokhtar, S. S. M., & Yusoff, R. Z. (2009). Exploring the relationship of key strategic orientations towards sustainable organizational performance. *International Journal of Business and Management Science*, 2(1), 77-85.

Monica, L.P. & Alan, T.S. (2001). Market Orientation and Incumbent Performance in Dynamic market. *European Journal of Marketing*, 36(9).

Murad, M.W., Mustapha, N.H., & Siwar, C. (2008). Review of Agricultural Policies with Regards to Sustainability. *American Journal of Environmental Sciences*, 4(6), 608-614. <http://dx.doi.org/10.3844/ajessp.2008.608.614>

Naldi, L., Wikström, P., & Von Rimscha, M.B. (2014). Dynamic Capabilities and Performance. *International Studies of Management & Organization*, 44(4), 63-82.

Najib Tun Razak (2014, April, 23). RM3.38bil set aside to boost agricultural sector, say PM. *The Star Online*. <http://www.thestar.com.my/news/nation/2011/04/23/rm338bil-set-aside-to-boost-agricultural-sector-says-pm/>

National Economic Advisory Council, (2009). *New Economic Model For Malaysia*, Kuala Lumpur: Malaysian, National Printers Bhd.

Narver, J.C. & Slater, S.F. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54(4), 20-35.

Narver, J.C., Slater, S.F. & MacLachlan, D.L. (2004). Responsive and proactive market orientation and new-product success. *Journal of Product Innovation Management*, 21(5), 334-47.

Nevis, E. C., Debila, A. J., & Gould, J. M., (1995). Cited by Lopez, S. P. et al., (2005). Organizational Learning as a Determining Factor in Business Performance. *The Learning Organization*, 12(3), 227-245.

Norusis, M.J. (1995). *SPSS 6.1 guide to data analysis*. Englewood Cliffs, NJ: Prentice Hall

Norzalita Abd. Aziz & Norjaya Mohd. Yasin, (2004). The Influence of Market Orientation on Marketing Competency and the Effect of Internet-Marketing Integration. *Asia Pacific Journal of Marketing and Logistics*, 16(2).

Nunnally, J.C. (1978). *Psychometric Theory*, New York, NY:McGraw-Hill.

Odd, J.B. & Einar, L.M. Strategic Entrepreneurship WithinSmes – The Role Of Government Support Programs, Bodo Graduate School of Business, N-8049 Bodø, Norway

Olson, E.M., Slater, S.F. & Hult, G.T.M. (2005). The performance implications of fit among business strategy, marketing organization structure, and strategic behaviour. *Journal of Marketing*, 69(3), 49-65.

Özge, M.,& Esra, A. (2014). Can dissimilar be congruent as well as the similar? A study on the supplementary and complementary fit. *Social and Behavioral Sciences* 150. 1111-1119

Ozsomer, A.,& Gencturk, G. (2003). A Resource-Based Model of Market Learning in theSubsidiary: The Capabilities of Exploration and Exploitation. *Journal of International Marketing*, 11 (2), 1-29.

Paladino, A. (2008). Analyzing the effects of market and resource orientations on innovative outcomes in times of turbulence. *Journal of Product Innovation Management*, 25(6), 577-92.

Pallant, J. (2000). Development and validation of a scale to measure perceived control of internal states. *Journal of Personality Assessment*, 75, 2, 308–337.

Panayides, P. (2006). Enhancing innovation capability through relationship management and implications for performance. *European Journal of Innovation Management*, 9(4), 466-83.

Paul, K. (2009). Integrating resources based theory in a practice relevant form. *Journal of Strategy and Management*,2(2), 163-174.

Pelham, A.M. (2000). Influence of environment, strategy, and market orientation on performancein small manufacturing firms. *Journal of Business Research*, 45(1), 33-46.

PEMANDU. (2010). Economic Transformation Programme: A Roadmap for Malaysia. Malaysia: Performance Management and Delivery Unit (PEMANDU), Prime Minister's Department.

Penrose, E. T. (1959). The Theory of the Growth of the Firm. New York, John Wiley.

Persson, G. (1991). Achieving competitiveness through logistics. *International Journal of Logistics Management*, 2(1), 1-11.

Peteraf, M. A. (1993). The cornerstones of competitive advantage: a resource-based view. *Strategic Management Journal*,14, 179-191.

Philip, B. Anna, L. (2014). Sustainable supply chain management practices and dynamic capabilities in the food industry: A critical analysis of the literature. *International Journal of Production Economics*, 152, 131-143.

Piening, E.P., & Salge, T.O. (2015). Understanding the Antecedents, Contingencies, and Performance Implications of Process Innovation: A Dynamic Capabilities Perspective. *Journal of Product Innovation Management*, 32(1), 8097.

Pisano, G. P. (1994). Knowledge, integration, and the locus of learning: an empirical analysis of process development. *Strategic Management Journal*, 15(4), 85- 100.

Pilar, C.A. (2010). The effect of market orientation on innovation speed and new product performance. *Journal of Business & Industrial Marketing*, 25(7), 501-513.

Porter, M.E. (1985). *Competitive Advantage*. New York, NY.

Porter, M.E. (1991). Towards a dynamic theory of strategy. *Strategic Management Journal*, 12, 95-117.

Powell, W.W., & Grodal, S. (2005). Networks of Innovators. In J. Fagerberg, D.C. Mowery and R.R. Nelson (eds.), *The Oxford Handbook of Innovation*. Oxford: Oxford University Press. p.p.: 56-85.

Prahalad, C. K., and Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 68(3), 79-91.

Prieto, I. M., Revilla, E., & Rodriguez-Prado, B. (2009). Building dynamic capabilities in product development: How do contextual antecedents matter?: Management Consulting: Introducing the client. *Scandinavian Journal of Management*, 25(3), 313-326.

Rahman, A. A.Z. (1998). Economic Reforms and Agricultural Development in Malaysia. *ASEAN Economic Bulletin*, 15(1), 59-76. <http://dx.doi.org/10.1355/AE15-1E>

Rammer, C., Czarnitzki, D., & Spielkamp, A. (2009). Innovation success of non-R&D-performers: substituting technology by management in SMEs. *Small Business Economics*, 33(1), 35-58.

Ratten, V., & Suseno, Y. (2006). Knowledge development, social capital and alliance learning. *International Journal of Educational Management*, 20(1), 60-72.

Rauch, A., Wiklund, J., Lumpkin, G.T., & M. Frese. (2009). Entrepreneurial orientation and business performance: Cumulative empirical evidence. *Entrepreneurship Theory and Practice*, 33(3), 761-788.

Ricardo, Baba, Elumalai & Sunmuglvadivu (2011). Entrepreneurial orientation of SMEs in

Labuan and its effects on performance. Working Paper. Faculty of Economics and Business.

Richard, O.C., Barnett, T., Dwyer, S., & Chadwick, K. (2004). Cultural diversity in management, firm performance, and the moderating role of entrepreneurial orientation dimensions. *Academy of Management Journal*, Vol. 47(2), 255-66.

Reichstein, T., & Salter, A. (2006). Investigating the sources of process innovation among UK manufacturing firms. *Industrial and Corporate Change*, 15(4), 653-82.

Roaldsen, I. (2014). Dynamic capabilities as drivers of business model innovation from the perspective of SMEs in mature industries. *International Journal of Entrepreneurship & Innovation Management*. 18(4), 349-364.

Rogers, E.M. (2003). *Diffusion of Innovations*, (5th ed.). Simon & Schuster, New York, NY.

Rose, G.M., & Shoham A. (2002). Export performance and market orientation: establishing an empirical link. *Journal of Business Research*, 55(3), 217– 25.

Rothaermel, F.T., & Deeds D. L (2004). Exploration and Exploitation Alliances in Biotechnology: A System of New Product Development. *Strategic Management Journal*, 25(3), 201– 221.

Runyan, R., Droege, C., & Swinney, J. (2008). Entrepreneurial orientation versus small business orientation: what are their relationships to firm performance?. *Journal of Small Business Management*, 46(4), 567-588.

Sahin, E., Babai, M.Z., Dallery, Y. & Vaillant, R. (2007). Ensuring supply chain safety through time temperature integrators. *International Journal of Logistics Management*, 18(1), 102-24.

Sami, S., Kaisu, P., Olli, K. & Kalevi, K.H. (2009). A knowledge-based view of growth in New ventures. *European Business Review* 21(6), 531-546.

Sadaqat Alia, Linda D.P., & Fiona, L. (2012). An organizational learning perspective on conceptualizing dynamic and substantive capabilities. *Journal of Strategic Marketing*, 20(7), 589–607.

Sany Sanuri, M. M., Rushami, Z. Y., & Azanin, A. (2014), key elements of market orientation on malaysian SME performance, *International Journal of Business and Society*, 15(1), 49-64.

Schumpeter, J.A. (1934). *The theory of economic development*. Cambridge, Mass, Harvard University Press.

Scott, J.G., Chen, H., & Daugherty, P.J, (2009). The relationship between strategic orientation,

service innovation, and performance. *International Journal of Physical Distribution & Logistics Management* 39(4), 282-300.

Sekaran, U. (2003). *Research methods for business* (4th ed.). Hoboken, NJ: John Wiley & Sons.

Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (5th ed.). West Sussex, UK: John Wiley & Sons Ltd.

Shamsudin, M.N.(2010). Economics of Agricultural Innovation: Experiences in Developed Economies and Policy Respond from Malaysia. Paper presented at MAHA International, 3rd December, 2010. Retrieved from http://www.fama.gov.my/html/themes/fama/document/Kertas_28_MAHA_Econ_Innovation_prof_Mad_Nasir.pdf

Shane, S.,& Venkataraman, S. (2001).Entrepreneurship as a field of research: a response to Zahra and Dess, Singh, and Erikson. *Academy of Management Review*, 26(1), 13-16.

Shapiro, Z. (1994). *Risk-taking: A managerial perspectives*. New York: Russell Sage Foundation

Shariff, F.M., Zainal,A., Hashim, R. (2010). *The moderating effect of changed behavior on the relationship between employee characteristics and employee job performance: a study on Malaysian hospitality industry*. Proceedings of the regional conference on statistical sciences

Shoham, A. (1998). Export performance: a conceptualization and empirical assessment. *Journal of International Marketng*, 6(3), 59–81.

Sinkula, J.M. (1994). Market information processing and organizational learning. *Journal of Marketing*, 58(1), 35-45.

Sinkula, J.M., Baker, W.E. & Noordewier, T. (1997).A framework for market-based organizational learning: linking values, knowledge, and behaviour. *Journal of the Academy of Marketing Science*, 25(3), 305-18.

Slater, S.F. & Narver, J.C. (1994).Does competitive environment moderate the market orientation-performance relationship. *Journal of Marketing*, 58(1), 4-55.

Slater, S.F. & Narver, J.C. (1995).Market orientation and the learning organization. *Journal of Marketing*, 59(3), 63-74.

SME Corp, M. (2013). Defining Small and Medium Enterprises (SMEs). Retrieved Oct, 2013, from www.smeinfo.com.my

SME Corp. Malaysia Secretariat to the National SME Development Council (October 2013). *Guideline for New SME Definition*.

Smith, A. (2001). The role of tacit and explicit knowledge in the workplace”, *Journal of Knowledge Management*, 5(4), 311-21.

Smith, K.G., Gannon, M.J. & Sapienza, H.J. (1989). Selecting methodologies for entrepreneurial research: Trade-offs and guidelines. *Entrepreneurship Theory & Practice*, 14(1), 39-49.

Song, M., Cornelia, D., Sangphet, H., & Calantone, R.J (2005).Marketing and Technology Resource Complementarity: An Analysis of Their Interaction Effect in Two Environmental Contexts.*Strategic Management Journal*, 26(3), 259–76.

Spender, J.C. (1996). Making knowledge the basis of a dynamic theory of the firm. *Strategic Management Journal*. 17(2).

Spithoven, A., Clarysse, B., & Knockaert, M.. (2011) Building absorptive capacity to organise inbound open innovation in traditional industries. *Technovation*, 31, 10-21.

Stam, W. & Elfring, T. (2008). Entrepreneurial orientation and new venture performance: the moderating role of intra- and extraindustry social capital. *Academy of Management Journal*, 51(1):97–111.

Sitkin, S.B., Kathleen, M.S.,& Roger, G.S. (1994).Distinguishing Control from Learning in Total Quality Management: A Contingency Perspective. *Academy of Management Review*, 19(3), 537–64

Suliyanto & Rahab (2012). he Role of Market Orientation and Learning Orientation in Improving Innovativeness and Performance of Small and Medium Enterprises. *Asian Social Science*. 8.(1).

Sullivan, M.P. (1991). Inference for Events with Dependent Risks in Multiple Endpoint Studies. *Journal of the American Statistical Association*, 86(415), 770-778.

Sullivan, M.G.,& Weerawardena, J. (2006). Networking Capability and International Entrepreneurship: How Networks Function in Australian Born Global Firms. *International Marketing Review* 23(5), 549–572.

Sundbo, J. (2001). *The Strategic Management of Innovation*, Edward Elgar, Cheltenham

Suhr, D. (2006). *Exploratory or Confirmatory Factor Analysis*. SAS Users Group International Conference (pp. 1 - 17). Cary: SAS Institute, Inc.

Tabachnick, B.G., & Fidell, L.S. (2001). *Using multivariate statistics* (4th ed.). Needham Heights, MA: Allyn & Bacon.

Tallman, S. & Li, J. (1996).Effects of International Diversity and Product Diversity on the Performance of Multinational Firms.*Academy of Management Journal*, 39(1), 179–96.

Tateh, O., Latip, H. A., & Awang, M.D. A. (2014). Entrepreneurial Intentions among Indigenous Dayak in Sarawak, Malaysia: An Assessment of Personality Traits and Social Learning. *The Macrotheme Review* 3(2)

Teece, D. J., Pisano, G. & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533.

Teece, D. J. (2007). Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*. Vol.28, Issue 13

Timmons, J. & Spinelli, S. (2004), *New Venture Creation: Entrepreneurship for the 21st Century*, Boston, MA: McGraw-Hill.

Tondolo, V.A.G.,& Bitencourt, C.C. (2014), Understanding Dynamic Capabilities from Its Antecedents, Processes and Outcomes. *Brazilian Business Review*, 11(5), 122-144.

Tseng, S. M. & Lee, P. S., (2014), The effect of knowledge management capability and dynamic capability on organizational performance. *Journal of Enterprise Information Management*.27(2), 158179.

Tsui, A.S., Ashford, S.J., St. Clair, L., & Xin, K.R. (1995) Dealing with discrepant expectations: Response strategies and leadership effectiveness. *Academy of Management Journal*, 38: 1515-1543.

Vanesa, B.M., Francisco J.M.L., & Juan Carlos, G.A. (2014). Dynamic Marketing Capabilities: Toward an Integrative Framework. *International Journal of Management Reviews*. 16(4), 397-416

Villar, C., Alegre,J.,& Plabarber,J. (2014). Exploring the role of knowledge management practices on exports: A dynamic capabilities view. *Business Review*, Elsevier, 23(1), 38-44.

Wahab, A.L. (2011). An Analysis of Government Spending on Agricultural Sector and its Contribution to GDP in Nigeria. *International Journal of Business and Social Science*, 2(20), 244-250.

Wang C.H., & Hsu, L.C. (2010) The influence of dynamic capability on performance in the high technology industry: The moderating roles of governance and competitive posture. *African Journal of Business Management*, 4(5),562-577.

Wang, C.L., & Ahmed, P.K.(2007). Dynamic capabilities: a review and research agenda. *International Journal of Management Reviews*, 9(1), 31-51

Wang, Eric T.G, Hu, H. F., & Hu, Paul.J.H. (2013) Examining the role of information technology in cultivating firms' dynamic marketing capabilities. *Information & Management*. 50(6), 336-343.

Wassmer, U. (2010). Alliance portfolios: A review and research agenda. *Journal of Management*, 36, 141-171.

Weber, B., & Weber, C. (2007). Corporate venture capital as a means of radical innovation: relational fit, social capital, and knowledge transfer. *Journal of Engineering & Technology Management*, 24(1/2), 11-35.

Weerawardena, J., Mort, G.S., Liesch, P.W. & Knight, G. (2007). Conceptualizing accelerated internationalization in the born global firm: a dynamic capabilities perspective. *Journal of World Business*, 42(3), 294-306.

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-80.

Wiklund, J. & Shepherd, D. (2005). Entrepreneurial orientation and small business, performance: a configurational approach. *Journal of Business Venturing* 20(1), 71-91.

Wills-Johnson, N. (2008) The networked firm: a framework for RBV. *The Journal of Management Development*, 27(2), 214-224.

Williamson, O.E., (1981). The Economics of Organization: The Transaction Cost Approach. *American Journal of Sociology* 87, 548-577.

Winter, S. G.(2003).Understanding Dynamic Capabilities. *Strategic Management Journal*, 24(10), 991-995.

Winter, S.G. & Nelson, R.(1982). *An Evolutionary Theory of Economic Change*. University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship. Available at SSRN: <http://ssrn.com/abstract=1496211>

Wong, C. K.,& Ang, B. L. (2004), Determinants of Venture Performance in Singapore. *Journal of Small Business Management*, 42(4), 347–363.

Xie,X.M., Zeng, S.X., Peng, Y.Y., & Tam, C.M. (2013). What affects the innovation performance of small and medium-sized enterprises in China?. *Innovation: Management, Policy & Practice*, 15(3).

Zahra, S. A. & Covin, G.J. (1995). Contextual influences on the corporate entrepreneurship performance relationship: A longitudinal analysis. *Journal of Business Venturing*, 10, 43-58.

Zahra, S. A., Jennings, D.F.& Kuratko, D.F. (1999). The antecedents and consequences of firm-level entrepreneurship: The state of the field. *Entrepreneurship Theory and Practice*, 4, 45-64.

Zahra, S. A., Nielsen, A.P.& Bogner, W.C. (1999). Corporate entrepreneurship, knowledge, and competence development. *Entrepreneurship Theory and Practice* 23(3), 169-189.

Zahra, S.A. & George, G. (2002). *International Entrepreneurship: The Current Status of the Field and Future Research Agenda*, in Hitt, M.A., R. D. Ireland, S. M. Camp, and D. L. Sexton (eds.), *Strategic Entrepreneurship: Creating a New Mindset* 255–288. Blackwell, Oxford

Zahra, S.A. & Garvis, D.D (2000). International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility. *Journal of Business Venturing*, 15(5), 469–492.

Zahra, S.A., Sapienza, H.J. & Davidsson, P. (2006). Entrepreneurship and dynamic capabilities: A review, model and research agenda. *Journal of Management Studies*, 43(4), 917-955

Zainalabidin, M., Golnaz, R., & Mad Nasir, S. (2011). The Effectiveness of Entrepreneurship Extension Education among the FOA Members in Malaysia. *Current Research Journal of Social Sciences* 3(1): 17-21, 2011

Zander, U.,& Kogut, B. (1995). Knowledge and the speed of the transfer and imitation of organizational capabilities: an empirical test. *Organization Science*, 6(1), 76-92.

Zarina Ismail, Nolila Mohd Nawi, Nitty Hirawaty Kamarulzaman & Amin Mahir Abdullah. (2013). Factors Affecting the Development of Long-Term Relationships Among SME Entrepreneurs in the Malaysian Agro-Based Industry. *Journal of International Food & Agribusiness Marketing*, 25(1).

Zillmer, E.A.,& Vuz, J. (1995). Factor analysis with Rorschach data: *Methods and issues in Rorschach research* (pp. 251-306). Hillsdale, NJ: Lawrence Erlbaum Associates.

Zhao, Y. & Cavusgil, T. (2006). The effect of supplier's market orientation on manufacturer's trust. *Industrial Marketing Management*, 35 (4) 405-414.

Zollo, M.,& Winter,S.G. (2002). Deliberate learning and the evolution of Dynamic Capabilities. *Organization Science*, 13(5).

Zhou, K.Z., Gerald,Y.G., Yang, G. & Zhou, N. (2005).Developing Strategic Orientation in China: Antecedents and Consequences of Market and Innovation Orientations. *Journal of Business Research*, 58(8), 1049–1058.