INVESTIGATING FACTORS FOR ENHANCING SMALL BUSINESS SUSTAINABILITY IN A COMPETITIVE MARKET ENVIRONMENT

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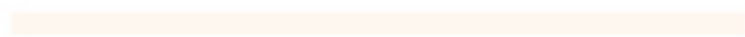
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Investigating Factors for Enhancing Small Business Sustainability in A Competitive Market Environment

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FACULTY ENTREPRENEURSHIP AND BUSINESS

TABLE OF CONTENT

FACULTY ENTREPRENEURSHIP AND BUSINESS

LIST OF TABLEs

FACULTY ENTREPRENEURSHIP AND BUSINESS

LIST OF FIGURES

LIST OF ABBREVIATIONS

1) SPSS   = Statistical Package Social Science

2) SMEs   = Small and Medium-Sized Enterprise

3) RBV   = Resource-Based View

4) H   = Hypothesis

5) DV   = Dependent Variable

6) IV   = Independent Variable

LIST OF SYMBOLS

1) N   = Population

2) %   = Percentage

3) $\geq$ = More than or equal

4) ρ = Correlation

5) (-)   = Negative

6) $\leq$ = Less than or equal

ABSTRACT

Small and Medium-sized Enterprises (SMEs) has a significant position in development of economic, representing a diverse range of businesses across industries. In this research, our primary aim is to investigate factors that can enhance the sustainability of small businesses within the dynamic landscape of a competitive market environment. The research employs a quantitative design, utilizing a distributed questionnaire as the primary data collection method. A total of 120 respondents, actively engaged in SMEs or intending to enter the sector, were selected through a basic random sampling technique. To analyse the collected data, various statistical methods were employed, including descriptive analysis, reliability analysis, Spearman's rank correlation, and chi-square tests. The Statistical Package for Social Science (SPSS) program facilitated a comprehensive examination of the data. The study focused on three variables which is technology adoption, marketing strategy, and employee development—seeking to determine their impact on small business sustainability. The findings of the study revealed a positive association between technology adoption, marketing strategy, and employee development, with employee development emerging as the most influential factor. This underscores the crucial role of nurturing employee skills and talents in bolstering small business sustainability. The implications of this research extend beyond academic interest, offering practical benefits for SMEs and policymakers alike. Small businesses stand to gain from the insights generated, enabling them to formulate new marketing strategies, enhance overall business sustainability, and gain a competitive edge in the market. Moreover, this research sheds light on the challenges faced by SMEs, providing valuable information for governmental bodies to develop targeted policies and support mechanisms. In conclusion, this research contributes to the ongoing discourse on SME sustainability by exploring factors and their implications for small businesses, fostering a more resilient and competitive entrepreneurial landscape.

Keywords: Employee development, marketing strategy, small and medium-sized enterprises, small business sustainability, technology adoption

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ABSTRAK

Perusahaan Kecil dan Sederhana (PKS) mempunyai kedudukan yang pivotal dalam pembangunan ekonomi, mewakili pelbagai jenis perniagaan merentas industri. Dalam penyelidikan ini, matlamat utama kami adalah untuk menyiasat strategi inovatif yang boleh meningkatkan kemampanan perniagaan kecil dalam landskap dinamik persekitaran pasaran yang kompetitif. Penyelidikan ini menggunakan reka bentuk kuantitatif, menggunakan soal selidik yang diedarkan sebagai kaedah pengumpulan data utama. Seramai 120 responden, terlibat secara aktif dalam PKS atau berhasrat untuk memasuki sektor tersebut, telah dipilih melalui teknik persampelan rawak asas. Untuk menganalisis data yang dikumpul, pelbagai kaedah statistik digunakan, termasuk analisis deskriptif, analisis kebolehpercayaan, korelasi pangkat Spearman, dan ujian khi kuasa dua. Program Statistical Package for Social Science (SPSS) memudahkan pemeriksaan data secara menyeluruh. Kajian itu memberi tumpuan kepada tiga pembolehubah iaitu penggunaan teknologi, strategi pemasaran dan pembangunan pekerja demi ingin menentukan kesannya terhadap kemampanan perniagaan kecil. Penemuan kajian mendedahkan perkaitan positif antara penggunaan teknologi, strategi pemasaran, dan pembangunan pekerja, dengan pembangunan pekerja muncul sebagai faktor paling berpengaruh. Ini menekankan peranan penting dalam memupuk kemahiran dan bakat pekerja dalam memperkukuh kemampanan perniagaan kecil. Implikasi penyelidikan ini melangkaui minat akademik, menawarkan faedah praktikal untuk PKS dan penggubal dasar. Perniagaan kecil berpeluang mendapat manfaat daripada cerapan yang dijana, membolehkan mereka merangka strategi pemasaran baharu, meningkatkan kemampanan perniagaan secara keseluruhan dan memperoleh kelebihan daya saing dalam pasaran. Selain itu, penyelidikan ini memberi penerangan tentang cabaran yang dihadapi oleh PKS, menyediakan maklumat berharga untuk badan kerajaan untuk membangunkan dasar yang disasarkan dan mekanisme sokongan. Kesimpulannya, penyelidikan ini menyumbang kepada wacana berterusan mengenai kemampanan PKS dengan meneroka strategi inovatif dan implikasinya terhadap perniagaan kecil, memupuk landskap keusahawanan yang lebih berdaya tahan dan berdaya saing.

Kata kunci: Perusahaan kecil dan sederhana, kemampanan perniagaan kecil, penggunaan teknologi, strategi pemasaran dan pembangunan pekerja

CHAPTER 1

INTRODUCTION

1.1 Background of Study

For the past decade, small and medium-sized enterprises (SMEs) have emerged as a pivotal force in driving economic growth and development across the globe. Their significance transcends national boundaries, and they constitute the backbone of many economies, including Malaysia. With a focus on Malaysia, this research dedicated to explore and address the multifaceted challenges and opportunities confronting SMEs in an increasingly competitive market environment. The pivotal role played by SMEs in Malaysia's economic landscape cannot be overstated. Their contributions extend well beyond sheer numbers, encompassing economic growth, employment generation, and the overall improvement of the country's standard of living (Yang et al., 2023).

However, with the rise and proliferation of SMEs, the competitive market environment in Malaysia has also intensified. While these enterprises play a pivotal role in the country's development, the newcomers in this space often find themselves at a disadvantage. This is particularly challenging because they may lack the resources, experience, and capacity to compete with well-established SMEs, a fact emphasized by Ramdan et al. (2022). The Malaysian SME landscape has grown more competitive over the years, and this fierce competition has profound implications for businesses at the grassroots level.

The existence of SMEs is essential for the development of the country, and therefore both the government and the private sector, as well as employers of small and medium-sized enterprises (SMEs), need to develop good strategies to cope with the competitive market situation. This is because SMEs can bring many benefits to the society such as increasing

1

employment opportunities, improving the standard of living of the people and reducing the poverty rate in the country (Adan & Hussain, 2021).

The challenges facing SMEs in Malaysia are diverse and multifaceted. One of the critical issues hampering their growth and sustainability is the lack of innovation and the associated awareness and capabilities. As highlighted by Ramdan et al. (2022), this deficiency in innovation is a significant impediment to SMEs' potential to enhance their business performance and compete effectively in the market. The need for innovative strategies that empower these businesses to overcome these challenges becomes evident.

This research aims to investigate and analyse the influences of distinct strategies on small business sustainability within the competitive market environment. We are particularly interested in exploring how technology adoption, marketing strategy, and employee development affect the sustainability of SMEs in Malaysia. This research is designed to provide valuable insights that can empower these businesses to strengthen their competitive position and contribute to the country's economic growth. Small and Medium Enterprises have the potential to be the driving force behind the development and progress of the country, and this study is dedicated to paving the way for their long-term success.

1.2 Problem Statement

The Government is very supportive of young people's entrepreneurship and provides assistance in the form of subsidies to help them start their own businesses and finance their entrepreneurial efforts. This aims to assist entrepreneurs in advancing their businesses without the burden of financial concerns, and to be able to contribute to the country and the economy. According to Mustapa & Mohamad, 2021 shows that the the Malaysian government has extended increased support and assistance to businesses following the Covid-19 pandemic.

2

This was due to the fact that the pandemic outbreak caused a severe slowdown in business activities of small and medium-sized enterprises in Malaysia.

However, even though entrepreneurs have no worry about funding problems, some of them are still unable to develop their small and medium-sized businesses well, which ultimately results in closure. The reasons for this problem might be that SMEs generally have problems with innovation and lack of innovation awareness and capabilities, which undermines the potential of SMEs to improve business performance (Ramdan et al., 2022). Therefore, they needed to adopt strategies in order to resolve the problem.

1.3 Research Questions

   i.   Is there any significant relationship between technology adoption and business sustainability?

  ii.   Is there any significant relationship between marketing strategy and business sustainability?

 iii.   Is there any significant relationship between employee development with business sustainability?

1.4 Research Objectives

The aim of this research is to analyse the influences of distinct strategy to small business sustainability in a competitive market:

   i.   To examine the relationship between technology adoption and business sustainability.

  ii.   To examine the relationship between marketing strategy and business sustainability.

 iii.   To examine the relationship between employee development and business sustainability.

1.5 Scope of the Research

This research was focusing on factors for enhancing small business sustainability in a competitive market environment. These factors can be seen through technology adoption, marketing strategy, and employee development with enhancing small business sustainability in a competitive market environment. This research involves a sample of 120 respondents from the Malaysian SME sector. The respondents comprise small business owners, managers, employees, and aspiring entrepreneurs with a specific interest in small business sustainability. This research involves a sample of 120 respondents from the Pengkalan Chepa SME sector in Kota Bharu, Kelantan. The respondents are drawn from various regions of Pengkalan Chepa, providing a comprehensive view of the small business landscape. The target respondents include individuals who are business owners, those planning to start their own businesses soon, and individuals who aspire to enter the world of entrepreneurship.

1.6 Significance of Research

As we know that small businesses now have grown very quickly like mushrooms grow after rain. It has grown faster since the covid-19 pandemic hit the entire country. This large growth of small businesses occurred when all citizens were urged to stay indoors to prevent the spread of the covid-19 epidemic. So that's where the idea arose that most people had to sit at home to earn income from home. Some of them sell snacks, clothes and kitchen items

Due to the many small businesses that grew during the covid-19 pandemic until now, this study was conducted to find out, understand and be able to apply strategies for small businesses to ensure resilience and competitiveness in the market environment in the future.

With factors such as technology adoption, marketing strategy, and employee development enhancing small business sustainability in a competitive market environment, it can strengthen small businesses with an advanced and powerful competitive market environment.

4

1.7 Operational Definitions

1.7.1 Small Business

Small business can be defined as a privately held business with fewer employees, a partnership or as single proprietorship. and less annual revenue compared to larger corporations or businesses. Small businesses have a greater impact on the government's ability to provide services on time (Kibassa, 2012). Small businesses with a local presence can also provide specific products or services to their community's needs, as well as form partnerships or co-sponsorships for community efforts or events. While small businesses can frequently implement the same quality management systems as larger corporations, they may face unique challenges along the way.

Small and medium-sized enterprises (SMEs) have significance on the economics of various country. They help to stimulate economic growth, job creation, and innovation. They frequently forced to face some unique challenges because of their size, such as limited resources and access to capital, but they also benefit from being nimble and capable of swiftly adjusting to evolving market conditions.

1.7.2 Market Environment

The ability of an organization to grow and maintain its business will be impacted by a variety of situations and forces outside of marketing. Companies face both opportunities and risks in this marketing environment. The micro and macro marketing environments are the two different sorts of marketing environments. If both are properly adjusted, they have a significant and favourable impact on the expansion of businesses.

The market environment, also known as business environment, encompasses internal, external factors and conditions that can influence an organization's strategies, decision,

5

operations and performance. It includes a wide range of macro and micro elements that can influence how a company operates and competes in the marketplace.

Understanding and analysing the market environment is critical for businesses making informed decisions, developing effective strategies, and adapting to changing conditions. It helps businesses to identify opportunities and threats, as well as align their operations with changing customer and market needs and expectations.

1.8 Organizational of Thesis

Chapter one of this study delves into the problem statements, research objectives, and research questions, providing a clear exposition of the study's primary focus. The subsequent chapter, the literature review in chapter two, provides an overview of perspectives from notable figures and researchers in the field. The study's hypothesis and conceptual framework are also presented in this chapter. Followed by chapter three included research methods for data collection, data analysis procedures, variable measurements, and a comprehensive description of the methodology are detailed. The fourth chapter is dedicated to the comprehensive presentation of the data obtained, which was analysed using IBM SPSS. Finally, in chapter five, the study's findings are discussed, their implications on the researcher's learning journey, and the overarching conclusions derived from this research are presented."
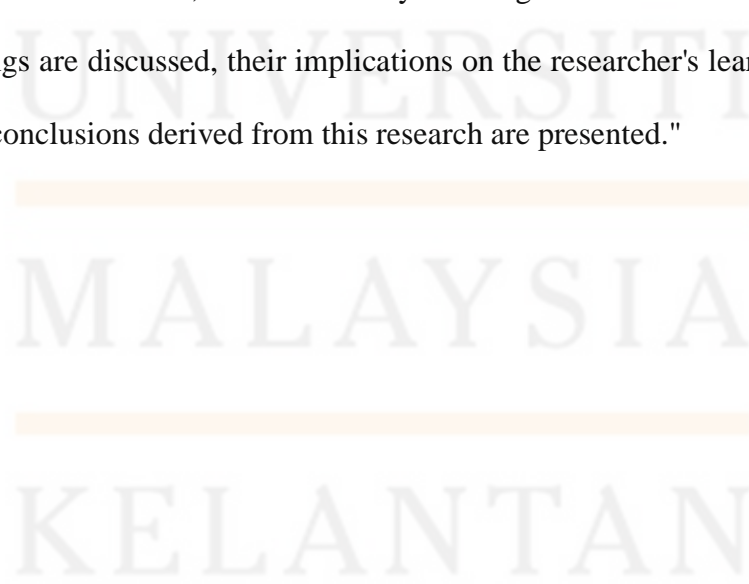
CHAPTER 2

LETERATURE REVIEW

2.1 Introduction

This chapter literature review of the factors for enhancing small business sustainability in a competitive market environment will be conducted by the researcher. A literature review is an extensive evaluation of earlier research on a subject that examines books, academic journals, and other sources. The dependent variable studied by the reviewer is the business sustainability while independent variables to study are technology adoption, marketing strategy and employee development.

2.2 Underpinning Theory

2.2.1 Resource Based View (RBV)

The foundation of resource-based competition theory dates back to the work of Penrose (1959), who argued that effectively owned, deployed, and utilized resources could yield superior outcomes compared to alternative industrial structures. This theory elucidates how a firm's resource capabilities can result in a sustainable competitive advantage (Wernerfelt, 1984). The resource-based view theory focuses on identifying opportunities through the uniqueness of resources, thereby gaining competitive advantages (Grewal, Iyer, Javalgi, & Radulovich, 2011). The comprehensive assessment of all resources empowers businesses to achieve their organizational objectives more efficiently.
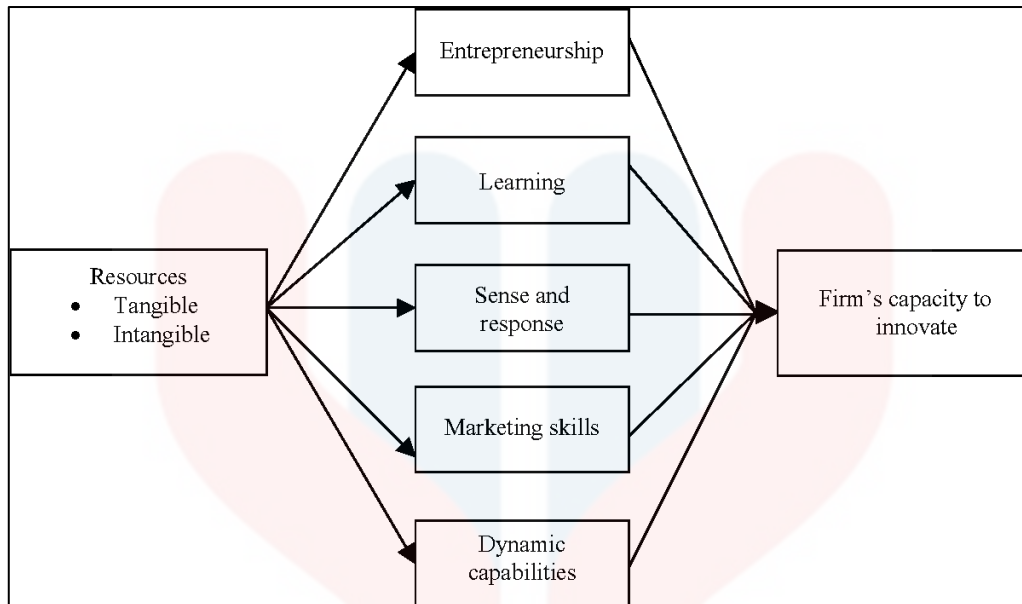
Figure 2.1: Resource-Based View

The researcher uses the Resource-Based View (RBV) theory as a solid foundation for the research effort, which aims to investigate factors to improve the sustainability of small businesses in a competitive market environment, with a particular focus on Malaysia. RBV is a widely recognized theory in strategic management that investigates how businesses can maintain a competitive advantage by utilising their distinctive and valuable resources.. Given the importance of small and medium enterprises (SMEs) in Malaysia's economic landscape and the various challenges they face, RBV offers a suitable theoretical framework to explore the role of resources in their sustainable growth.

In this research, RBV can be accurately used to analyse the influence of different strategies, such as the use of technology, marketing strategies and employee development, on the sustainability of small businesses in Malaysia's competitive market environment. Through RBV, researchers can systematically evaluate how these strategies lead to long-term sustainability and growth of small businesses.

In this research, RBV emphasizes that for a firm to maintain a competitive advantage, it must effectively exploit its unique and inimitable resources. Small businesses can gain valuable

insights from RBV on how they can leverage these resources to improve their competitiveness in Malaysia's challenging market landscape. By aligning the research objectives with the RBV principles, researchers can gain a deeper understanding of how these factors can be an important resource and lead to long-term sustainability and growth of small businesses in Malaysia.

2.3 Previous Studies

2.3.1 Small Business

Small businesses, usually referred to as small and medium-sized enterprises (SMEs), are primarily determined by a number of characteristics, including the number of employees and yearly income, as well as sometimes by other aspects including ownership structure. The specific definition of SMEs can vary from one country or organization to another. In Malaysia, the small enterprise category, businesses in the manufacturing sector typically own a revenue range of RM300,000 to less than RM15 million or a workforce of 5 to less than 75 employees. On the other hand, in the services sector, these enterprises fall within the range of sales turnover from RM15 million to not exceeding RM50 million and maintain a workforce of 75 to not exceeding 200 employees. Meanwhile, medium-sized enterprises in manufacturing exhibit sales turnover between RM300,000 and less than RM3 million, and employ 5 to less than 30 individuals. Similarly, within the services sector, medium enterprises demonstrate sales turnover from RM3 million to not exceeding RM20 million, with employment figures ranging from 30 to not exceeding 75 workers.

SMEs are the biggest driving force in helping Malaysia's economic development. It will bring a huge amount of employment opportunities to the people of the community. According to OECD (2022), it shows that SMEs serve as the lifeblood of the Malaysian economy, forming

a substantial 97.2% of the total business establishments in the country. Their substantial presence extends beyond sheer numbers, as they play a multifaceted role in driving economic growth. These SMEs contribute significantly to Malaysia's GDP, accounting for an impressive 38.2% share of the nation's economic output. Moreover, they serve as crucial sources of employment, providing job opportunities for approximately 7.3 million individuals, thus playing a vital part in supporting the livelihoods and aspirations of a substantial portion of the Malaysian population.

2.3.2 Technology Adoption

Adopting technology in business can assist companies in remaining competitive, as technological evolution has a significant impact on business growth nowadays. Technology innovation enables managers to track inventories, sales, and production costs in real time and at a low cost. Managers can use technological assistance tools to work, monitor business activities, and make effective decisions with the help of technological adoption.

According to (Scupola, 2009; Shah Alam et al., 2011), SMEs are more likely to adopt technology when they noticed the benefits and positive impact that will brought to their business performance. According to earlier research, innovation and technology are positively correlated to performance (Rosli & Sidek, 2013). A suitable technology will enhance the business performance (Kim-Soon, Ahmad, Kiat & Sapry, 2017). Therefore, if SMEs do not embrace innovation and technology, they will face a negative impact on company performance. The use of technology is one of the main factors driving the growth and development of small businesses, and it may provide a way for small business owners to be more competitive than their peers who are less likely to use certain technologies.

Based on the information provided, it is evident that technology adoption plays a crucial role in influencing business sustainability. The adoption of technology offers several

advantages for businesses, including real-time tracking of inventories, sales, and production costs at a lower cost. Additionally, it empowers managers to monitor business activities and make informed decisions efficiently. In conclusion, the information strongly suggests that technology adoption is indeed related to business sustainability. It can influence business sustainability positively by enhancing performance, providing cost-effective solutions, and enabling businesses to remain competitive. However, neglecting technology adoption can have a negative impact on a company's performance and long-term sustainability.

2.3.3 Marketing Strategy

Branding strategy for industrial businesses that provide customer solutions (Karenen, 2020). In the business realm, branding holds significant importance as it enables the differentiation of a company's goods and services from those offered by other companies. In today's competitive environment, a brand also appears as an entity for a business to show its own business identity, product personality, consumer perception, and product choice. Branding is one of the most important strategies for starting and maintaining a relationship between a business and a buyer (Demir, 2019). Marketing strategy is an integral part of business operations. Marketing strategies also lead to a shift towards sustainability rather than just a passing trend. It serves as a deep strategy and becomes more important as a common goal for all businesses (Smith 2013).

Marketing strategy ensures a long-term business orientation towards relationship marketing, which distinguishes it from modern marketing's short-term goals. To transform modern marketing into long-term sustainability marketing, social and environmental concerns must be integrated with marketing issues. Trivedi et al. (2018) defines sustainable marketing as modern marketing combined with ethical, environmentally friendly, and social marketing.

11

In conclusion, the information strongly suggests that marketing strategy is significantly related to business sustainability. It is a strategic tool for building brand identity, influencing consumer behaviour, and fostering a long-term business orientation. The adoption of sustainable marketing practices further strengthens this relationship by aligning marketing with ethical, environmental, and social principles, ultimately contributing to business sustainability.

2.3.4 Employee Development

As outlined by Cripe and Mansfield (2001), having a practical strategy to enhance the skills of any employee is essential for long-term competence development. However, in the current job market, the stability of a competitive job market remains uncertain, even for loyal employees seeking enduring job security from companies striving to retain them. Employees who bring added value to their roles are not only productive but also comprehend the significance of augmenting their personal marketability by cultivating specific skills, knowledge, and attitudes.

According to Saeed and Shabir (2013), quoting (Benson et al, 2004), investment in employee training and development can contribute to increased employee productivity and long-term profits for the company. The tendency of employees to fall behind indicates the need to constantly adapt and improve their skills and knowledge in line with organizational, technological and societal changes. Training and development are therefore essential to improve the productivity of an organization's employees.

2.4 Hypothesis Statement

- H_1: There is a significant relationship between technology adoption and business sustainability.

- H_2: There is a significant relationship between marketing strategy and business sustainability.

▪ H_3: There is a significant relationship between employee development and business sustainability.

2.5 Conceptual Framework

Framework is the basis of literature review on our study and research. The presumption that independent variables influence small business sustainability in a competitive market environment. The conceptual framework diagram below shows there are three independent variables which are technology adoption, marketing strategy as well as employee development. The dependent variable is small business sustainability in a competitive market environment.
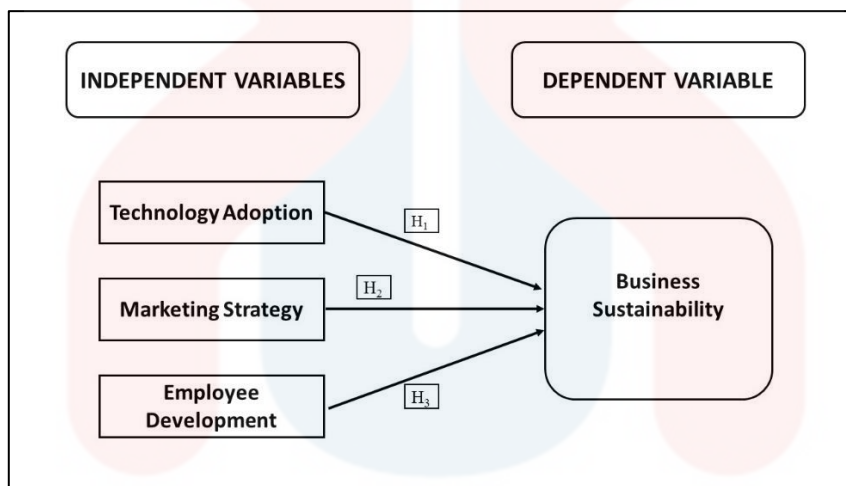
Figure 2.2: Conceptual Framework

2.6 Summary

This chapter conducts a comprehensive literature review to explore factors for enhancing the sustainability of small businesses operating in a competitive market. The review focuses on business sustainability as the core element and examines how various factors, including technology adoption, marketing strategies, and employee development, influence it. The study builds upon the Resource-Based View (RBV) theory, emphasizing the importance of unique resources in achieving competitive advantages. Embracing technology, effective marketing, and employee development are identified as key drivers for SME success. The research formulates hypotheses that suggest significant relationships between technology adoption, marketing strategy, employee development, and business sustainability.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology used by the researchers to examine the effects of various factors on the sustainability of small businesses in a competitive market setting is implied in this chapter. The research methods are designed to critically examine the relationships between technology adoption, marketing strategy, employee development, and small business sustainability. To carry out an exhaustive research, various components of the research process will be outlined, beginning with an explanation of the research design. Subsequent sections provide detailed descriptions of various elements such as the study population, sample size, sampling techniques, development of the research instrument, measurement procedures for variables, and an elaboration on the data analysis process.

3.2 Research Design

The research design for this study adopts a quantitative research approach. This study will focus on strategies to improve the sustainability of small businesses in a competitive market environment by using a quantitative design. Researchers use this design because it makes it easier for researchers to collect and process data. Quantitative approach is used to collect data and analyse it (Bhandari, 2020). This approach enables a comprehensive exploration of the research questions, allowing for a deeper understanding of the complex relationships under investigation. This approach not only facilitates the assessment of the significant influences of technology adoption, marketing strategy, and employee development but also offers an avenue to understand the nuances of these influences on small business sustainability.

3.3 Data Collection Methods

The acquisition of information and statistics on a specific topic, as outlined by Bhandari (2020), constitutes the process of data collection. Two distinct categories encapsulate the gathered data: primary data and secondary data. This study employs both types to comprehensively conduct its research. According to Victor Oluwatosin Ajayi (2017), Primary data can be defined as original data that is collected directly from the source for a specific research purpose, corresponding to the primary data that we collected is the survey that we conducted to a specific group of people by questionnaire. Secondary data refers to the data collected by others for purposes other than the specific research project at hand. It is data that already exists and has been previously collected and documented (Ajayi, 2017). Our secondary data for this research is the previous studies that were conducted by others in order to support our research. Most of our secondary data are collected from related journals and publications.

A structured questionnaire was used as the main tool for gathering data for this study. This questionnaire was efficiently distributed using Google Forms. The utilization of Google Forms offered several advantages for this research such as it allowed for the convenient distribution of the questionnaire to a diverse group of participants, including small business owners and aspiring entrepreneurs interested in the sustainability of small businesses in Pengkalan Chepa. Google Forms also provided a user-friendly platform for respondents to easily complete the questionnaire, enhancing the overall data collection process. To maximize the reach and accessibility of the questionnaire, it was distributed through various channels. These distribution channels included popular social media platforms, direct outreach to business owners and managers, as well as integration into online meetings conducted through platforms such as Google Meet and Zoom Meeting.

3.4 Study Population

In research and studies, the study population simply refers to the specific group that researchers are examining. This group can include people, animals, plants, objects, or anything else relevant to the study. The idea is to collect information from this group to draw conclusions and answer specific research questions.

In this study, the researcher will focus the study in Pengkalan Chepa, Kelantan. The population in Pengkalan Chepa is about 14,000 people. Pengkalan Chepa has a large number of businesses in the small business category or also known as SMEs. This can make it easier for researchers to analyse data related to the study conducted on small businesses in Pengkalan Chepa.

3.5 Sample Size

Sample size refers to the number of individuals or observations included in the research. The size of the sample has a significant impact on the reliability of the study's findings, so it is an important component of research design and statistical analysis.

This questionnaire was distributed to 120 random respondents to small businesses or also known as SMEs. For this study the researcher will focus and collect data from small businesses and SMEs in Pengkalan Chepa which consists of various types of businesses including students who also have small businesses or business starters.

3.6 Sampling Techniques

Sample is a group of people, places, or institutions that provide the researcher with information. The sampling technique is the process of picking a certain group to explore. There are two types of sampling methods: random sampling and non-random sampling. Random sampling involves selecting individuals from a population in such a way that each member has

an equal chance of being chosen for inclusion in the study sample. Random sampling is also commonly utilized in quantitative research. Non-random sampling entails selecting a sample from a population that has been defined based on predetermined criteria. Non-random sampling is frequently employed in qualitative research.

We used a random sampling strategy in this study. This random sampling technique is separated into four parts such as simple random technique, systematic random technique, stratified random technique and cluster random technique. As a result, simple random technique is the exact sample approach utilized in this study. The reason for using this technique in this study is that it is inexpensive, quick, and simple because anyone may be utilized as a study sample. Furthermore, this technique is used because it is appropriate for the respondents we observe because those participating are in a category that corresponds to the research we are conducting.

3.7 Research Instrument Development

The tools used to data collection, data measurement, and data analysis are known as research instruments. The development of research instruments has the potential to reduce data collection time while also providing accurate research survey results. Development of research tools such as interviews, questionnaires, and online surveys.

The researcher uses survey questionnaires instruments to facilitate the research process. Researchers conducted a survey in the form of a set of questionnaires related to innovation strategies to improve the sustainability of small businesses in a competitive market environment.

The questionnaire will be developed and distributed in two languages which are English and Malay. This is done to make it easier for respondents to understand the researcher's questions. This questionnaire was conducted to measure the level of respondents' awareness

regarding factors that can help small businesses not only to survive but also to remain viable and long-term growth in a competitive market environment.

This questionnaire has included three sections which are Section A, B, and C. Section A questions are related to demographics involved respondents' gender, age, race, education level, and their current situation. While for Section B and C, respondents will be given a choice of answers based on the scale that has been provided. The questionnaire for Section B is related to the dependent variable which is sustainable business. Section C is the last section which is a questionnaire related to technology adoption, marketing strategy, and employee development factors.

3.8 Measurement of the Variables

The measurements scale pertains to the approach adopted by researchers for assessing variables, influencing the analytical methods applicable to the data and shaping the resultant conclusions. In research, scales are utilized to quantify aspects, involving the assignment of numerical values. The act of assigning numbers to attributes necessitates the use of a scale, which serves as a tool or system for distinguishing individuals based on variations in the variables under scrutiny. Scaling, in turn, involves the creation of a seamless framework where these attributes can be positioned. Additionally, scales come in four varieties: nominal, ordinal, interval, and ratio. In this investigation, only nominal, ordinal, and interval scales are employed. Respondents were asked to indicate how much they agreed with each statement pertaining to the variables using a five-point Likert scale in the questionnaire. The research's five points are as follows: 1 for strongly disagree, 2 for disagree, neutral for 3, agree for 4, and strongly agree for 5.

3.9 Procedure for Data Analysis

3.9.1 Pilot Test

A pilot test is a preliminary, small-scale research project carried out before to the full-scale study. It is also known as a pilot study or pilot experiment. The primary objective of a pilot test is to identify and resolve potential issues related to research design, data collection methods, and procedures prior to committing to the larger study. As stated by Enago Academy (2022) conducting pilot studies is advised for both qualitative and quantitative research.

Pilot testing is crucial for numerous causes, such as identifying issues in software and process testing, assessing if a product is ready for widespread use, supporting decisions about the distribution of resources and time, giving the group a chance to practise planned actions, and determining how the target audience will react to the programme. Specifically, the pilot test will focus on testing the designated subgroups identified in the research. 15 questionnaires will be distributed to respondents located in Pengakalan Chepa who are involved or willing to be involved in SMEs. All the collected data will be entered into the Statistical Package for Social Sciences (SPSS) software to assess its reliability. Subsequent to the pilot test, any issues identified will lead to revisions of the questionnaires based on the findings before their dissemination for the actual research.

3.9.2 Descriptive Analysis

Analysing field data and interpreting results in the context of the study's objectives is the aim of this chapter. Because the study solely collected quantitative data, the survey was coded for analysis. Descriptive analysis is also one of the variable statistical tools included in descriptive statistics. Descriptive analysis is a statistical data analysis technique that involves describing, simplifying, and presenting sample data in an understandable format. The purpose of descriptive analysis is to characterize the distribution of data, which includes things like frequency distribution, which is to classify raw data into specific categories to make it easier

to understand. With this, descriptive analysis can be utilized to establish where the layout is the most prevalent in the data distribution. In this descriptive study, methods like mean and median are employed as measuring techniques.

3.9.3 Reliability Test

Reliability analysis allows researchers to explore the attributes of measurement scales and the constituents comprising these scales. A statistical measure used to assess the internal consistency reliability of a measurement scale or questionnaire is called Cronbach's Alpha. This measure offers an estimation of how well the individual items within a scale or test are interrelated, indicating the degree to which these items gauge the same underlying construct or trait. Widely utilized in reliability testing for internal consistency (Bujang et al., 2018), Cronbach's Alpha values within the range of 0.6 to 0.7 are generally considered acceptable, while levels of 0.8 or higher are considered very good, according to a commonly accepted guideline (Ursachi et al., 2015). Higher values of Cronbach's Alpha, approaching 1, signify greater internal consistency. It is recommended that experimental or pilot tests strive for a reliability level of at least 0.60.

3.9.4 Chi-Square Test

To determine whether there is a significant correlation between two category variables, researchers and statisticians frequently employ the chi-square test. It functions well as a non-parametric test for examining the relationship between categorical variables and provides insightful information about how they are interdependent. This method is particularly relevant in assessing the independence of variables when presented in a contingency table. By examining the observed and expected frequencies of categorical data, the chi-square test provides a robust framework for researchers to draw conclusions about the relationships and dependencies that may exist between the variables under investigation.

3.9.5 Spearman's Rank Correlation

Spearman's Rank-Order Correlation, commonly known as Spearman's rho (ρ), is a non-parametric statistical metric employed to evaluate the intensity and direction of the monotonic relationship between two variables. In contrast to the Pearson correlation, which gauges linear relationships, Spearman's correlation does not presuppose a linear connection and relies on the ranks assigned to the data. As indicated by Schober et al. (2018), Spearman's rank correlation is applicable as an assessment of monotonic association in scenarios involving non-normally distributed continuous data, ordinal data, or data displaying notable outliers.

3.10 Summary / Conclusion

This chapter had comprehensively explained the systematic method that outlines the procedures and techniques required to conduct a study. It covers the design, data gathering, and analytical processes in addition to the study's overall structure. However, the approach chosen will depend on the objectives of the study and the kind of data being used. Common approaches include mixed techniques, qualitative approaches and quantitative ways. Researchers need to carefully select and justify their methodology in order to ensure the reliability and validity of their findings. A methodology section is an essential component of every research project since it outlines the strategy for carrying out the investigation and analysing the data to answer the research questions. Chapter 4 will reveal the results and provide additional analysis. Also, the research design, study population, sample size, unit of analysis, data collection process, data analysis, research instrument and conclusion are some of the steps that make up this chapter and reported proposal. Therefore, justifying the research objectives with the results of data collection and analysis are the main objectives of this study.

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.1 Introduction

In this chapter will be encompassed the preliminary analysis, the demographics of respondents, descriptive analysis of dependent and independent variable, validity and reliability testing, chi-square testing, Spearman's rank-order correlation, and hypothesis testing. A concise overview of the demographic profile of the respondents is presented within the descriptive analysis. Ensuring the representativeness of the collected samples, validity and reliability tests, employing Cronbach's Alpha for reliability assessment, and utilizing factor analysis to find out survey validity were imperative steps. The examination of relationships between variables involved regression tests and correlation analysis, contributing to a comprehensive understanding of their interconnections.

4.2 Preliminary Analysis

Conducting a preliminary pilot test is crucial to ensuring the questionnaire's effectiveness with the target respondents. The insights derived from this pilot study aid in establishing the reliability of both independent and dependent variables, forming a robust basis for supporting the overall research. Besides contributing to sample size calculations, a pilot project provides a comprehensive assessment of various aspects within the larger study, optimizing time and resource management for both researchers and participants. Additionally, it allows researchers to become familialized with the methods employed in the main study, informing the selection of the most effective research approach for addressing the research questions.

The degree to which items within a specific variable consistently function as dependable indicators of one another within that variable assessed by Cronbach's alpha. Reliability, in this context, pertains to how accurately measurements consistently produce dependable results.

Cronbach's alpha coefficient stands as the most commonly employed measure for estimating the reliability of tests and scales. (Peterson & Kim, 2013). It is a statistical measure frequently cited by researchers when reporting the use of scales and questionnaires. As per the findings of Raharjanti et al. (2022), a Cronbach's alpha value within the range of 0.6 to 0.8 is considered acceptable. As the internal consistency reliability improves, Cronbach's alpha tends to approach a value of 1. To assess reliability, a questionnaire was distributed to 15 respondents among SME owners and individuals aspiring to engage in SMEs in the area of Pengkalan Chepa, Kota Bharu, Kelantan.

Table 4.1: Rules of Thumb about Cronbach's Alpha Coefficient Size Table

Cronbach's Alpha	Strength of Association
α ≥ 0.9	Excellent
0.9 > α ≥ 0.8	Very Good
0.8 > α ≥ 0.7	Good
0.7 > α ≥ 0.6	Moderate
0.6 > α ≥ 0.5	Poor

Table 4.2: Reliability Analysis

Variables	Cronbach's Alpha	Number of Item (N)
Small Business Sustainability (DV)	.711	5
Technology Adoption (IV)	.862	5
Marketing Strategy (IV)	.831	5
Employee Development (IV)	.811	5

Cronbach's alpha is a numerical measure ranging from 0 to 1, where a value closer to 1 indicates higher reliability of the associated scale. Generally, the information will be considered as reliable when the Cronbach's alpha value are exceeds 0.6. Table 4.2 above displays the

reliability of data analysis on our dependent variable and independent variables with small company sustainability in this research.

All data are considered accurate when the Cronbach's alpha is greater than 0.7. As depicted in the table above, the dependent variable of small business sustainability has an alpha of 0.711. Regarding the independent variable, the alpha value of technology adoption with 0.862, marketing strategy with 0.831, and employee development with 0.811. From this result shows each demonstrates exceptionally good results.

4.3 Demographic Profile of Respondents

The demographics of the respondent's profile are used to calculate the percentage for each division for each respondent's category that is gender, age, race, level of education, and their current situation.

4.3.1 Gender

Table 4.3: Gender of Respondents

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	52	43.3	43.3	43.3
	Female	68	56.7	56.7	100.0
	Total	120	100.0	100.0	
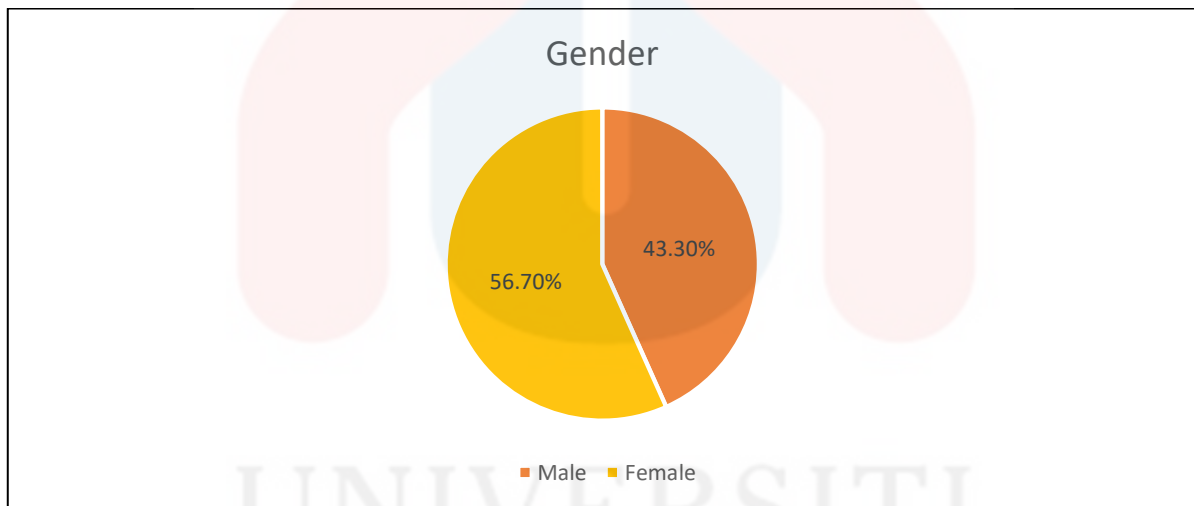
Figure 4.3: Gender of Respondent

Based on table shows the gender of each respondent. The number of males is 52 (43.3%), and the number of females is 68 (56.7%). The rate of female respondents is higher than that of male respondents.

4.3.2 Age

Table 4.4: Age of Respondents

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 21 years old	11	9.2	9.2	9.2
	21 - 30 years old	69	57.5	57.5	66.7
	31 - 40 years old	11	9.2	9.2	75.8
	41 - 50 years old	16	13.3	13.3	89.2
	> 50 years old	13	10.8	10.8	100.0
	Total	120	100.0	100.0	
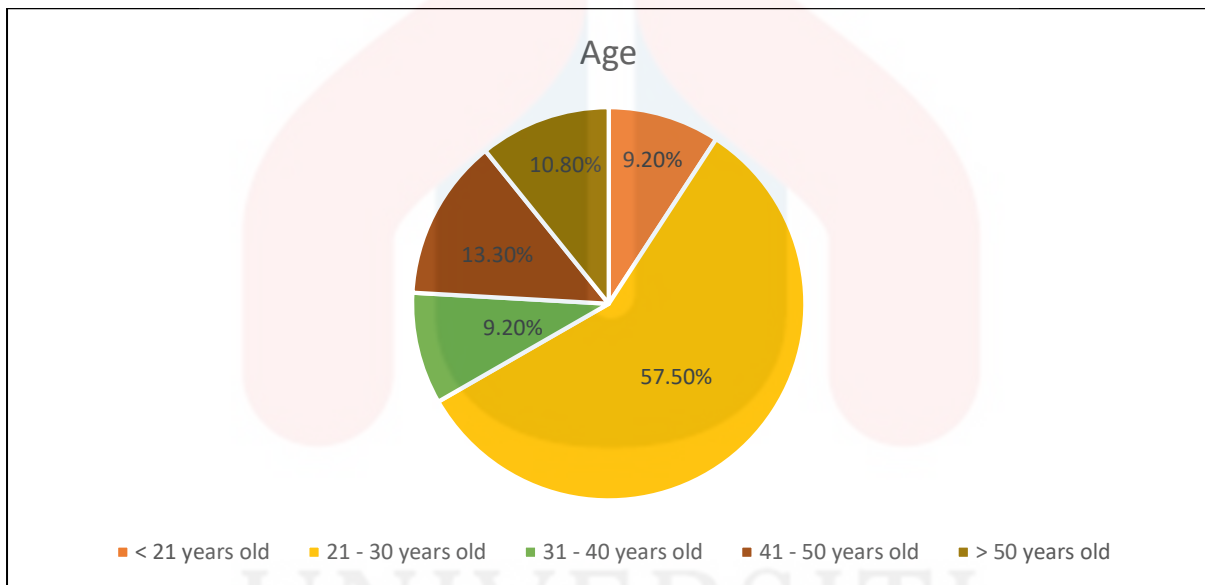
Figure 4.4: Age of Respondents

Table 4.4 shows five age groups which are < 21 years old, 21-30 years old, 31-40 years old, 41-50 years old, and > 50 years old.

Based on the data, a total of 69 (57.50%) out of 150 respondents were respondents aged 21 - 30 years. This shows that this age group is the most numerous. Followed by 16 (13.3%) respondents who are 41 - 50 years old and 13 (10.8%) respondents who are over 50 years old. Meanwhile, respondents who are less than 21 years old and 31 - 40 years old, both of these age groups have the same number of respondents which is a total of 11 respondents equal to 9.20%.

4.3.3 Race

Table 4.5: Race of Respondents

Race		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	80	66.7	66.7	66.7
	Chinese	26	21.7	21.7	88.3
	Indian	11	9.2	9.2	97.5
	Others	3	2.5	2.5	100.0
	Total	120	100.0	100.0	
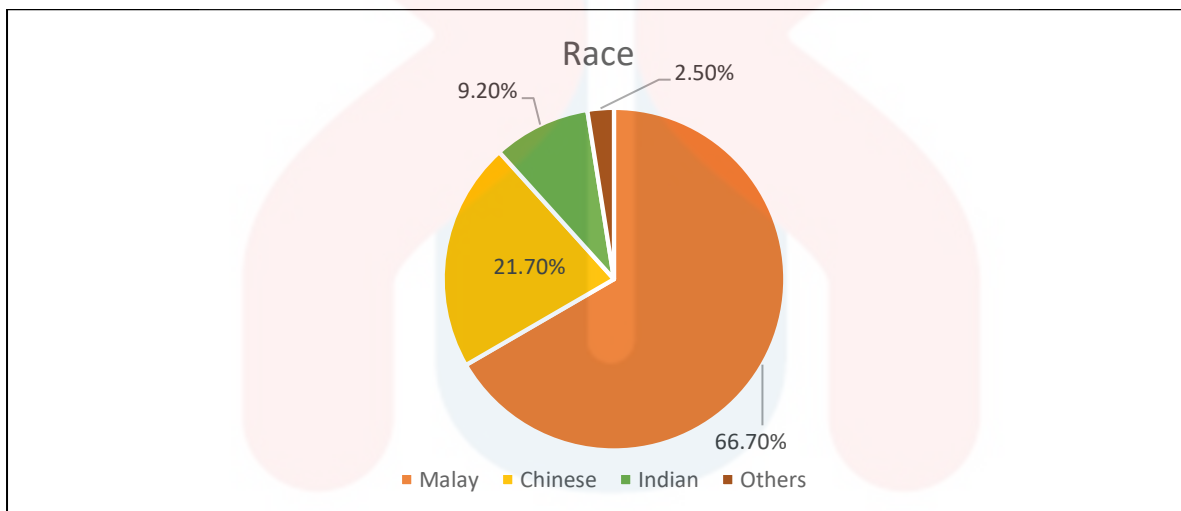
Figure 4.5: Race of Respondents

Based on table 4.5 it shows a total of 120 respondents consisting of Malays, Chinese, Indians and Others. The study found that the largest number of respondents were from the Malay race, which was 80 people (66.70%). The Chinese respondents accounted quantity of 25 (21.7%) respondents. While for the Indian respondents, there are 11 (9.20%) respondents and 3 respondents (2.5%) from other races.

4.3.4 Education Level

Table 4.6: Education Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary/Secondary School (up to Form 5)	37	30.8	30.8	30.8
	STPM/Diploma/Certificate	25	20.8	20.8	51.7
	Bachelor's degrees	49	40.8	40.8	92.5
	Master's degrees	7	5.8	5.8	98.3
	PhDs	2	1.8	1.8	100.0
	Total	120	100.0	100.0	
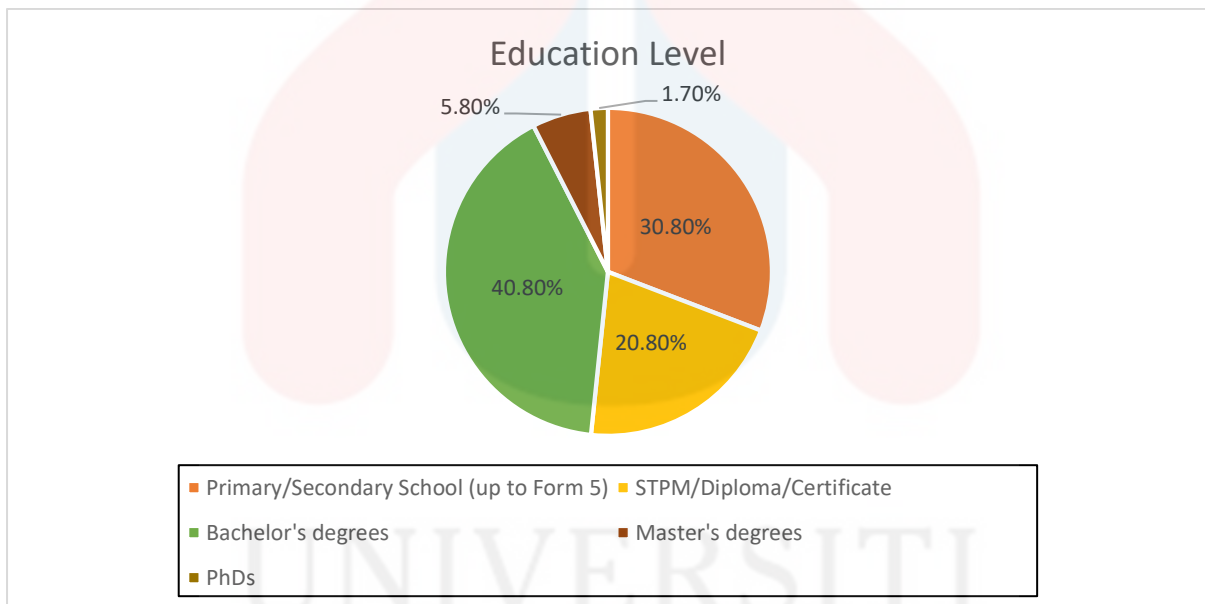
Figure 6.4: Education Level of Respondents

Based on the data above, there are five levels of education: primary/secondary school (up to Form 5), STPM/diploma/certificate, bachelor's degrees, master's degrees, and PhDs. The study discovered 37 respondents with a Primary/Secondary School (up to Form 5) education, which equates to 30.80%. STPM/Diploma/Certificate has 25 (20.80%) respondents, while bachelor's degrees have 49 (40.80%) respondents. Furthermore, 7 (5.80%) of respondents have master's degrees, while only 2 (1.70%) have PhDs. This shows that bachelor's degrees have

the greatest number of respondents (49.80%), followed by PhDs, which have the fewest (only 2 respondents (1.70%).

4.3.5 Current Situation

Table 4.7: Current situation of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Current Situation					
Valid	Business owner	40	33.3	33.3	33.3
	Starting a business soon	6	5.0	5.0	38.3
	Desire to start a business	74	61.7	61.7	100.0
	Total	120	100.0	100.0	
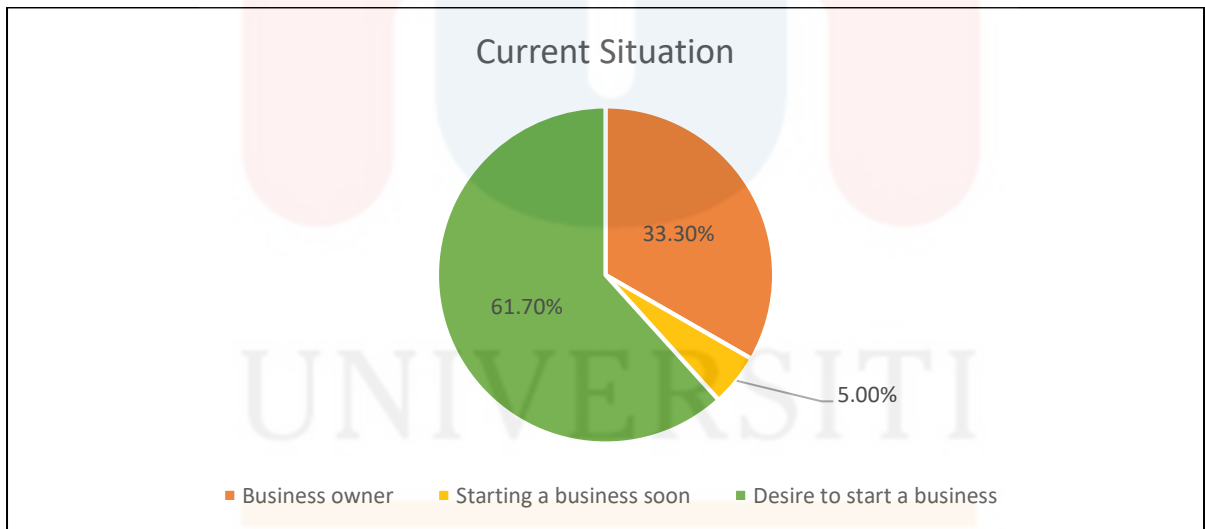
Figure 4.7: Current Situation of Respondents

The current situation is divided into three categories: business owner, soon to start a business, and desire to start a business.

Based on table 4.7 the majority of respondents 74 respondents (61.70% want to start a business, followed by business owners 40 (33.30%) respondents. However, the respondents for starting a business soon had the lowest number of respondents with 6 (5.00%) respondents.
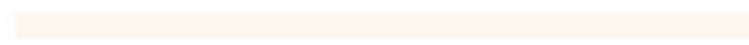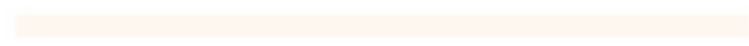
4.4 Descriptive Analysis

4.4.1 Dependent Variable and Independent Variables

The data set for descriptive analysis is shown in Table 4.8. The goal of this descriptive analysis is to study the central tendency, which is represented by the mean and median. Both the independent and dependent variables were included in the four variables used in the descriptive analysis. The variable with the highest mean value is small business sustainability (4.44). 4.41 would be the lowest mean which are the variables of technology adoption and employee development. The set of the data shows that both variables have the same mean value. The results indicate the perceived levels of small business sustainability, technology adoption, marketing strategy, and employee development in the studied context.

Table 4.8: Descriptive Statistic for DV and IVs

	Mean	Median	N
Small Business Sustainability (DV)	4.44	5.00	120
Technology Adoption (IV1)	4.41	4.00	120
Marketing Strategy (IV2)	4.43	4.00	120
Employee Development (IV3)	4.41	4.00	120
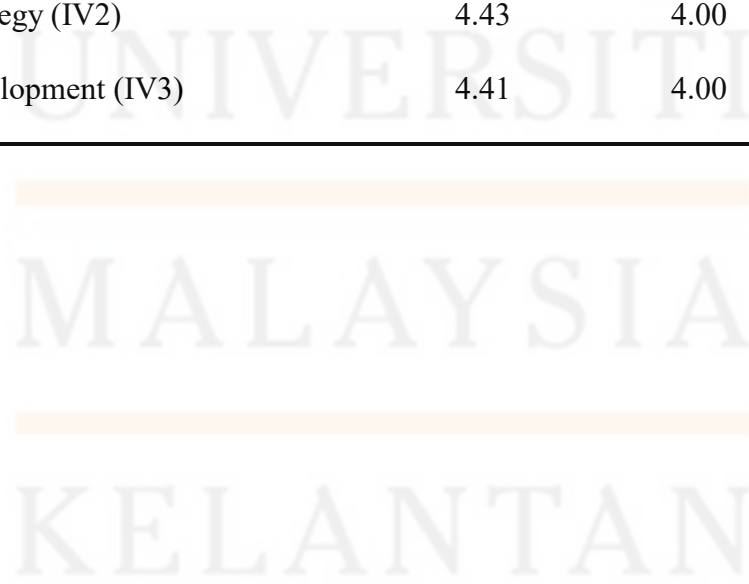
4.4.2 Descriptive Statistics for Technology Adoption

Table 4.9 shows mean and median for technology adoption. The highest mean is 4.44 which is in the number 2 statement in the table. This shows the respondents are generally agree with that technology has the potential to influence the sustainability of SMEs. While number 5 shows the lowest mean of 4.35 for SMEs should invest actively in seeks out and allocates resources for the integration of the latest technological solutions to maintain a competitive edge.

Table 4.9: Descriptive Statistics for Technology Adoption

	Mean	Median	N
1. The adoption of technology will enhance the efficiency of processes in SMEs.	4.43	4.00	120
2. The utilization of technology has the potential to influence the sustainability of SMEs.	4.44	5.00	120
3. The adoption of technology can enhance a SMEs competitive advantage in the market.	4.42	4.00	120
4. For every SMEs, embracing technology adoption is essential to foster their sustainability.	4.39	4.00	120
5. SMEs should invest actively in seeks out and allocates resources for the integration of the latest technological solutions to maintain a competitive edge.	4.35	4.00	120

4.4.3 Descriptive Statistics for Marketing Strategy

The marketing strategy's mean and median are displayed in Table 4.10. The respondents agreed that SMEs should invest in digital marketing to be competitive in today's market, with the highest mean being 4.46 on number 3. In the meantime, the mean value of marketing strategies for numbers 1 and 2 is equal at 4.41. These indicate that positions 1 and 2 have the lowest mean values. In a competitive market, small and medium-sized firms (SMEs) rely heavily on marketing and branding to enhance their sustainability. Strong branding allows SMEs to stand out from the competition.

Table 4.10: Descriptive Statistics for Marketing Strategy

	Mean	**Median**	**N**
1. Marketing and branding play a crucial role in enhancing the sustainability of small and medium-sized enterprises (SMEs) in a competitive market environment.	4.41	4.00	120
2. Effective branding helps SMEs differentiate themselves from competitors.	4.41	4.00	120
3. SMEs should invest in digital marketing to remain competitive in today's market.	4.46	5.00	120
4. Targeted and personalized marketing campaigns are more effective for SMEs compared to generic marketing strategies.	4.42	4.00	120
5. Collaborations with influencers or other businesses can be beneficial for SMEs' marketing efforts.	4.44	4.50	120

4.4.4 Descriptive Statistics for Employee Development

Table 4.11 shows the mean and median for employee development. The table shows that number 5 is the highest mean which is 4.48. This shows that respondents agree that offering skills development opportunities can help SMEs attract top talent. While number 1 shows the lowest mean of 4.33 for SMEs should invest in the development of employees' skills; they can gain a competitive advantage.

Table 4.11: Descriptive Statistics for Employee Development

	Mean	Median	N
1. SMEs should invest in the development of employees' skills; they can gain a competitive advantage.	4.33	4.00	120
2. Skilled employees are able to outperform competitors in terms of service quality, efficiency and innovation.	4.46	5.00	120
3. Employee Skill Development can contribute to innovation in the company. Employees can generate creative ideas, bring new perspectives, and help the business survive in a competitive market environment.	4.40	4.00	120
4. By investing in employee skills development, SMEs can lay the foundation for their long-term sustainability.	4.38	4.00	120
5. Offering skills development opportunities can help SMEs attract top talent.	4.48	5.00	120

4.5 Validity and Reliability Analysis

Cronbach's alpha is a statistical measure used to evaluate the internal consistency or reliability of a scale or set of items within a questionnaire or test. It provides a way to estimate how well the individual items in a scale or test are correlated with each other, reflecting the extent to which the items measure the same underlying construct or trait. It is commonly used in reliability testing for internal consistency (Bujang et al., 2018). According to Ursachi et al. (2015), a commonly accepted guideline suggests that a reliability level ranging from 0.6 to 0.7 is considered acceptable, while a level of 0.8 or higher is regarded as very good. There is higher internal consistency when Cronbach's Alpha values closer to 1. The following table displays the reliability analysis report for all items in the questionnaire, as generated by SPSS.

Table 4.12: Cronbach's Alpha Reliability Test Result

Variables	Cronbach's Alpha Value	Number of Item	Strength
Small Business Sustainability	.695	5	Moderate
Technology Adoption	.772	5	Good
Marketing Strategy	.762	5	Good
Employee Development	.752	5	Good

The table 4.12 shows the results of cronbach's alpha reliability test for all of the variables. Small Business Sustainability demonstrates a Cronbach's Alpha value of 0.695, indicating a moderate level of internal consistency among its five items. While this reliability is acceptable, there may be room for improvement. Technology Adoption exhibits a Cronbach's Alpha of 0.772, demonstrates good internal consistency among its five items, with reliability considered satisfactory. Similarly, Marketing Strategy demonstrates a Cronbach's Alpha of 0.762, and Employee Development has a Cronbach's Alpha of 0.752, both indicating good internal consistency among their respective five items. These results suggest that the reliability of the

latter three variables is satisfactory. Overall, while all variables show good internal consistency, there may be opportunities to enhance the reliability of the Small Business Sustainability variable, and further examination of its constituent items is recommended for potential improvement in future assessments.
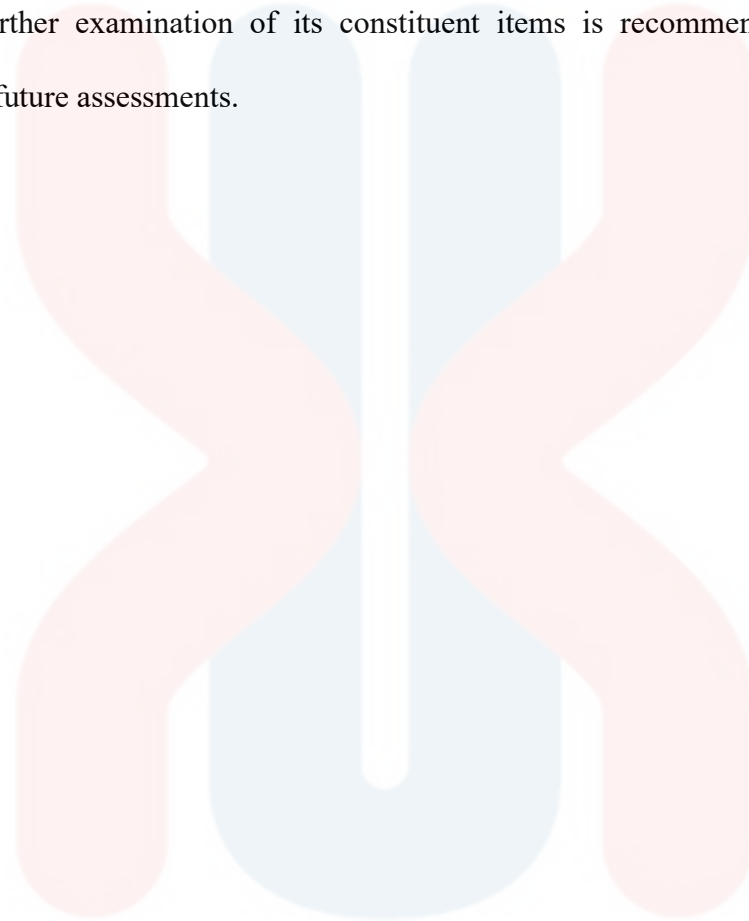
4.6 Chi-Square Test

The chi-square test is a statistical test used to determine if there is a significant association between two categorical variables. It is also a non-parametric test. This test is commonly used in research and statistics to analyse the relationship between categorical variables and to test the independence of variables in a contingency table.

4.6.1 Small Business Sustainability (DV) and Technology Adoption (IV)

Table 4.13: Findings of chi-square test for Small Business Sustainability and Technology Adoption

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	201.477[a]	100	.000
Likelihood Ratio	121.506	100	.071
Linear-by-Linear Association	33.651	1	.000
N of Valid Cases	120		

Table above shows the Pearson chi-square test indicates a highly significant association between small business sustainability and technology adoption and the linear-by-linear association test indicates a significant linear trend or association. Both of them has the p-value (0.000) that is less than the common significance level of 0.05. This is suggest the researchers to reject the null hypothesis. This means that there is strong evidence that the two variables are associated. The results suggest a significant association between small business sustainability and technology Adoption, particularly supported by the Pearson Chi-Square and Linear-by-Linear Association tests.

4.6.2 Small Business Sustainability (DV) and Marketing Strategy (IV)

Table 4.14: Findings of chi-square test for Small Business Sustainability and Marketing Strategy

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	345.303[a]	110	.000
Likelihood Ratio	145.389	110	.013
Linear-by-Linear Association	43.522	1	.000
N of Valid Cases	120		

The table above shows Pearson chi-square test indicates a highly significant association between Small Business Sustainability and Marketing Strategy. The p-value (0.000) is less than the significance level of 0.05, suggesting a strong rejection of the null hypothesis. This suggests that there is a strong correlation between the two variables. Therefore, evidence is existed to reject the null hypothesis. A significant association indicated by the linear-by-linear association test indicates. The p-value (0.000) is less than 0.05, supporting the rejection of the null hypothesis. The results suggest a significant association between Small Business Sustainability and Marketing Strategy, supported by multiple chi-square tests.

4.6.3 Small Business Sustainability (DV) and Employee Development (IV)

Table 4.15: Findings of chi-square test for Small Business Sustainability and Employee Development

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	312.218[a]	90	.000
Likelihood Ratio	131.211	90	.003
Linear-by-Linear Association	42.266	1	.000
N of Valid Cases	120		

As Table 4.15 illustrates the Pearson chi-square test reveals a highly substantial correlation between employee development and small business sustainability, The null hypothesis appears to be strongly rejected because the p-value (0.000) is smaller than the standard significance level of 0.05. This suggests that there is a strong correlation between the two variables. As a result, there is proof rejecting the null hypothesis. A substantial linear trend or association is indicated by the linear-by-linear association test. The null hypothesis is supported in its rejection by the p-value (0.000), which is less than 0.05. Multiple chi-square tests validate the findings, which indicate a strong link between employee development and small business sustainability.

4.7 Spearman's Rank-Order Correlation

Spearman's rho (ρ), also known as Spearman's Rank-Order Correlation, is a non-parametric statistical measure that is used to evaluate the direction and strength of a monotonic relationship between two variables. Spearman's correlation is based on the rankings of the data and does not presuppose a linear relationship, in contrast to the Pearson correlation, which measures linear associations. Spearman's rank correlation, according to Schober et al. (2018), can be used as a measure of monotonic relationship when dealing with ordinal data, non-normally distributed continuous data, or data that contains substantial outliers. The correlation coefficients between small business sustainability (DV), technology adoption (IV1), marketing strategy (IV2) and employee development (IV3) will be examined in this section. The interpretation table for spearman rank-order correlation coefficients is displayed below.

Table 4.16: Interpretation Table of Spearman Rank-Order Correlation Coefficients

Spearman ρ	Correlation
1.00	Monotonic correlation
$0.80 \leq |\rho| \leq 1.00$	Very strong
$0.60 \leq |\rho| \leq 0.79$	Strong
$0.40 \leq |\rho| \leq 0.59$	Moderate
$0.20 \leq |\rho| \leq 0.39$	Weak
$0 < |\rho| \leq 0.19$	Very weak
$\rho = 0$	No correlation

Table 4.17: Spearman's Rank- Correlation Analysis

			Business Sustainability (DV)	Technology Adoption (IV1)	Marketing Strategy (IV2)	Employee Development (IV3)
Correlations						
Spearman's rho	Business Sustainability (DV)	Correlation Coefficient	1.000	.484**	.583**	.555**
		Sig. (2-tailed)	.	.000	.000	.000
		N	120	120	120	120
	Technology Adoption (IV1)	Correlation Coefficient	.484**	1.000	.731**	.683**
		Sig. (2-tailed)	.000	.	.000	.000
		N	120	120	120	120
	Marketing Strategy (IV2)	Correlation Coefficient	.583**	.731**	1.000	.656**
		Sig. (2-tailed)	.000	.000	.	.000
		N	120	120	120	120
	Employee Development (IV3)	Correlation Coefficient	.555**	.683**	.656**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	120	120	120	120

**. Correlation is significant at the 0.01 level (2-tailed).

Based on the table above shows the result of spearman rank-order correlation coefficients between small business sustainability (DV), technology adoption (IV1), marketing strategy (IV2) and employee development (IV3). The findings show that the correlation between:

4.7.1 Business Sustainability (DV) and Technology Adoption (IV1)

- Spearman's correlation coefficient (ρ) is 0.484 with a p-value (Sig. (2-tailed)) of 0.000.
- There is a moderate positive monotonic association between business sustainability and technology adoption. As technology adoption increases, business sustainability tends to increase.

4.7.2 Business Sustainability (DV) and Marketing Strategy (IV2)

- Spearman's correlation coefficient (ρ) is 0.583 with a p-value (Sig. (2-tailed)) of 0.000.
- There is a moderate positive monotonic association between business sustainability and marketing strategy.

4.7.3 Business Sustainability (DV) and Employee Development (IV3):

- Spearman's correlation coefficient (ρ) is 0.555 with a p-value (Sig. (2-tailed)) of 0.000.
- There is a moderate positive monotonic association between business sustainability and employee development.

4.8 Hypothesis Testing

There are three hypotheses were formulated earlier in Chapter 2, representing the ultimate objectives of this study.

4.8.1 Business Sustainability (H_1)

H1: There is a relationship between business sustainability and technology adoption.

Table 4.18: Hypothesis of The Determinants of Technology Adoption

Correlations			Business Sustainability (DV)	Technology Adoption (IV1)
Spearman's rho	Business Sustainability (DV)	Correlation Coefficient	1.000	.484**
		Sig. (2-tailed)	.	.000
		N	120	120
	Technology Adoption (IV1)	Correlation Coefficient	.484**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

**. Correlation is significant at the 0.01 level (2-tailed).

The Spearman Correlation values, which were utilized to ascertain the relationship between business sustainability and technology adoption, are displayed in Table 4.18. Technology adoption and business sustainability have a positive relationship. The correlation coefficient is 0.484, and the correlation coefficient's p-value (Sig. =.000) is less than 0.01. This suggests that, the connection is statistically significant at 0.01 level. The adoption of technology adoption and business sustainability are positively correlated statistically.

4.8.2 Marketing Strategy (H$_2$)

H2: There is a relationship between business sustainability and marketing strategy.

Table 4.19: Hypothesis of The Determinants of Marketing Strategy

Correlations				
			Business Sustainability (DV)	Marketing Strategy (IV2)
Spearman's rho	Business Sustainability (DV)	Correlation Coefficient	1.000	.583**
		Sig. (2-tailed)	.	.000
		N	120	120
	Marketing Strategy (IV2)	Correlation Coefficient	.583**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

**. Correlation is significant at the 0.01 level (2-tailed).

Business sustainability and marketing strategy were found to be related, as indicated by the Spearman Correlation values displayed in Table 4.19. Business sustainability and marketing strategy has positive correlation between two variables. The correlation coefficient is 0.583 and the p-value associated with the correlation coefficient is less than 0.01 (Sig. = .000). This indicates that the correlation is statistically significant at the 0.01 level (2-tailed). There is a statistically significant positive correlation between business sustainability and technology adoption.

4.8.3 Employee Development (H₃)

H3: There is a relationship between business sustainability and employee development.

Table 4.20: Hypothesis of The Determinants of Employee Development

Correlations			Business Sustainability (DV)	Employee Development (IV3)
Spearman's rho	Business Sustainability (DV)	Correlation Coefficient	1.000	.555**
		Sig. (2-tailed)	.	.000
		N	120	120
	Employee Development (IV3)	Correlation Coefficient	.555**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.20 shows the results of Spearman Correlation, which was used to determine the relationship between business sustainability and employee development. Business sustainability and employee development has positive correlation between two variables. The correlation coefficient is 0.555 and the p-value associated with the correlation coefficient is less than 0.01 (Sig. = .000). At the 0.01 level (2-tailed), the correlation is indicated as statistically significant. There is a statistically significant positive correlation between business sustainability and technology adoption.

4.9 Summary

This chapter provides an in-depth examination of the data collected and presents the key findings related to the objectives of the study. The chapter begins with an overview of the research methodology including the preliminary examination, respondent demographics, and the various statistical tests applied in the study. The preliminary analysis included pilot testing and assessing reliability using Cronbach's alpha to ensure the validity of the questionnaire. The demographic characteristics of the respondents revealed the gender, age, racial origin, education level, and current status of the respondents to provide background information for the findings of the study. Descriptive analysis explored the mean and median values of the dependent and independent variables. Subsequently, validity and reliability analyses based on Cronbach's alpha scrutinized the internal consistency of the measurement scales and affirmed the reliability of the data obtained.

The chi-square tests examine associations between dependent variable and independent variables. Significant associations are found, supporting the rejection of null hypotheses and suggesting relationships between the variables. Spearman's rank-order correlation explores the monotonic relationships between Small Business Sustainability and its independent variables. Strong positive correlations are observed, providing evidence for the study's formulated hypotheses. Finally, the chapter concludes with a summary of the hypothesis testing results.

The subsequent chapter analyses the findings of the study in detail and elaborates on the implications of the study in deeper detail. The chapter acknowledges and discusses the limitations faced during the research process, makes recommendations for future research and concludes with a short and clear summary of the main insights gained from the study.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

In this section, the outcomes of the preceding chapter, which delineates the attributes of the responder profile, are summarized. Subsequently, a descriptive analysis of both the independent and dependent variables is presented. The entirety of the data was acquired utilizing IBM SPSS Statistics. Chapter 2 provides a condensed overview of the findings, derived from a consideration of the problem and previous research. There is substantial interest from numerous scholars in further research on a comparative subject of this nature. Researchers assessed their perspectives on whether the hypothesis was rejected or not following hypothesis testing. Furthermore, Chapter 5 in this study will provide a comprehensive review of the research's significance and its discoveries.

5.2 Key Findings

This research is to examine the relationship between dependent variables (business sustainability), independent variables (technology adoption, marketing strategy, and employee development) for small businesses in Pengkalan Chepa, Kelantan. The data was analysed after the survey was completed by 120 people, which was the sample size for this study. This research has been done by using quantitative methods. Questionnaire was distributed to people who related in SMEs in the Pengkalan Chepa area in order to collect data.

Key findings in research refer to the main results or conclusions that have been obtained from the study. Key findings are important results that address the research question. The key findings were analysed from the questionnaire data that was distributed. The data showed the results from the questionnaire which is respondents' demographic profiles. The data from

gender of the respondent which is female with 56.70% and male with 43.33%. This shows that the percentage of female respondents is more than male respondents.

Age of respondents which is < 21 (9.20%), 21 - 30 (57.50%), 31 - 40 (9.20%), 41 - 50 (13.30%), and > 50 (10.80%) showed the percentage of respondents who are 21 - 30 years old is the higher compared to < 21 and 31 - 40 which both of the age group had the same percentage of respondents.

The percentage of respondent's race showed that the majority of respondents who answered the questionnaire were Malay with 66.70% followed by the percentage of Chinese with 21.70% and Indians with 9.20%. The lowest percentage is others with 2.5%.

The respondent's level of education which is Elementary/Secondary School (up to Form 5) (30.80%), STPM/Diploma/Certificate (20.80%), bachelor's degree (40.80%), master's degree (5.80%), and PhD (1.70%) showed that bachelor's degree percentage with 40.80% is the highest percentage while the lowest is PhD with 1.70%.

Current situation of respondents who are business owners (33.30%), starting a business soon (5.99%), and desire to start a business (61.70%) showed the percentage of respondents who desire to start a business is the highest percentage compared to starting a business soon.

Cronbach's alpha was important and must be used to measure the study's reliability. When $\alpha \geq 0.7$, Cronbach's alpha value is considered as good as well as considered as excellent when $\alpha \geq 0.9$. The Cronbach's alpha value for the dependent variable which is Small Business Sustainability is 0.711. Cronbach's alpha value for independent variables Technology Adoption is 0.862, Marketing Strategy is 0.831, and Employee Development is 0.811.

This study employed Spearman's Correlation Coefficient analysis to examine at the association between the independent and dependent variables. At 0.484 and a significance level of P=0.01, there is a strong positive correlation between the adoption of technology and business sustainability. Additionally, a significant positive relationship between business

sustainability and marketing strategy is suggested by the correlation coefficient, which is 0.583, with a significance level of p < 0.01. Because of a significance level of 0.01, the relationship between employee development and business sustainability is significantly positive at 0.555.

Table 21: Summary of Findings

Research Question and Objective	Results	Finding
RQ 1: Is there any significant relationship between technology adoption and business sustainability? RO 1: To examine the relationship between technology adoption and business sustainability.	p = 0.000 (p < 0.01) r = 0.484	There is a relationship between technology adoption and business sustainability.
RQ 2: Is there any significant relationship between marketing strategy and business sustainability? RO 2: To examine the relationship between marketing strategy and business sustainability.	p = 0.000 (p < 0.01) r = 0.583	There is a relationship between marketing strategy and business sustainability.
RQ 3: Is there any significant relationship between employee development and business sustainability? RO 3: To examine the relationship between employee development and business sustainability.	p = 0.000 (p < 0.01) r = 0.555	There is a relationship between employee development and business sustainability.

5.3 Discussion

The following section summarises the findings from Chapter 4.

5.3.1 Technology Adoption

In the preceding chapter, first objective of this research was to analyse the association between technology adoption and small business sustainability within SMEs in Pengkalan Chepa, Kota Bharu. The results of the study revealed a moderate relationship between small business sustainability and technology adoption, as indicated by a correlation coefficient (ρ) of 0.484 and a p-value (Sig. (2-tailed)) of 0.000, where P < 0.005. The previous study has supported to this outcome by (Scupola, 2009; Shah Alam et al., 2011) indicated innovation and technology has positive relationship in performance. This discourse suggests the attainment of the research objective, and hypothesis 1 (H1) is deemed valid.

5.3.2 Marketing Strategy

On the basis of the findings of the previous chapter, the second goal of this study was to evaluate the relationship between marketing strategy and small business sustainability within SMEs in Pengkalan Chepa, Kota Bharu. This study revealed a moderate relationship between marketing strategy and small business sustainability regarding to the results, as indicated by a correlation coefficient (ρ) of 0.583 and a p-value (Sig. (2-tailed)) of 0.000, where P < 0.005. This discourse suggests the attainment of the research objective, and hypothesis 2 (H2) is deemed valid.

5.3.3 Employee Development

On account of the result from previous chapter, the third objectives of this study was to investigate the association between employee development and small business sustainability within SMEs in Pengkalan Chepa, Kota Bharu. The results of the study revealed a moderate relationship between employee development and small business sustainability, as indicated by

a correlation coefficient (ρ) of 0.555 and a p-value (Sig. (2-tailed)) of 0.000, where $P < 0.005$. Previous study from (Smith, 2013) demonstrated marketing strategy led to a shift towards sustainability rather than just a passing trend in any business. Study from (Lorincová et al., 2019) suggest motivated employees impact business efficiency and contribute to the success and sustainability of the enterprise through their performance.

This discourse suggests the attainment of the research objective, and hypothesis 3 (H3) is deemed valid.

5.4 Implications of the Study

According to the results of this study, technology adoption, marketing strategy and employee development each have an significant impact on the sustainability of SMEs.. The research's findings provide significant information that may be used to help SMEs that use technology not only boost operational efficiency but also significantly contribute to improve cost-effectiveness, enabling a more robust and resource-efficient corporate model and environmental sustainability. Therefore, technology-enabled core strategies are better positioned to overcome challenges and take advantage of new opportunities, eventually leading to long-term sustainability of SMEs.

The researchers who created the scale also discovered a well-defined and adaptive marketing strategy may well improve the business's survival and lifespan. Moreover, strategy for marketing impacts SMEs' financial sustainability and their ability to build brand reputations, customer loyalty and factors key for sustained success. Hence, the importance of sustainable marketing strategies for SMEs, focusing the major influence of marketing strategy on their long-term performance.

This study highlights employees who are properly trained and motivated make a major impact on increased productivity and effectiveness, leading to a more flexible and adaptable workforce. Thus, continuous employee development is crucial in building an innovation culture inside SMEs, encouraging them to remain competitive in swiftly evolving markets. This research is very important, because it will investigate how factors can enhance small business sustainability in a competitive market environment.

Practically, SMEs in Pengkalan Chepa can leverage these insights to formulate strategies that enhance their overall business sustainability and gain a competitive edge in the market. Policymakers, in collaboration with SME support organizations, can use the research findings to develop targeted policies that address the challenges faced by SMEs, thus fostering a conducive environment for their growth. Insights into cooperation challenges in research can guide future studies, advocating for open and transparent communication channels, personalized interactions, and diverse engagement methods to improve participant involvement and the reliability of research data.

In conclude, this study provides useful insights for SMEs, policymakers, and scholars alike. By understanding and implementing the implications drawn from the positive relationships identified, stakeholders can contribute to the long-term sustainability and growth of SMEs in Pengkalan Chepa and beyond.

5.5 Limitations of the Study

Throughout the study there were several areas that needed improvement and will draw up a plan to strengthen these areas. The purpose is to find these discovered deficiencies to implement actions that will help produce more thorough and reliable research results.

5.5.1 Sample Size Constraints

There were just 120 respondents for this study. The fairly small sample size may restrict the findings' generalization. The research may have concentrated on a particular region or industry and expanding the findings to a wider context should be done carefully. Small samples may not adequately represent the population, limiting the ability to draw meaningful conclusions applicable to diverse settings (Bujang & Baharum et.al (2016). Because the sample is too small, the findings may be debatable and may not be typical.

5.5.2 Lack of cooperation

Participants who are unwilling to share crucial information or fully engage in research activities pose a potential threat to the comprehensiveness and accuracy of the study's findings. This unwillingness to collaborate can stem from various factors such as concerns about privacy, time constraints, or a unwillingness to disclose specific details. Furthermore, there is the possibility that some respondents may not approach the research questions with the requisite level of diligence. This lack of attentiveness could introduce inaccuracies into the data, necessitating the researcher to rely on alternative or supplementary sources to compensate for the compromised primary data. These factors may constrain the depth of the study's conclusions, hindering a comprehensive understanding of the investigated issue.

5.6 Recommendations/ Suggestion for Future Research

The purpose is to guide and inspire future researchers to build upon the existing work, address unanswered questions, refine methodologies, explore new angles, or extend the study to broader contexts.

5.6.1 Use a variety of data collecting approaches

Researchers can survey findings by using a range of data gathering methods, confirming and enhancing the trustworthiness of their findings. It is suggested to include field studies that directly observe participants in their natural settings and not relying solely on self-administered surveys might introduce biases and incorporating on-the-ground observations can provide a more accurate understanding of participants. Also, if self-administered surveys are used, the survey questionnaire should be carefully designed to avoid respondents becoming frustrated from answering too many questions or complicated questions. Hence, this approach not only improves the scope of investigation but also encourages a more comprehensive analysis of research findings.

5.6.2 Improve interaction methods that encourage participant engagement

To overcome the lack of cooperation, future research should focus on improving interaction methods. Providing open and transparent communication channels can assist in the development of trust and promote participants to actively engage in the research process. Moreover, personalizing communication among participants and recognizing their contributions may improve and create an impression of important engagement. For example, respond to messages, give appreciative comments or provide updates about surveys to improve the researcher-participant interaction. Therefore, diversified interaction methods may provide an exciting and engaging atmosphere that fosters active participant contribution, leading to greater detail and more trustworthy data.

5.7 Overall Conclusion of the Study

To examine the factors that enhancing small business sustainability in a competitive market scenario as the primary objectives of this research. This survey is open to all respondents or is open to the general public. A questionnaire created by using Google form containing 25 questions related to the profile demographics, dependent variable, and independent variable will be distributed to all targeted respondents. After one month efforted, 120 responses have been collected by the researchers.

Overall, each independent variable that is technology adoption, marketing strategy, employee development and dependent variable that is company sustainability has a good Cronbach's Alpha value in reliability analysis.

Each Chi-Square Test result for each dependent variable relationship with each independent variable has the same P-value value of 0.000, the value is less than the standard significance level which is 0.05, allowing the researchers to reject the null hypothesis. This suggests that there is significant evidence that the two variables are related. A decent correlation value for Spearman's Rank-Order Correlation is 0.7 or above. The correlation coefficient values for the dependent variable and the third independent variable are different, with the dependent variable (DV) being 1.000. The correlation value between the dependent variable (dv) and the first independent variable (iv), technology adoption, is 0.484. While it is 0.583 for the second dv and iv, which is a marketing approach. The third iv for dv is employee development, which is 0.555. Correlation is significant at the 0.01 (2-tailed) level. Furthermore, the findings revealed that each hypothesis, including those related to technology adoption, marketing strategy, and employee development, had a significant association with all respondents' business sustainability after each hypothesis was tested.

As an outcome, we hoped that the findings of our research would be useful to small and medium-sized business owners, whether they are just starting out or are currently in operation.

This is done so that the firm can progress to a higher level than the big brand enterprises out there. Furthermore, with this unique method, entrepreneurs can become more sensitive to the business tools that are rapidly being used by many to build their businesses.
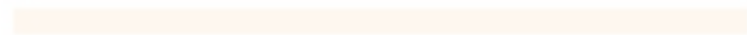
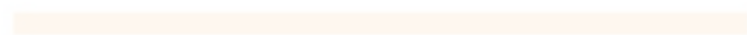# REFERENCES

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APPENDIX A (DRAFT OF QUESTIONNAIRE)

SECTION A: DEMOGRAPHIC/ DEMOGRAFIK

Please select the most appropriate answer. / *Sila pilih jawapan yang paling sesuai.*

1. Gender/*Jantina*

   o   Male/*Lelaki*
   o   Female/*Perempuan*

2. Age/Umur

   o   < 21 years old/ < 21 *tahun*
   o   21 - 30 years old/ 21- 30 *tahun*
   o   31 - 40 years old/ 31 - 40 *tahun*
   o   41 - 50 years old/ 41 - 50 *tahun*
   o   > 50 years old/ > 50 *tahun*

3. Race/ *Bangsa*

   o   Malay/ *Melayu*
   o   Chinese/ *Cina*
   o   Indian/ *India*
   o   Others/ *Lain-lain*

4. Education level/*Tahap Pengajian*

   o   Primary/Secondary School (up to Form 5)/ *Sekolah Rendah/Menengah (sehingga Tingkatan 5)*
   o   STPM/Diploma/Certificate/ *STPM/Diploma/Sijil*
   o   Bachelor's degrees/ *Ijazah sarjana muda*
   o   Master's degrees/ *Master*
   o   PhDs/ *PhD*

5. Current Situation/ *Keadaan Sekarang*

   o   Business owner/ *Pemilik Perniagaan*
   o   Starting a business soon/ *Memulakan perniagaan tidak lama kemudian*
   o   Desire to start a business/ *Keinginan untuk memulakan perniagaan*

SECTION B: DEPENDENT VARIABLE/ *PEMBOLEHUBAH BERGANTUNG*

DV: Business Sustainability/ *Kelestarian Perniagaan*

Instruction: Please respond to each statement by choose your measurement using the scales provided related to business sustainability.

Arahan: Sila balas setiap pernyataan dengan memilih ukuran anda menggunakan skala yang disediakan berkaitan dengan kelestarian perniagaan.

Scale/ *Skala*:

1 = Strongly Disagree/ *Sangat Tidak Setuju*

2 = Disagree/ *Tidak Setuju*

3 = Neutral/ *Neutral*

4 = Agree/ *Setuju*

5 = Strongly Agree/ *Sangat Setuju*

No.	Statement	SD = 1	D = 2	N = 3	A = 4	SA = 5
Q1	Innovative strategies are essential for ensuring the long-term sustainability of small business in a competitive market environment. / *Strategi inovatif adalah penting untuk memastikan kemampanan jangka panjang perniagaan kecil dalam persekitaran pasaran yang kompetitif.*	1	2	3	4	5
Q2	Specific innovative strategies positively impacting small business's ability to thrive in the face of competition and changing market conditions. / *Strategi inovatif khusus memberi kesan positif kepada keupayaan perniagaan kecil untuk berkembang maju dalam menghadapi persaingan dan perubahan keadaan pasaran.*	1	2	3	4	5
Q3	Investment in research and development activities can foster innovation and long-term business sustainability. / *Pelaburan dalam aktiviti penyelidikan dan pembangunan mampu memupuk inovasi dan kemampanan perniagaan jangka panjang.*	1	2	3	4	5
Q4	You are willing to adopt emerging technologies, even if they require a	1	2	3	4	5

		1	2	3	4	5
	learning curve and initial investment, to remain competitive in your industry. / *Anda sanggup menggguna pakai teknologi baru muncul, walaupun ia memerlukan keluk pembelajaran dan pelaburan awal, untuk kekal berdaya saing dalam industri anda.*					
Q5	Innovation initiatives, such as technology adoption, marketing strategy and employee development, have a positive impact on the overall sustainability of small business. / *Inisiatif inovasi, seperti penggunaan teknologi, strategi pemasaran dan pembangunan pekerja, mempunyai kesan positif ke atas kemampanan keseluruhan perniagaan kecil.*	1	2	3	4	5

SECTION C: INDEPENDENT VARIABLE/ *PEMBOLEHUBAH BEBAS*

IV1: Technology Adoption/ *Penggunaan Teknologi*

Instruction: Please respond to each statement by choose your measurement using the scales provided related to independent technology.

Arahan: Sila balas setiap pernyataan dengan memilih ukuran anda menggunakan skala yang disediakan berkaitan dengan pembolehubah bebas.

Scale/ *Skala*:

1 = Strongly Disagree (SD)/ *Sangat Tidak Setuju*

2 = Disagree (D)/ *Tidak Setuju*

3 = Neutral (N)/ *Neutral*

4 = Agree (A)/ *Setuju*

5 = Strongly Agree (SA)/ *Sangat Setuju*

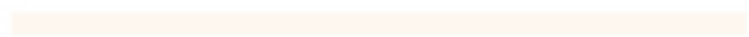| No.	Statement	SD = 1	D = 2	N= 3	A = 4	SA = 5
Q1	The adoption of technology will enhance the efficiency of processes in SMEs. / *Penggunaan teknologi akan meningkatkan kecekapan proses dalam PKS.*	1	2	3	4	5
Q2	The utilization of technology has the potential to influence the sustainability of SMEs. / *Penggunaan teknologi berpotensi mempengaruhi kelestarian PKS*	1	2	3	4	5
Q3	The adoption of technology can enhance a SMEs's competitive advantages in the market. / *Penerimaan teknologi boleh meningkatkan kelebihan daya saing PKS dalam pasaran.*	1	2	3	4	5
Q4	For every SMEs, embracing technology adoption is essential to foster their sustainability. / *Bagi setiap PKS, menerima pakai teknologi adalah penting untuk memupuk kemampanan mereka.*	1	2	3	4	5
Q5	SMEs should invest actively in seeks out and allocates resources for the integration of the latest technological solutions to maintain a competitive edge. / *PKS harus melabur secara aktif dalam mencari dan memperuntukkan sumber untuk penyepaduan penyelesaian teknologi*	1	2	3	4	5

terkini bagi mengekalkan kelebihan daya saing.						

SECTION C: INDEPENDENT VARIABLE/ *PEMBOLEHUBAH BEBAS*

IV2: Marketing Strategy/ *Strategi Pemasaran*

No.	Statement	SD = 1	D = 2	N = 3	A = 4	SA = 5
Q1	Marketing and branding play a crucial role in enhancing the sustainability of small and medium-sized enterprises (SMEs) in a competitive market environment. / *Pemasaran dan penjenamaan memainkan peranan penting dalam meningkatkan kemampanan perusahaan kecil dan sederhana (PKS) dalam persekitaran pasaran yang kompetitif.*	1	2	3	4	5
Q2	Effective branding helps SMEs differentiate themselves from competitors. / *Penjenamaan yang berkesan membantu PKS membezakan diri mereka daripada pesaing.*	1	2	3	4	5
Q3	SMEs should invest in digital marketing to remain competitive in today's market. / *PKS harus melabur dalam pemasaran digital untuk kekal berdaya saing dalam pasaran hari ini.*	1	2	3	4	5
Q4	Targeted and personalized marketing campaigns are more effective for SMEs compared to generic marketing strategies. / *Kempen pemasaran yang disasarkan dan diperibadikan adalah lebih berkesan untuk PKS berbanding strategi pemasaran generik.*	1	2	3	4	5
Q5	Collaborations with influencers or other businesses can be beneficial for SMEs' marketing efforts. / *Kerjasama dengan influencer atau perniagaan lain boleh memberi manfaat kepada usaha pemasaran PKS.*	1	2	3	4	5

SECTION C: INDEPENDENT VARIABLE/ *PEMBOLEHUBAH BEBAS*

IV3: Employee Development/ *Pembangunan Pekerja*

No.	Statement	SD = 1	D = 2	N = 3	A = 4	SA = 5
Q1	SMEs should invest in the development of employees' skills; they can gain a competitive advantage. / *PKS harus melabur dalam pembangunan kemahiran pekerja, mereka boleh memperoleh kelebihan daya saing.*	1	2	3	4	5
Q2	Skilled employees are able to outperform competitors in terms of service quality, efficiency and innovation. / *Pekerja yang mahir mampu mengatasi pesaing dari segi kualiti perkhidmatan, kecekapan dan inovasi.*	1	2	3	4	5
Q3	Employee Development can contribute to innovation in the company. Employees can generate creative ideas, bring new perspectives, and help the business survive in a competitive market environment. / *Pembangunan Pekerja boleh menyumbang kepada inovasi dalam syarikat. Pekerja boleh menjana idea kreatif, membawa perspektif baharu dan membantu perniagaan bertahan dalam persekitaran pasaran yang kompetitif.*	1	2	3	4	5
Q4	By investing in employee development, SMEs can lay the foundation for their long-term sustainability. / *Dengan melabur dalam pembangunan pekerja, PKS boleh meletakkan asas untuk kemampanan jangka panjang mereka.*	1	2	3	4	5
Q5	Offering skills development opportunities can help SMEs attract top talent. / *Menawarkan peluang pembangunan kemahiran boleh membantu PKS menarik bakat yang terbaik.*	1	2	3	4	5

FACULTY ENTREPRENEURSHIP AND BUSINESS

APPENDIX B – GANTT CHART

Description	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14
CHAPTER 1: RESEARCH OVERVIEW														
Background of the Study	▓	▓												
Problem Statement	▓	▓												
Research Objectives	▓	▓												
Research Questions	▓	▓												
Scope of the Research	▓	▓												
Significance of Research	▓	▓												
Operational Definitions	▓	▓												
Organizational of Thesis	▓	▓												
CHAPTER 2: LITERATURE REVIEW														
Introduction			▓											
Underpinning Theory			▓											
Previous Studies			▓											
Hypothesis Statement			▓											
Conceptual Framework			▓											
Summary			▓											
CHAPTER 3: RESEARCH METHODOLOGY														
Introduction					▓	▓	▓							
Research Design					▓	▓	▓							
Dat Collection Methods					▓	▓	▓							
Study Population					▓	▓	▓							
Sample Size					▓	▓	▓							
Sampling Techniques					▓	▓	▓							
Research Instrument Development					▓	▓	▓							
Measurement of					▓	▓	▓							

the Variables															
Procedure For Data Analysis															
Summary/ Conclusion															
CHAPTER 4: DATA ANALYSIS AND FINDINGS															
Introduction															
Preliminary Analysis															
Demographic Profile of Respondents															
Descriptive Analysis															
Validity and Reliability Analysis															
Chi-Square Test															
Spearman's Rank-Order Correlation															
Hypothesis Testing															
Summary															
CHAPTER 5: DISCUSSION AND CONCLUSION															
Introduction															
Key Findings															
Discussion															
Implications of the Study															
Limitation of the Study															
Recommendation / Suggestion for Future Research															
Overall Conclusion of the Study															
References															
Appendix A															
Appendix B															
Presentation															