The Factors Influencing Performance of Women Micro Enterprises in Kelantan

by

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TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

Faktor-Faktor yang Mempengaruhi Prestasi Perusahaan Mikro Wanita di Kelantan

ABSTRAK

Perusahaan Mikro mempunyai peranan penting dalam menyumbang kepada pembangunan ekonomi Malaysia. Persaingan yang dihadapi oleh Perusahaan Mikro semakin meningkat bukan hanya dari segmen perniagaan yang sama tetapi juga dari perusahaan kecil, sederhana dan besar yang turut memainkan peranan dalam pasaran. Kajian ini bertujuan untuk mengenal pasti faktor-faktor utama yang mempengaruhi prestasi perusahaan mikro di Kelantan, Malaysia. Objektif utama kajian ini adalah untuk mengkaji dan menganalisa pengaruh faktor-faktor yang berbeza iaitu akses kepada kewangan, teknologi maklumat, pemasaran produk dan perkhidmatan, ketersediaan prasarana, ciri-ciri keusahawanan dan kemahiran pengurusan terhadap prestasi perniagaan mikro wanita. Kajian ini telah mengkaji selidik 100 sampel perusahaan mikro wanita. Kajian ini menggunakan soal selidik sebagai instrumen dalam mengumpul data primer. Penerangan statistik digunakan untuk meringkaskan data yang dikumpulkan. Ini termasuk Analisis Deskriptif Pearson Product Moment Correlation Coefficient, Cronbach Alpha coefficient, Analisis Linear Regression, dan Regression Functions. Dalam menyampaikan data yang dikumpulkan, jadual dan carta pai digunakan untuk pemahaman yang lebih baik mengenai analisis yang dihuraikan. Kesimpulan kajian ini adalah, faktor-faktor dalaman iaitu ciri-ciri keusahawan dan kemahiran pengurusan sangat mempengaruhi prestasi keusahawanan mikro wanita. Kajian ini selanjutnya menyimpulkan bahawa faktor-faktor luaran seperti akses kepada kewangan, teknologi maklumat, pemasaran produk dan perkhidmatan dan ketersediaan prasarana tidak mempengaruhi prestasi perusahaan mikro wanita.

The Factors Influencing Performance of Women Micro Enterprises in Kelantan

ABSTRACT

Micro Enterprise has an important role in contributing to the economics development of Malaysia. Micro Enterprises increasingly face competition which it is not just from the same business segment but also from small, medium and large enterprises that are also play a part in the market niche. The study sought to establish the major factors that influence the performance of micro enterprises at Kelantan, Malaysia. The main objective of this study is to examine and analyse the impact of different factors which are access to finance, information technology, products and services marketing, availability of infrastructure, entrepreneurial traits and managerial skills towards women micro business performance. The study surveyed 100 sample of women micro enterprise. The study use questionnaire as the instrument in collecting the prim ary data. Statistical description is use to summarize the gathered data. This includes the Descriptive Analysis, Pearson Product Moment Correlation Coefficient, Cronbach Alpha coefficient, Linear Regression Analysis, and Regression Functions. In presenting the collected data, tables and pie charts are used for a better understanding on the analysis description. The study concludes that, the internal factors which are entrepreneurial traits and managerial skills are highly influence the performance of women micro enterprise. The study further concludes that the external factors such as access to finance, information technology, products and services marketing and availability of infrastructure do not impact the performance of women micro enterprise.

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter elaborates the background of the selected research topic. The selected subjects that are touch in the study is explain in this chapter. This chapter also provide the overview of this study which includes the research background, problem statement, research question, research objectives, scope of the study, limitation of the study and significance of the study.

1.2 Background of the Study

There are various definitions that can be found for the Micro and Small Enterprise (MSE). According to Kushnir (2010) it is said that there is no specific definition for the MSEs whereby the definition is depending on many factor. The criteria for the definition of MSEs are always on revision and evaluation which there are no agreed agreement for the definition. Normally, the definitions of MSEs are accordance to the economic performance of a country.

In Malaysia, rendering to SME Corporation Malaysia (SME Corp. Malaysia) which is a Central Coordinating Agency under the Ministry of International Trade and Industry Malaysia the new definition of micro enterprise is "the enterprises with sales turnover of less than RM300,000 OR less than 5 full-time employees across all sector from manufacturing, services and other business" (SME Corp Malaysia, 2013).

On the other hand, the definition for small enterprise is "the enterprise with sales turnover from RM300,000 to less than RM15 million or full-time employees from 5 to less than 75" (SME Corp Malaysia, 2013). The small business consists of the private corporation, partnership or the sole proprietorship for all business sectors.

In addition, looking further into the definition for women-owned SMEs specifically in Malaysia, it can be concluded as "the firms of which women hold at least 51% of the equity, or the CEOs are women that own at least 10% of the equity" (SME Corp Malaysia, 2016a).

The MSEs entrepreneur has been acknowledge by the world whereby it plays a very significant part in the development of a country regardless of developed or developing countries (Aremu & Adeyemi, 2011; Jasra, Hunjra, Rehman, Azam, & Khan, 2012; Taiwo, Ayodeji, & Yusuf, 2012; Tambunan, 2008). In addition to that, the researchers also agree that MSEs create job opportunity, alleviate the poverty and act as a mechanism for development and distribution growth and a part of sources for innovation.

Entrepreneurship is gradually acknowledged as an imperative driver for the economic development (Liedholm, 2002). This is where the key player of the growth of the economics and industrial development of a country are the MSEs, whereby they improve the economics and social development of a country with their big contribution in the market by offering a large employment opportunity, big investment, promoting skills development and innovation.

As many other countries, Micro, Small and Medium-Sized Enterprise (MSMEs) are contributing a lot in the economics development of Malaysia. This can be seen through the statistic provided by the SME Corp Malaysia (2016a) in 2015 the number of establishment of SMEs are 907,065 which is 98.5% compared to the number of establishment of large firms which is only 13,559 which is 1.5%. Apart from that, the report also shows an increment in the number of establishment of SMEs in Malaysia from 2010 to 2015 which is the establishment is more than 260,000 making 7.3 % of average growth rate per annum.

1.3 Problem Statement

On a global scale, MSEs are the engines for entrepreneurial development that generate a broad spectrum of economic activities such as expanding employment opportunities, increase the Gross Domestic Product

(GDP) and also contributing significantly to the country's export trade sector (Utusan Melayu Berhad, 2016). In Malaysia based on the Census of Establishments and Enterprises 2011 by the Department of Statistics Malaysia (2011), 55.2 % of SMEs respondents found it difficult to obtain financing due to lack of collateral.

According to Total Early-Stage Entrepreneurial Activity (TEA) report for Malaysia country in the year 2015 there are 2.9% of business in the starting process or newly run business compared to in 2014 5.9% and in 2013 6.6% (SMe Corp Malaysia, 2016b). Despite Malaysia being one of the country who support entrepreneurship where it provide the finance and physical infrastructure for the entrepreneur, the number of people pursue the entrepreneur opportunities and innovative initiatives are lower in 2015 compared to 2014 and 2013.

In spite of the finance and physical infrastructure that Malaysia has to offer compared to other region in Asia Pacific and South Asia, the Global Entrepreneurship Monitor (2010) reported that Malaysia is the country before Japan that has the lowest Total early-stage Entrepreneurial Activity (TEA) rate. In addition to that, the report also remarks that Malaysia is also among the lowest proportion country that have an intention to start a business and the entrepreneur with optimistic attitudes to the entrepreneurship.

More than 97% of companies in Malaysia are classified as SMEs (SME Corp Malaysia, 2016a). Despite the fact, the percentage that show the failure rate of SMEs are surprising. According to Ahmad and Seet (2009) 60% of businesses fail to survive. Often, these companies fail because they do not have the right business model or proper knowledge. When new opportunities arise, it's easy for them to ignore their main business. Lack of focus and too ambitious are another reason for their failure (Naylor, 2017).

Notwithstanding the failure issues, we can see that there are increments of the SMEs in Malaysia. Based on an earlier report of Economic Census in 2010 by SME Corp Malaysia there were 645,136 SMEs in Malaysia. In comparison of 2010 report and the latest report in 2015/2016 the number of establishment of MSEs has increase to 907,065 from 2010 until 2015 which an increment of roughly around 260,000 establishments can be seen with an average growth of establishment rate of 7.3% per annum (SME Corp Malaysia, 2016a).

Although the overall rate of establishment of SMEs in Malaysia are showing a positive growth. However, the rates of establishment of SMEs in Kelantan are facing a negative downturn with the rate of 5.9% in 2011 drops to 5.1% in 2015 (SME Corp Malaysia, 2016a). From this report, it shows that there is a drop of 0.8% of the rate of establishment of SMEs in Kelantan. Thus, it is crucial to examine the factors that affect the performance of SMEs specifically in Kota Bharu, Kelantan.

There are many people under estimate the entrepreneurial and its culture within the development of economic and social structure (Wube, 2010). Regardless of the view, the researcher added that, in the past few years entrepreneurship has been acknowledge that it affect the economic development of a country. Yet, most of the enterprises are owned by men whereby a women owned enterprise are scarce (Phororo & Verick, 2008).

In today's world, we can see an increasing number of women started to involve in the SMEs sector. In 2015, there are 186,930 firms or about 20.6% of total SMEs in Malaysia are owned by women (SME Corp Malaysia, 2016a). This shows that the numbers of women who join the business activities are increasing.

Supporting the global trends, the collective involvement of women in the SMEs is higher (Drine & Grach, 2012). This is due to various reasons that are pushing the women to start a business and being self-employed rather than rather than being employed by others. In addition, the study found that the biggest reason is due to family matters which require the women to earn extra money in order to support their families for a better living. Apart from that, the same researcher also added that children care issues and the flexible working hours of being self- employed offer, are a part of the reasons for the women to be as a part of the business world.

On the other hand, although the number of SMEs owned by women are increasing, but the number of the success SMEs owned by women are

small where it is hard to sustain in the business world (Bowen, Morara, & Mureithi, 2009; Fatoki, 2014). Based on those studies, this is due to several internal and external factors such as lack of fund or capital, low infrastructure, lack of marketing, lack of managerial skills and experience and so on.

In addition, according to Organisation for Economic Cooperation and Development (OECD) women owned businesses are tend to have a higher failure rate in comparison to those businesses owned by men (Organisation for Economic Cooperation and Development, 1997). Rendering to the report the phenomena is due to the business nature chosen by women and poor management. This is because of the women entrepreneur attitude that is tend to be risk averse.

In Kelantan, it is famous with the culture of high involvement of women in business (Norhaiyati, Nik, & Md, 2011). According to the researcher, Kelantanese women are known for their independent and proactive entrepreneur who enthusiastically engaged in business than the men. Thus, it is easy to find the business owned by women in the local market places in the Kelantan. This shows that women are contributing to the economy of this state. In regards of the high amount of involvement of women in business, it is crucial to study the factors that influence the performance of SMEs owned by women.

Therefore, it is important to conduct this study. This is because this study is attempted to identify the related factors that influence the performance of micro enterprise. It is also conducted to analyse which factors among the different were significantly affected the performance of micro enterprise in Kelantan.

There are several studies that investigate the relationship between the factors that effecting the MSMEs performance (Abera, 2012; Mulugeta, 2014; Nasip, Hassan, & Muda, 2015; Wiklund & Shepherd, 2005). While some of this study (Satyajit, Priyanka, & PK, 2017; Wube, 2010) that study the women owned business. However there is scarcity in the studies of this topic that study the performance of the MSEs owned by women especially in Malaysia and specifically in Kelantan.

1.4 Research Questions

1. What is the impact of access to finance towards micro business performance?
2. What is the impact of information technology towards micro business performance?
3. What is the impact of products and services marketing towards micro business performance?

4. What is the impact of availability of infrastructure towards micro business performance?
5. What is the impact of entrepreneurial traits towards micro business performance?
6. What is the impact of managerial skills towards micro business performance?

1.5 Research Objectives

1. To examine the impact of access to finance and micro business performance.
2. To examine the impact of information technology and micro business performance.
3. To examine the impact of products and services marketing and micro business performance.
4. To examine the impact of availability of infrastructure and micro business performance.
5. To examine the impact of entrepreneurial traits and micro business performance.
6. To examine the impact of managerial skills factor and micro business performance.

1.6 Research Hypothesis

With the help of appropriate empirical data on the factors influencing the performance of micro enterprise, this study will test the following hypothesis:

1. There is a relationship between access to finance and micro business performance.
2. There is a relationship between information technology and micro business performance.
3. There is a relationship between products and services marketing and micro business performance.
4. There is a relationship between availability of infrastructure and micro business performance.
5. There is a relationship between entrepreneurial traits and micro business performance.
6. There is a relationship between managerial skills factor and micro business performance.

1.7 Scope of the Study

First, the study will involve with the micro, small and medium size enterprise (MSMEs). The main focus of this study is the micro enterprise.

There are a specific definition and criteria of micro business by (SME Corp Malaysia, 2013) which micro enterprises across all sectors can be concluded as an "enterprise which have a sales turnover of less than RM300,000 or less than 5 full-time employees".

Second, the subject of the study primarily focuses on the women owned micro enterprise. The women role in business field in today's world has changed tremendously. Women who used to be view as home makers are now independent and directly active in business activities. Thus it is crucial to study the performance of the women owned micro enterprise.

Third, is about the location of the study. This research was held at Kelantan state. This location was chosen because the total population as at 2010 is 1,459,994 people (Department of Statistics Malaysia, 2010). In addition, there are 5.1% share of SMEs in Kelantan in 2015 (SME Corp Malaysia, 2016a). This shows that there are big scopes that gave a variation in the result of this research. This has led to more accurate result.

1.8 Limitation of the Study

The limitation of the study is that this study does not cover other states in Malaysia that Kelantan state. For example, this research does not cover Terengganu, Selangor or other 13 states in Malaysia. This is because

of the lack of time which the researcher is facing. In addition, because of lack of fund other states in Malaysia will not be covered are not covered.

Apart from that, this study does not cover other types of SMEs business in Kelantan other than the micro enterprise. It does not cover the small enterprise which is 'the enterprise with sales turnover from RM300,000 to less than RM15 million or full-time employees from 5 to less than 75" and medium enterprise "sales turnover from RM3 million to not exceeding RM20 million or full-time employees from 30 to not exceeding 75" (SME Corp Malaysia, 2013). This is because many of the women owned enterprise are consist of micro enterprise.

Last but not least, this study does not cover the independent variables regarding the performance of micro business specifically involving the micro enterprises owned by women such as government policy and regulation, legal factor and political factor.

1.9 Significance of the Study

1.9.1 Researcher

By conducting this research, the study will provide a deeper understanding to the researchers and other people about the factors that influence the performance of micro enterprise owned by women. Apart from

that, this research will serve a basis for further studies for students and other researchers who are interested to find out more the performance of women owned micro enterprise.

1.9.2 Business

This study will help the micro enterprises to know more about business the factors that influence the micro enterprise performance. The businesses can also use the insight of this research to gain the benefits of using different factors studied in this study to predict the factors that influence the performance of micro business. Therefore the businesses can make a good plan in order to improve their business.

1.9.3 Government

This research will also let the government or the policy maker. This is where, this research will help them to assist in formulate the policy and develop a framework for critical factors that affect the performance of micro enterprises. In addition, this study will give an idea for the government and other institutions in order to give an appropriate help and encourage the micro enterprise establishment.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Literature review is a description of the theories, findings, and other research materials derived from the reference material to be the basis of research activities to develop a clear frame of mind from the formulation of the problem to be studied. In other sources, the literature review is a critical analysis of the current research on a particular topic or question of a part of the knowledge. In addition, the literature review is a scientific story of a particular problem.

Apart from that, the literature review contains reviews, summaries, and the author's or the previous researcher's thoughts about some written sources such as articles, books, slides, information from the internet, etc. regarding the topics covered. Theoretical basis, theoretical review, and literature review are some ways to conduct a literature review.

2.2 Micro, Small and Medium Enterprise

According to Wiklund and Shepherd (2005) SMEs are very important in contributing to the world economic. The small firms are considered as the most important and dominating the world economies. This mater is also supported by Yew Wong and Aspinwall (2004) where they also agree that the SMEs play an important role in the country's economic.

MSEs are important for the development of a country and for its economic growth (Liedholm, 2002). This is because MSEs give a big contribution to improve the country's economic and the social development whereby they produce employment opportunity, they promote a good entrepreneurship, they are innovative, they develop home grown skills and build different scale of industrial base.

According to Kayanula and Quartey (2000) there are various definition of small enterprise which none of them are universally acceptable. Referring to Okoye (2009) the category of enterprises and its criteria of MSEs is different depending on the country and their development level. Plus the definition of MSEs may change eventually in accordance to the price level change, technological change and other factors.

The numbers of researcher researching the small business firm's activities increasing each day which it also include the government who is the policy maker whereby they are taking a profound interest on this subject

in order to assist the small firms in expanding their business (Hill & McGowan, 1999). By studying the subject matter the government and the policy maker can help the SMEs development while in the meantime, it can increase the employment rate of the country including innovating a healthy economic development (Dalrymple, 2004).

According to a newspaper article by The Star (2014) 'SMEs in Malaysia are on track to contribute 41% to the country's gross domestic product by 2020 compared to 32% in 2012, said Minister of International Trade and Industry (MITI) Datuk Seri Mustapa Mohamed. In addition, it has also been reported that, SMEs in Malaysia has been a supplier which they exported their product globally. It shows that SME in Malaysia plays a vital role for the economics of this country which also has been the pillar for the economic development.

2.2.1 Definition of Micro, Small and Medium Enterprise

Under the guideline for new SME definition issued by SME Corp Malaysia Secretariat to the National SME Development Council on October 2013 a new definition of SME has been introduced after a has been review undertook in considering the factor of developments in the economy since 2005 such as price inflation, structural changes and change in business trends. The new definition of SME can be classes into three sectors.

According to SME Corp Malaysia (2013) the first sector is manufacturing which refers to physical or chemical transformation of materials or components into new products. Second are services that are referring to all services. And third are other sectors, which refer to the remaining 3 key economic activities, namely primary agriculture, construction and mining & quarrying. The new definitions of SME in Malaysia are as follows:

Table 2.1: Definitions of micro, small and medium enterprise in Malaysia (SME Corp Malaysia, 2013).

Category	Micro	Small	Medium
Manufacturing	Sales turnover of less than RM300,000 or less than 5 full-time employees.	Sales turnover from RM300,000 to less than RM15 million or full-time employees from 5 to less than 75.	Sales turnover from RM15 million to not exceeding RM50 million or full-time employees from 75 to not exceeding 200.
Services and Other Sectors		Sales turnover from RM300,000 to less than RM3 million or full-time employees from 5 to less than 30.	Sales turnover from RM3 million to not exceeding RM20 million or full-time employees from 30 to not exceeding 75.

2.2.2 SMEs Establishment

In many countries, the SMEs have been the pillar of their economies growth. According to statistic, there are about 95% SMEs being established in many countries which has contributed to over 50% of Gross Domestic

Product (GDP) and created approximately 65% of employment prospect (Alasrag, 2006). According to the same statistic, looking at United Kingdom (UK), 85% of the GDP of its country is contributed by SMEs while for the United States of America (USA) SMEs contribution is about 51% of the country's GDP.

In some other countries such as Japan, Korea, Taiwan and Germany, the establishment of SMEs in these countries are above 98% (Amrina, 2009; Thaker, Asmy, & Mohamed, 2013). From this rate of establishment, it has created 65% of job opportunity and has contributed more than 50% of the country's GDP.

According to an article by Kelly (2016) on Telegraph, there are 5.5 million businesses in the United Kingdom (UK) and 99% from the figure are SMEs. From the article, Mark Hart who is the deputy director of the Enterprise Research Centre and also a professor of small business and entrepreneurship at Aston University said that "SMEs account for around half of national output and close to 60% of employment, thus it is critical for the UK's prospects to have a thriving SME sector".

Rendering to SME Corp Malaysia (2016a) 98.5% of business establishment in Malaysia are SME. In addition, the increment of the establishment of SMEs in Malaysia is more than 260,000, leads to an average growth rate of 7.3% of SMEs establishment per annum from the year of 2010 until 2015. The figures can be seen in the table 2 below:

Table 2.2: Number of establishments and percentage share to total establishment of SMEs and large firms (SME Corp Malaysia, 2016a).

	2011 - published (Reference Year 2010)			2011 – revised (Reference Year 2010)			2016 (Reference Year 2015)		
	SMEs	Large Firms	Total	SMEs	Large Firms	Total	SMEs	Large Firms	Total
No. of Establishment	645,136	17,803	662,939	638,790	9,470	648,260	907,065	13,559	920,624
% share to total establishment	97.3	2.7	100.0	98.5	1.5	100.0	98.5	1.5	100.0

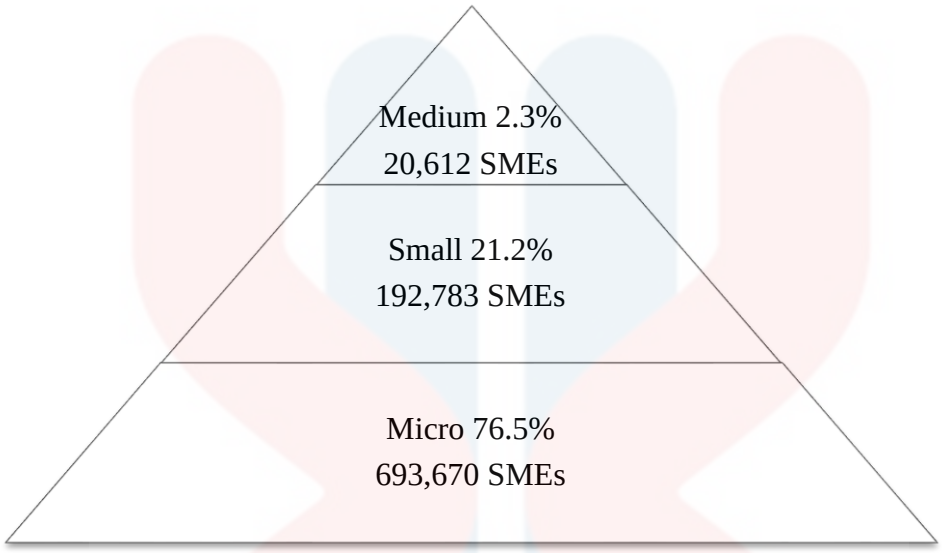


Figure 2.1: SMEs by size (SME Corp Malaysia, 2016a).

To add some more, through Economic Census 2016 the establishment of SMEs can be divided into geographical location (SME Corp Malaysia, 2016a). In general, it shows that there are more than 60% of SMEs focussed in the top five States which is Selangor (19.8%), Kuala Lumpur (14.7%), Johor (10.8%), Perak (8.3%) and Pulau Pinang (7.4%). The percentage of establishment of SMEs in a few states increases such as in Selangor, Wilayah Persekutuan Kuala Lumpur, Johor, Pulau Pinang and Melaka. While some other states are facing a downfall of percentage of SMEs establishment such as in Kelantan. Though, a few states are facing a static change. Table 3 shows the number of percentage of SMEs by state.

Table 2.3: Percentage share of SMEs by state in 2015 in comparison to 2010 (SME Corp Malaysia, 2016a).

	2011 (Reference Year 2010) (%)	2016 (Reference Year 2015) (%)	Percentage point (%) (increase / decrease)
Selangor	19.7	19.8	+ 0.1
WP Kuala Lumpur	13.1	14.7	+ 1.6
Johor	10.6	10.8	+ 0.2
Perak	9.1	8.3	- 0.8
Pulau Pinang	6.3	7.4	+ 1.1
Sarawak	6.8	6.7	- 0.1
Sabah	6.4	6.2	- 0.2
Kedah	5.6	5.4	- 0.2
Kelantan	5.9	5.1	- 0.8
Pahang	4.5	4.1	- 0.4
Negeri Sembilan	3.9	3.6	- 0.3
Melaka	3.4	3.5	+ 0.1
Terengganu	3.5	3.2	- 0.3
Perlis	0.8	0.8	0.0
WP Labuan	0.3	0.3	0.0
WP Putrajaya	0.1	0.1	0.0
Total SMEs	100.0	100.0	

2.3 Women owned SME

Women owned SME can be define as the firm have 51% or more equity owned by women or the Chief Executive Officer (CEO) of the firm is a woman that owned at least 10% of the equity (SME Corp Malaysia, 2016a). Based on the report, in 2015 it is reported that there are 186,930 of firms out of 907,065 SMEs in Malaysia which equal to 20.6% of the total SMEs in Malaysia are owned by women. In comparison, there are only

127,429 of SMEs owned by women in the year of 2010. Thus, it shows an increment of 46.7% compared to 2010.

According to Hoe et al. (2012) there are various explanations of women involvement in business activities. One of the reasons of the women involvement is because of factor that they need to support their family's income. In addition to that, women nowadays want to be independent which they are very discipline and they can set their working hours on their own. The study concludes that the women feel more comfortable in venturing in business as their working time is flexible.

In addition, there are some other influencing characteristic of a successful women. The examples of the characteristics are independent, confidence, creative and innovation (Forson & Özbilgin, 2003). These characteristic can be learnt and developed as time goes by. The study promote that the additional influencing factor that the women want is to be independent from the traditional dominant figure of opposite sex and to overcome the boundaries of the severe structure of hierarchy of corporate world.

According to the study done by Alam (2015) the main limitation of women owned SMEs are related to lack of knowledge in business, the hardness of getting loans, the male domination problems where the sceptical view of business activities are occupied by male and the anxiety of the

sexual harassment. In conclusion to the study, it showed that lack of knowledge and education are the women biggest obstacles in business.

The research that is related to firms owned by women for example in Malaysia as a developing country are still lacking in comparison to other countries such as USA and United Kingdom (UK) as they are the developed nation (Allen & Truman, 2016). Thus, it is hard to understand the requirements and the needs and what is the problems that these woman entrepreneurs is facing in developing countries rather than the developed countries which is due to the lack of research.

According to the previous researches done, it is clear that the women entrepreneur is contributing to the development of entrepreneurship. The increasing number of firms owned by women can be seen in the developing countries (Vujicic, Ivkovic, Nikolic, & Manojlović, 2013). Thus, it is crucial to offer and help the women SMEs to expand their business and provide them with a better environment.

Many women choose to venture in the field with low skills requirement, low labour requirement, low capital requirement, low complexity and low risk (Hoe et al., 2012). Thus, there are many women entrepreneur ventured into unpretentious business activities such as hawker, retails business and wholesale business where it only requires the entrepreneur to have a simple and basic information and technology. The

example of the main venture that the women into specified by the researcher are clothing, foods and drinks and retail business.

2.4 Factors Influencing the Performance of Micro Enterprise

Prior to previous studies, the definition of performance may be varies. Njanja and Ogutu (2010) defined performance in term of the output of the business for example in terms of number of objectives that the firm's achieves or the measurement of profit of the business. Hence, the performance of the business has been a prominent study that attracts a number of researchers to study the aspect in terms of the small business (John, 2009).

Another definition of performance is by Alasadi and Abdelrahim (2007) which stated that a successful performance of a business is where the business has adequate profit and the financial growth resulted from the increasing profit. According to him, other definitions of successful performance are still acceptable such as the satisfaction from achieving the business goals.

One more study of business performance which was conducted by Pagura (2003) found that a poor business performance will lead to partner drop out. When the business performance is not consistent, the business has

stop or the business has become a total failure it will become a reason for the business partner to leave.

The success level of a firm can be regards to the performance of a firm. A study by Jones (1999) on the internalization process of small enterprises showed that the firms that are small but well equip with high technology are considered to be the most successful firm in comparison to other firms who does not have the high technology equipment in doing their business.

The Malaysian SMEs is facing many challenges. Ting (2004) highlighted 'five key challenges: lack of access to finance, human resource constraints, limited or inability to adopt technology, lack of information on potential markets and customers and global competition'. According to him, the SMEs are facing high risks which require them to increase their competitiveness in order to stay in the rapidly changing market that strive for globalization.

2.4.1 Access to Finance

There are various factors that influence the performance of MSEs which has been proven by previous studies which resulted in the lack of fund or the financial resources (Dia, 1996; Godsell, 1991; Malcolm Harper & Soon, 1979). Conversely, limited financial resource affect the MSEs

performance are still arguable. These previous studies have found that trough creativity and innovation, the required additional capital is not necessary for MSEs.

Another study by Kallon (1990) shows that in order to start a business, the capital needed is considerably which it is related to the business growth rate. In addition, the study showed that, the loan from the commercial creditor does not give any contribution to the success of any business. This is where if the loan from commercial creditor does contribute something to the success of the business, it would still be a negative relationship.

Many SMEs indicate that one of the key problem for them is lack of finance or unable to get access to credit. According to Nabintu (2013) who did a research in Kenya found that the undeveloped capital market in that country had force the SMEs to develop a business in self-financing or they have to borrow from their friends and relatives where it has resulted the business activities cannot be pursue at its best.

To add some more, the problem face by MSEs in gaining access on long term credit had forces the MSEs to rely on the high interest of short term finance (Wanjohi & Mugure, 2008). The study added, among other challenges that the small firms have to face are the high interest rate of credit and high bank charges and other fees. Thus, financial constraint is still remains as one of the challenges that the SMEs have to face.

The previous study shows that there were a huge number of MSEs that reluctant to apply for bank loans because they think that they will not get the loan even if they apply which it is consist of more than 93% of the respondent (Ageba & Amha, 2006). This is due to the difficult process of borrowing, high mortgage requirement, high interest rate, eligibility concern, repayment ability concern and most of all lack of information on borrowing.

According to Gebreeyesus (2007) the study have found that, 85% of the respondent from his study did not acquire a credit loan from the formal institutions which is due to lack of support from banks towards MSEs. Thus, the study concluded that the MSEs tend to get a loan from the informal sources. For example, MSEs will tend to borrow money from their friends and relatives to fund the business. Consequently, the financial factor has been a measurement to measure the success of MSEs by many researchers in their previous research.

A study conducted in Zambia by Keyser, de Kruif, and Frese (2000) has found that there are only 24% have received credit loan for their business start-up which leads to the main problem for SMEs in that country is the lack of starting capital. In addition, this subject is supported by another study by Koop, De Reu, and Frese (2000) that shows a positive relationship between starting capital and business performance. Therefore, the role of financial problem in influential the performance of SMEs essential in which it is

important to conduct this study in order to have a clear perspective of the role of financial factor with the performance of MSEs.

Previous studies agreed that many SMEs face the financial problems (Daniels, 2003; Kinyanjui, 2006). This is where it is hard to have a sufficient finance in order to maintain the business. Another study by Nyambura (1992) has made the factor stronger whereby they agreed that the SMEs major problem is the finance factor. He has studied the SMEs under the manufacturing sector convinces that the main problem that the respondent faced is the financial factor.

In addition, finance has been cited as among the major restrain that the SMEs have to face (Eeden, 2004). He detailed that the problem related to finance includes lack of information on where to source for finance, restrictive lending offered by commercial banks, lack of access to finance, insufficient financing, lack of track record required by the banks, limited access to collateral, and the fact that financial institutions lack appropriate structure for dealing with SMEs.

2.4.2 Information Technology

Another important sector in defining the performance of MSEs is the technological choice and innovation capacity. According to Albu and Scott (2001) ‘technological choice can be divided in a few section such as

production, investment and innovative or the adaptive capability' which is also supported by Moyi and Njiraini (2005). Production capability can be describe as the skills and knowledge that are required in order to develop the existing technology.

There are varieties of opportunity for MSEs through their investment in Information System (IS) which will add to the business that drives the strategic changes which leads to the performance of the MSEs. This theory is supported by Hagmann and McCahon (1993) whereby their study illustrate that, in order to achieve the strategic competitive advantage SMEs had adopt the IS in their business. Then, a later study by Levy, Powell, and Yetton (2001) concluded that in IS are parallel to the strategic advantage that include the cost advantage and it will add other valuable benefits for the business to increase its performance.

Based on a study by Subrahmanya, Mathirajan, and Krishnaswamy (2010), they have come into a conclusion that a higher performance can be seen in the SMEs who are prepared with the innovation of technology in comparison to the SMEs that does not have the technology innovation. More recently, Apulu and Latham (2011), have come out with a result that by the adoption of information and communication technology in business, it will increase the competitiveness of the SMEs.

According to the previous researcher, the lack of technological capabilities is the primary reason to the slow growth of the small businesses

in the developing countries (Arinaitwe, 2006). Therefore, despite the great technology advancement throughout the world, the small businesses are still caught up with the problem of lack of implementation of technology in their business operation. Another study by Singh, Garg, and Deshmukh (2009) found that many SMEs in India are low scale production, thus it decrease the capability of the SMEs to have a technology improvement which it has been one of the major obstacle for the SMEs growth.

Internet is a part of the technology, the internet connect the business with another business which it is a network that connect other potential of the business (Hamill, 1997). In Malaysia, the adoption of technology is important to the SMEs whereby it is substantial to the economics development of Malaysia (Abdullah, 2002). Another study by Nasip et al. (2015) shows that technology is important towards the sustainability of the SMEs which it has a direct effect on the performance of the SMEs.

The small firm face a lot of barriers in the adoption of technology thus, the adoption of the Information Technology (IT) are low (Ein-Dor & Segev, 1978). According to some previous studies, the low adoption of IT is may be due to a few factors such as lack of finance, lack of expertise in the company and short term management visualization (Blackburn & Athayde, 2000; Oly Ndubisi & Jantan, 2003; Welsh, White, & Dowell, 1982). Another study by Ssewanyana and Busler (2007) states the example of the barriers

which is ‘high costs of hardware, software, Internet and ICT professionals among others are a hindrance to their progresses’.

A study by Lo, Mohamad, and La (2009) which had studied 85 manufacturing located in Sarawak concluded that there are a positive relationship between firm’s performance and the information technology. Another study conducted in Malaysia which had survey 383 of SMEs supposed that the owners SMEs IT skills level are low and the usage of internet on their workplace are rare (Hashim, 2015).

2.4.3 Products and Services Marketing

There are various definitions for marketing strategy that can be found which every definition convey different opinions from different viewpoint (Li & Calantone, 1998). Nevertheless, all the definition leads to the consent that the marketing strategy is important in order for a business to attain its objectives and goals. (Goi, 2009; Grönroos, 1999; Osuagwu, 2006) define marketing strategy as “the set of the marketing tools that firms use to pursue their marketing objectives in the target market”.

Previous study by Keetch (2009) shows that a focus on the firm’s synergies and resources are a part of marketing strategy. By doing so, the SMEs can increase its sales gain the power to control its target market. According to him, in order to make it effective, the marketing strategy

should be use along with the other essential overall firm strategy. Thus, it is outlining the steps that the organization do in order to performs well and compete with the competitors.

Rendering to prior studies there are a relationship between business performance and marketing strategy (Owomoyela, Oyeniyi, & Ola, 2013; Shoham, 2003; Theodosiou & Leonidou, 2003). A meta-analysis was used in a study by (Leonidou, Katsikeas, & Samiee, 2002) in order to evaluate the relationship of business performance and marketing strategy. There were 29 question and seven points Likert scale used by Lin (1993) in his study to assess the result of new product marketing strategy.

The marketing skills are important to the SMEs owners as it is one of the factors of a good business performance in order for the SMEs to be successful (Lussier, 1995; Lussier & Pfeifer, 2001). According to Mulugeta (2014) marketing skills, such as identifying new prospects, showing effective corporate positioning, customer handling, finding ways to efficiently advertise, and the ability to come up with new ideas considered to be the most important factors for the MSEs in order to be successful for a long period upcoming.

The higher level of market orientation is related to the marketing planning quality whereby in order to have a good market orientation, a better marketing planning are desired to help the managers to achieve the organizational goals (Pulendran, Speed, & Widing, 2003). The conclusion

that can be made is where the market orientation will give a clear-cut goal which will help the business focus on its planning.

Some of the business that adopts the market growth strategy is because the firms are trying to achieve more sales from the existing market rather than searching for a new market opportunity (Lema, 2013). According to the research, the firm will have to develop a new product or improve the product feature in order to increase sales in the existing market and serve the company's current customer without losing them.

A study conducted in Botswana by Temtime and Pansiri (2004) under the title of Small business Critical Success/Failure Factors in Developing Economies, in Botswana mentioned that "marketing activities such as product marketing, market research, and demand forecast and so forth have a greater impact on the success of small businesses performance". Thus, this study shows the importance of the marketing factor in order for the business to be successful and to be competitive in the market.

Another study by GbolagadeAdewale and Oyewale (2013) that examine the influence of marketing towards SMEs performance in Oluyole, Ibadan Nigeria found that the marketing strategy is independent but a related analyst towards the performance of SMEs. According to his study, he suggest that the SMEs should use a good marketing strategy in the business such as produce a high quality product with a competitive price to attract consumer and to provide them with a unique and practical product.

According to Pollard and Jemicz (2006) SMEs does not adopt the marketing concept as good as the large firms thus it has leads to the failure of the SMEs to meet their organizational goals. This is because the SMEs are not familiar with the marketing concept as they practice a distinctive concept of marketing. (Gilmore, Carson, & O'Donnell, 2004) added that "an entrepreneur participates in marketing network where he or she interacts with network players: customers, suppliers, competitors, business partners and employees so that to meet company requirements".

The context of SMEs are wide as it mix with other business activities thus understanding its context such as the involvement of customer, the marketing innovation and the marketing approach may help the SMEs to increase its performance (Iuliana & Iuliana, 2013). Hence, in order for the SMEs to perform well, it is crucial for them to develop a good marketing plan which includes creativity and innovation where the elements are essential for the SMEs as it will create the market competitive advantage.

In addition, Dzisi and Ofosu (2014) found that marketing is one of the main practical strategy for the SMEs to adopt in order for them to improve their business performance. This is where the SMEs nowadays had realized the importance of establishment of different strategies in order for them to understand the market to serve their customers and to compete with their competitors.

2.4.4 Availability of Infrastructure

Some of the previous researcher agreed that one of the most critical factors in the economic development is the infrastructure as it is directly related to the economy of a country (Adenikinju, 2005; Kessides, 1993). Thus the performance and the production of a business such as the company's profit and output level of a country will directly affected by the changes of the infrastructure quality. This is because the infrastructure has a direct effect with the productivity.

A good infrastructure will lead to a greater business performance. According to a study conducted by Bekele and Muchie (2009) found that the infrastructure for MSEs in Ethiopia are not reliable and inefficient. The infrastructure problems that the MSEs in Ethiopia are facing is the increment of premises rent, the limitation of basic utilities supply such as water, electricity, telephone facilities and a proper drainage system. As a result, it is affecting the MSEs performance.

The infrastructure factors such as electricity interruption, low service of transportation are hindering the MSEs performance (Abera, 2012). Even though the infrastructure factor are not the main factor that affect the growth of enterprises but the problem such as lack of water supply and the awareness of the importance of telephone and internet will lead to a negative effect on the business performance (Wasihun & Paul, 2010).

The latest study by Obokoh and Goldman (2016) findings shows that the lack of infrastructure factor give a negative effect towards the profitability and performance of SMEs. This is because of the high cost that the SMEs have to bear which they have to provide the infrastructure on their own. According to the study, there is also no substantial improvement of electricity supply in Nigeria although it was successfully privatised.

Some of the MSE owners choose a place to start a business without study the location infrastructure comprehensively (Mbonyane & Ladzani, 2011). Thus, most of the MSEs face the problems of the drawbacks of space provided by the government and other several limitations that they have to face. Another study had found that poor location facility will give a negative effect to the MSEs business performance (Olawale & Garwe, 2010).

Based on an article by Kelly (2016) posted on The Telegraph, the national chairman of the Federation of Small Business Meke Cherry said that "whether it's poor quality broadband stopping a small business doing more online, or rural businesses finding it harder to get around because of poor local roads and public transport, deteriorating infrastructure can have a serious effect on business growth and viability". This is where the major frustration of the SMEs owners is the poor infrastructure whereby the SMEs confidence of the improvement of overall infrastructure has dramatically tumbled. Thus it is crucial to increase the local and regional infrastructure for the SMEs to grow.

According to a survey conducted by Confederation of British Industry's (2016) who had surveyed 728 businesses in UK found that 46% of the businesses are unsatisfied with the local infrastructure. From the survey, there are 44% think that the infrastructure in UK has improved which they have a confidence that they will see an improvement on the infrastructure. Thus it is important for UK to put a hard work in order to achieve the current infrastructure plan in order for the SMEs to grow competitively.

Another study conducted by Waktola and Hirpha (2016) found a few major difficulties that MSEs are facing such as 'working capital, inadequate infrastructure, high transactional cost, limited managerial and technical experts and market related issues'. This is because the MSEs are gets fewer support to expand their business rather than the big organization that already established and stable.

2.4.5 Entrepreneurial Traits

The definition of entrepreneurship has a few different perceptions (Hébert & Link, 1988). According to Collins and Moore (1964) the word entrepreneurship highlight the meaning of the innovative behaviour of a person which transform a dream into a reality in a business enterprise. A newer definition of entrepreneurship emphasized on the process that exists in in different methods and different sized of the businesses which are

depending on the individuals himself (Burgelman, 1983; Gartner, 1985; Kao, 1989; Miller, 1983; Wortman Jr, 1987). Whereas Stevenson, Roberts, and Grousbeck (1994) defined entrepreneurship as "the process of creating value by bringing together a unique package of resources to exploit an opportunity".

There success of a business may be due several factors but the utmost contributing factor towards the successful business is because of the entrepreneur behind the business itself (Olakitan & Ayobami, 2011). This is where the entrepreneur uses his own ability and strengths to build a successful business which he has worthy skills to overcome the weaknesses. Accordingly, the individuals or the situational variables play a vital role in determining the success of entrepreneurship.

The studies of the entrepreneurial traits in relation to business success are very limited (Baum, Locke, & Smith, 2001). According to the researcher, most of the studies that were conducted lean towards the conclusion that the entrepreneurial traits that an entrepreneur have derives from their experience and demographic characteristic. Yet, these factors on their own cannot leads to success or new venture.

More studies found that entrepreneurial traits plays a significant role for the growth of economics of a country and its competitiveness which it also leads to the contribution of employment opportunity (Birch, 1979). Despite the employment opportunity, there are a debate between a few

researchers regarding the actual impact of the entrepreneurial traits towards the country's economy and the development of competitiveness (Acs & Amorós, 2008; Acs & Storey, 2004; Van Stel, Carree, & Thurik, 2005).

A researcher Johnson (1990) have created the big five theory regarding the personality traits that are commonly used as a robust indicator to evaluate the personality traits. The personality traits that were found are "extraversion, emotional stability, agreeableness, conscientiousness and openness to experience", which leads to the big five model. Based on the model, he then categorized the entrepreneurial personality which will impact the success of micro enterprise which is "need for achievement, locus of control, motivation, risk-taking propensity, and self-efficacy".

According to Hampel-Milagrosa, Loewe, and Reeg (2015) the MSEs located in the low and middle income countries are working hard to increase their performance and to establish themselves in order to become a medium or large size company. They established that other studies are lacking of specific clarification on which factor that contribute to the performance of the MSEs either entrepreneurial factor or the characteristics of the firm, personal or business networks factor or the business environment factor.

Entrepreneurial traits is the main factor for women entrepreneurship where they are now have been acknowledge as a successful entrepreneur (Satyajit et al., 2017). According to him, the entrepreneurial traits are now have been recognized as one of the most essential motivator for the growth

of a country's economic which will lead to higher productivity, new innovation and higher employment opportunity. It is also a part of the factor for the economic dynamism.

There are four important reasons to study the entrepreneurial factor (Shane, Locke, & Collins, 2003). According to Schumpeter (1934) entrepreneurship is important for the economic growth whereby it covers the required factor for the economic growth such as innovation and technical change. In addition the entrepreneurial action is one of the factors that act as a balancing for the supply and demand in the economics (Kirzner, 1997). To add some more, entrepreneurial factor assists the conversion process of new ideas and concepts into a novel products and services (Shane & Venkataraman, 2000). Last but not least, entrepreneurial is viewed as an individual talent whereby it plays vital part in the growth of human and intellectual capital (Zahra & Dess, 2001).

There are a few fundamentals that are related to the entrepreneur culture and mind set such as "entrepreneurial role models, presence of experienced entrepreneurs, skills and knowledge of the entrepreneurs, cultural attitudes towards entrepreneurship and proximity of entrepreneurial universities" (Yusof, 2011).

2.4.6 Managerial Skills

The definition of management may vary. According to Bennett (1997), he defines management as "concerned with the deployment of material, human and finance resources with the design of organization structure". Meanwhile, Leonard and Hilgert (2007) express management as "a process of getting tasks accomplished with and through people by guiding and motivating their efforts".

Another study found that the business failure can be relate to the two major causes which is first, the manager of the business are low with management skills that are required to run the business properly and second is the business are facing inadequate start-up capital and rolling capital (Hall, 1992).

The low management skills of the manager may due to the lack of training and experience. According to Rubin (2000) "the typical owner or managers of small businesses develop their own approach to management, through a process of trial and error". In consequence, the managerial style will be more spontaneous than systematic which it will not involve with the long term planning. Hence, the manager cannot cope and solve complex problems that arise.

There are several level of training that Roy and Wheeler (2006) had identified for the MSEs entrepreneur which is the experience and the

duration of the operation, the understanding and familiarity with the market, access to technology and resources needed for the business, types of planning such as vision, and goals for the future plan and the level of poverty of the entrepreneur.

A study regarding long term survival of MSEs was conducted by Worku (2009) which one of the contributing factor is the efficiency of management. The result of the research shows that a great manager with high level of managerial skills stimulates profitability and continuity of the MSEs. For that reason, managerial skills that managers have will determine the condition and the endurance of the business.

A study by King and McGrath (2002) had found that majority of SMEs owners are comes from low educational background which makes them less fitted to conduct the managerial activities. Tim and Brinkerhoff (2008) found that human capital is the most important instrument in determining the SMEs performance. Accordingly, it necessary for the business to recruit academically qualified employees to maintain the human capital development of the business.

Professional experience is the most important determinants that give a big impact towards many aspects of the SMEs (Brink, Cant, & Ligthelm, 2003). In addition, Marvel and Lumpkin (2007) agree that managerial experience is important factor in motivating the firm performance. Last but not least, the managerial experience is in relation towards the successful or

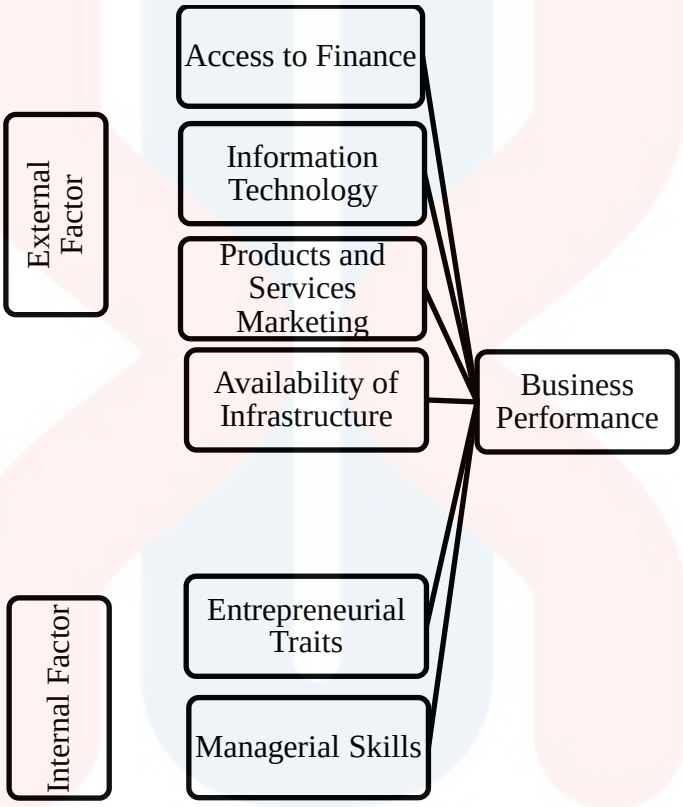
the failure of the SMEs before the education and business presentation (Thapa, 2008).

Lack of managerial experience is a part of the interpersonal characteristic that the manager has which leads to business failure as a result to the low business performance (Larson & Clute, 1979). Another study by Kelley, Lawyer, and Baumback (1968) also suggests that the low business performance and the failure of the business are come from poor management. A need for better management in terms of a proper planning, good organizational skills and the appropriate staffing with the skills and qualified employees are stressed by (Kiiru, Pederson, & Nzioka, 1995).

Managers with lack of experience are the main reason for a business failure. Worku (2009) found in his study that a failed firm are caused by the manager who is deficient in experience and knowledge to run a business. While according to Lin. (1998) the technical skills and production apprehension are considered to be less significant than the management skills and concept whereby it will display a healthy firm performance.

Previous researcher found that the economic development is restricted by the scarcity of competent managers. The need a proper planning and a good coordination and control of activities by the manager are bigger as the firm size become bigger (Harper, 1984). An SME manager may not be qualified to manage a bigger firm as the SME is getting bigger due to lack of managerial training, skills and experience.

2.5 Theoretical Framework



CHAPTER 3

METHODOLOGY

3.1 Introduction

Methodology is the main instrument in conducting a research. Without the existence of methodology, a research will not run optimally. Methodology includes the basic assumptions, models and concepts of the research. Methodology also means a process and procedure in doing a research, can also means the theory to the results of analysis of doing a research. The method is not the same as the methodology.

There are two kinds of scientific research methodology which is the quantitative research methodology and qualitative research methodologies. Quantitative research methodology is a methodology that is more concerned with the amount or quantity of studies, while qualitative research methodologies are more concerned with the quality of the research. This chapter will discuss about the research paradigm, data, population and sample, instrument and validity as well as its reliability and so on.

3.2 Research Paradigm

In order to achieve the research objectives and to answer the research question, a research design are constructed which it acts as an outline in answering the research question. Through research design the method and process for gathering and evaluating the data will be specified. Research design makes sure that the problem would be relevant and it uses effective procedures. The research that is conducted by the researcher is the quantitative research. Quantitative research is a research that emphasizes objective phenomenon and it is controlled through data collection and data analysis (Fraenkel, Wallen, & Hyun, 1993). Quantitative research involves with the measurement of the study variables by using scientific tools and experiments. The use of statistical tests on a study is an attempt to explain, clarify or find the relationship between the variables in a research.

3.3 Data

The research uses primary data. The primary data are gathered for the research from the respondents. The data collection method of the quantitative research in nature. It relies on the numerical responses to provide insights into describing and explaining the factors that influencing the performance of

women micro enterprise in Kelantan. The qualitative research is used to define the cause and the correlative connection between the variables.

3.3.1 Primary Data

Primary data is the data gathered for the research from the actual site of occurrence of events. This is where the data are obtained directly from the original source, not through intermediate media. Primary data can be subject opinion of a person which is individually or in groups, observation of an object which is physical or event or activity.

3.3.2 Sources of Data

The primary data of the research are the respondent of the research. The respondent of the research is women who are the business owner of the micro enterprises in Kelantan. The micro enterprise consist of women who is the owner of the business that is "sales turnover of less than RM300,000 or less than 5 full-time employees in all sector" (SME Corp Malaysia, 2013).

3.3.3 Instrument of the Data

This study use questionnaire as the instrument in collecting the primary data. According to Gall, Borg, and Gall (1996) "questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals". In addition, another advantage of using the questionnaire is that they are cost effective and time effective.

The questionnaire is structured where the respondents are rigid to answer only questions from the list option. Thus responses from the respondents are limited only to what is on the questionnaire. The study collects the primary data from the actual site of occurrence and compares it with the gathered secondary data that comes from the literature review.

The questionnaire is a self-administered questionnaire which is in English and has been translated into the Malay language. It is divided into two sections which is section A: demographic characteristics of respondents and Section B: factors affecting the performance of micro and small enterprises which has been divided into a six sub section.

This study used a LIKERT scale. Likert scale anchored from "strongly disagree" (1) to "strongly agree" (5). It is used in order for the study to measure the relationship of each objective and to measure the

responses from the respondent. According to Burns and Bush (2003) the likert scale is commonly utilized in the marketing and social science research. Table 3.1 below shows an example of likert scale.

Table 3.1: Example of Likert scale.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	1	2	3	4	5
Satisfied with the time provided.					
Satisfied with the service					

3.4 Sampling

Sampling means the selection of a group of a person, institution, place, or phenomenon that the researcher intends to investigate. Hence the sampling process is the process of selecting a group of person, institution, place, or phenomenon by a researcher for an investigation that represents a large group of person, institution, place, or phenomenon selected. The purpose of sampling is to obtain information about a population of person, institution, place, or phenomenon.

The sampling goal is to obtain a sample that reflects the population in terms of the variables that the researcher is focusing on. This means that researchers take a small portion of the population for observation purposes, and make generalizations about the population represented by the sample. Therefore, a good sample selection is a sample that can represent the variable from the target population.

There are two types of sampling which is the probability sampling and the non-probability sampling. For this research, the researcher uses the probability sampling. Under the probability sampling the researcher use the purposive sampling. The purposive sampling or the judgment sampling refers to a sampling procedure that is where the selection of sampling unit which is location is based on knowledge of the feature and condition under investigation. This is where the study will collect the data from the entire eleven districts in Kelantan but only chosen district will be covered. Consequently, this study choose Kota Bharu and Rantau Panjang district with the judgment that the two representative districts are truly representative of the entire population in Kelantan.

In addition, the purposive sampling also promotes that the group of subjects with only certain characteristics selected as respondents based on the knowledge and specific purpose of the researcher which is the respondent will be women who are the business owner of MSEs in Kelantan. This means

that not all people in the population were chosen by the researcher as respondents.

3.5 Data Analysis

The data analyses have a few steps which started with editing, encoding, classification and tabulation of the collected data which all of this was made manually. Then, the data clean-up were done in order to detect anomalies, errors and omissions in the questionnaire gathered and check whether the questions were answered accurately and consistently. Finally, the data is processed and transform to look for patterns and identify the relationship between among the data groups by using descriptive and inferential statistical analysis.

This research used the Statistical Package for Social Science (SPSS) software version 24.0 to analysis the collected data. The variables were measured with scales. Mean are used to measure the central tendency. While to describe the relation between the variables, correlation analysis was used and to test factors with the micro enterprises performance. Hence, if the result found to be positive thus it shows that there are a correlation between the factors and the micro enterprise performance.

A two part questionnaire was given to each participant. The first part of the questionnaire is section A: demographic characteristics of respondents

included question number one through question number three. Section B: factors affecting the performance of micro and small enterprises which has been divided into a six sub section. Each of the subsection from section B contains 5 questions. The first subsection from section B contains questions regarding access to finance. The second subsection from section B contains questions regarding the information technology. The third subsection from section B contains questions regarding the products and services marketing. The fourth subsection from section B contains questions regarding the availability of infrastructure. The fifth subsection from section B contains questions regarding the entrepreneurial traits. The sixth subsection from section B contains questions regarding the managerial skills. The last subsection from section B contains questions regarding the performance.

Table 3.2: Methods of analysis.

No.	Objectives	Independent Variables	Method of Analysis
1	To examine the impact of access to finance and micro business performance.	Access to Finance	Descriptive, Pearson Product Moment Correlation Coefficient, Cronbach Alpha coefficient, Linear Regression Analysis, Regression Functions
2	To examine the impact of information technology and micro business performance.	Information Technology	Descriptive, Pearson Product Moment Correlation Coefficient, Cronbach Alpha coefficient, Linear Regression Analysis, Regression Functions

No.	Objectives	Independent Variables	Method of Analysis
3	To examine the impact of products and services marketing and micro business performance.	Products and Services Marketing	Descriptive, Pearson Product Moment Correlation Coefficient, Cronbach Alpha coefficient, Linear Regression Analysis, Regression Functions
4	To examine the impact of availability of infrastructure and micro business performance.	Availability of Infrastructure	Descriptive, Pearson Product Moment Correlation Coefficient, Cronbach Alpha coefficient, Linear Regression Analysis, Regression Functions
5	To examine the impact of entrepreneurial traits and micro business performance.	Entrepreneurial Traits	Descriptive, Pearson Product Moment Correlation Coefficient, Cronbach Alpha coefficient, Linear Regression Analysis, Regression Functions
6	To examine the impact of managerial skills factor and micro business performance.	Managerial Skills	Descriptive, Pearson Product Moment Correlation Coefficient, Cronbach Alpha coefficient, Linear Regression Analysis, Regression Functions

CHAPTER 4

DATA ANALYSIS

4. 1 Introduction

The purpose of this study is to understand the relationship between the factors that influencing the performance of women owned micro enterprises. Belief about finance, technology, marketing, infrastructure, entrepreneurial traits and management were integrated in order to explain key factor determinants of the micro enterprises performance in regards to the micro enterprises owned by women.

A total number of 120 questionnaires were distributed, among them 113 questionnaires were completed by the respondents and retrieve back successfully. It shows that the response rate is about 83.33%. Based on the questionnaires distributed, SPSS version 24.0 was used to perform some of the preliminary analysis, data screening and analysis. A positive value represent a positive relationship with a weak relationship shows a value of $\leq$ 0.5 and a strong relationship shows a value of $\geq$ 0.5. Whereas a negative value represent a negative relationship whereby $\leq$ 0.1 indicates that there are no relationship between the factors and the performance of the enterprises (Pallant, 2007).

4.2 Data Preparation

Before the researcher performs any analysis for the research, it is important to have a data inspection. According to Tabachnick and Fidell (2007) the data inspection is important whereby the main data analysis will be more accurate. This is because, it includes several processes such as consideration of missing data, outliers test and assumptions testing.

4.2.1 Missing Data

Missing data exist when the respondent does not answer one or more questions in the questionnaire. This is where, according to Hair, Black, Babin, Anderson, and Tatham (2006) missing data is where the data for a subject is not available meanwhile the other information of the data is obtainable. Thus, it is one of the biggest problems that researchers have to face in conducting a survey research (Cordeiro, Ortega, & Nadarajah, 2010). The unanswered questions from the questionnaire will leads to some issues when it comes to data analysis whereby it may produce invalid result. For this research, after the researcher collect all the questionnaire from the respondents, the researcher will looks for any mistakes or errors of data if any. The questionnaires that have some errors or mistakes will be eliminated.

From total 113 questionnaires collected, 13 were eliminated due to some mistakes and errors made by the respondents.

4.2.2 Outliers

Outliers may affect the data analysis result which it represents a great scores or values of the data sets. According to Hair (2010) is where the observation of scores is made to look for considerably different scores from the rest. The outliers may indicate that there are experimental errors due to the variables of measurement. Outliers are often omitted from the sets of data due to the reasons that it could cause the non-normality data which consequences in a weak outcomes value. To add some more Hair (2010) also underlined the two types of outliers which is beneficial or problematic outliers. The samples majority is different for beneficial outliers whereby it may point out the undiscovered characteristics of the population in normal cause. The problematic outliers can cause a distortion in the statistical analysis whereby it is against the objectives of the analysis.

There are many steps to find the outliers of the study such as using the histogram, boxplot, standard deviation, z-score, Median Absolute Deviation (MAD), Inter Quartile Range (IQR) and some other methods. This research uses the IQR method whereby it measures the spread of the inter

quartile. The spread measures the distance of a typical value can go from the average. Thus, any unusual distance can be recognized.

Based on the IQR method, there are a few cases of outliers that were detected in the study. Nevertheless, outliers can still be taken except there is evidence that they are differed and does not represent any observation in any data of the study Hair et al. (2006). In addition, Tabachnick and Fidell (2007) added that the outliers do not have to be eliminated as long as it does not seriously change the outcome.

4.3 Testing of Assumptions

The last step in inspecting the data is the assumption testing which is important for the multivariate analysis. The assumption testing is important in order to create the statistical interpretations and to come out with the result. Hair et al. (2006) specified that the assumption testing is important due to two factors which is when there is a multivariable, a complex relationship will arise whereby if the assumptions are violated there will be more potential distortion. Another factor is that it will be difficult to do the analysis and to gain the result whereby the assumptions violation may take place. There are several assumptions testing that can be done such as level of measurement, independence of observations, normality homoscedasticity and linearity.

4.3.1 Level of Measurement

The interval or continuous scale can be used to measure the dependent variables. By using both scales in analysing the data, the researcher may have a variety of techniques in analysing the data. A continuous scale is used for all the independent variables in this study in order to analyse the data.

4.3.2 Normality Test

Normality test is a part of the multivariate analysis whereby it is considered to be one of the important assumptions. According to Hair et al. (2006) normality refers to "the shape of the data distribution for an individual metric variable and it is correspondence to the normal distribution". If the data is not handle correctly when the data shape move off from normality the statistical result may be invalid, as a consequence the normality test is crucial.

4.3.3 Linearity

There are requirement that a relationship between two variables must be linear whereby it is called linearity. By using a scatter plot, a linearity test

is done. The score of the scatter plot should be straight line in order to have linearity.

4.4 Preliminary Analysis of Correction

The strength and direction of the linear relationship between variables can be described using the Pearson product-moment correlation coefficient analysis. The strength and the significance of the relationship between the variables will be indicated by the degree of the correlation (Pallant, 2007). Thus the correlation value will point out whether the independent variables have a significance relationship with the dependent variables or not. In addition, it will also specify the strengths of the relationship.

In addition, he also specifies what small, medium and large correlation values are. The small correlation values that are specified by him is between 0.10 and 0.29 value of correlation. While for the medium correlation, the value would be around 0.30 to 0.49. Last but not least, the large correlation value range will be in between 0.50 and 1.0. In conclusion, the Pearson product-moment correlation coefficient will be considered as high if it is the value falls more than 0.50.

4.5 Demographic Characteristics

4.5.1 Age

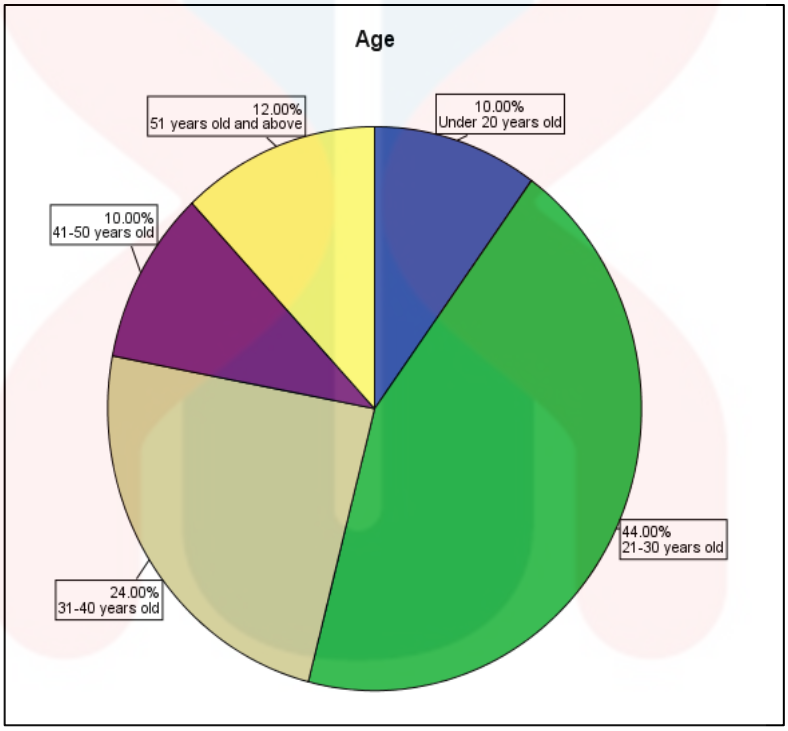


Figure 4.1: The pie chart of the respondents by age.

Figure 4.1 shows the division of the age of the respondents by 5 categories. 10% of the respondents are 20 years and above. For the age of 21 to 30 years old, they are 44% of the total 100 respondents. While for the of 31 to 40 age of 31 to 40 years old consist of 24% and 10% for 41 to 50 years old. Lastly, there are 12% of the respondent age 51 years old and above. In conclusion, the highest percentage of the respondents is age between 21 to

30 years old with 44% and the lowest percentage is 10% which is the respondents age is below 21 and 41 to 50 years old respectively.

4.5.2 Race

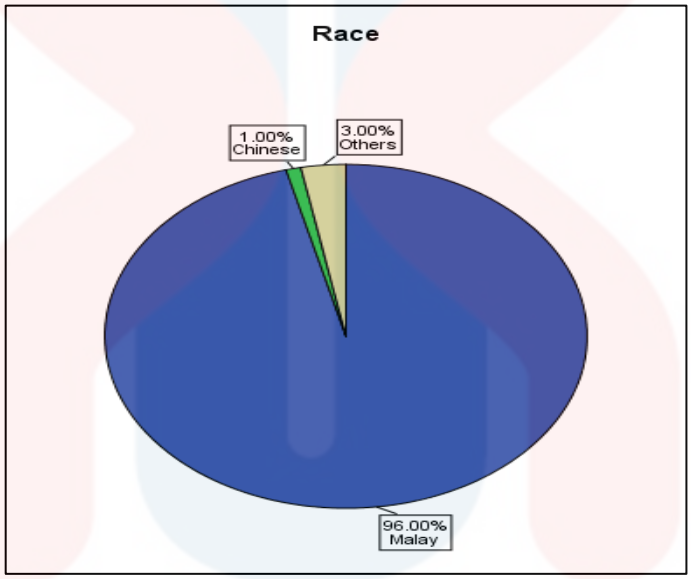


Figure 4.2: The pie chart of the respondents by race.

According to Figure 4.2, it shows the percentage of the respondents by races. From the total of 100 respondents there are 96% of the respondents who are Malay. In addition, the Chinese respondents represent 1% and 3% represent other races.

Table 4.1: The percentage of other races.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	97	97.0	97.0	97.0
Indonesia	1	1.0	1.0	98.0
Cambodia	1	1.0	1.0	99.0
Siamese	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Table 4.2 shows the composition of other races percentage in continuity to the Figure 4.2. Out of the 3% of other races, 1% of it is Indonesia, 1% is Cambodia and another 1% is Siamese.

4.5.3 Marital Status

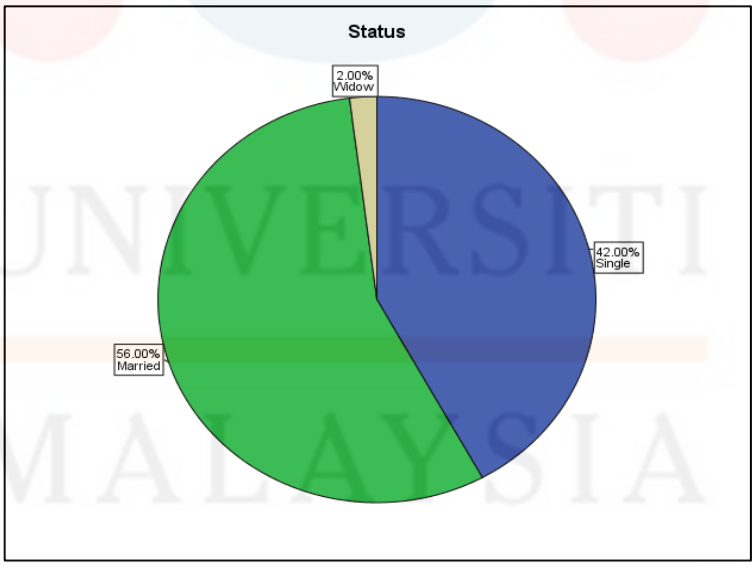


Figure 4.3: The pie chart of the respondents by marital status.

Figure 4.3 shows the marital status of the respondent. There are 42% of the respondents are single. The highest percentage of the marital status of the respondents is married with 56%. While there are only 2% on the respondents are widow.

4.5.4 Education Level

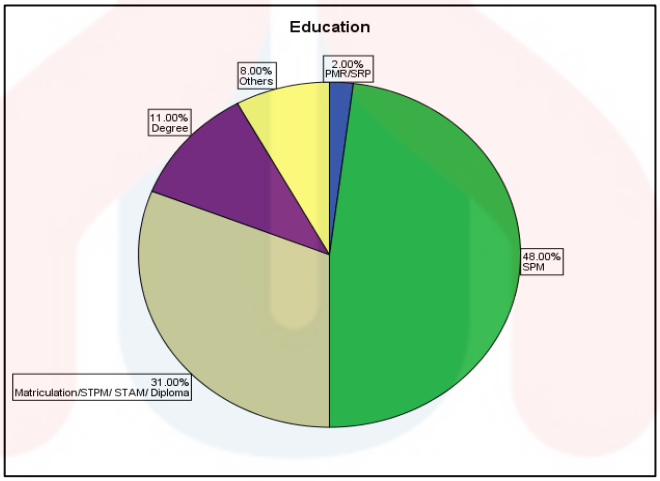


Figure 4.4: The pie chart of the respondents by educational level.

Figure 4.4 shows the percentage of the educational level of the respondents. The 2% of the respondents represent the PMR/SRP education level. There are 48% of the respondents have SPM which makes it the highest percentage level among all. 31% of the respondents have Matriculation/ STPM/ STAM/ Diploma. While there are 11% of the respondents have a degree. Another 8% of the respondents have other education level which is listed in the Table 4.2 below.

Table 4.2: Other education level.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	92	92.0	92.0	92.0
Certificate	2	2.0	2.0	94.0
Medical	1	1.0	1.0	95.0
UPSR	5	5.0	5.0	100.0
Total	100	100.0	100.0	

According to Table 4.2 which indicates section of the other education level in Figure 4.4, there is 1% of the respondents have a medical education, 2% have certificates and other 5% have UPSR for the education.

4.5.5 Duration of Business Operation

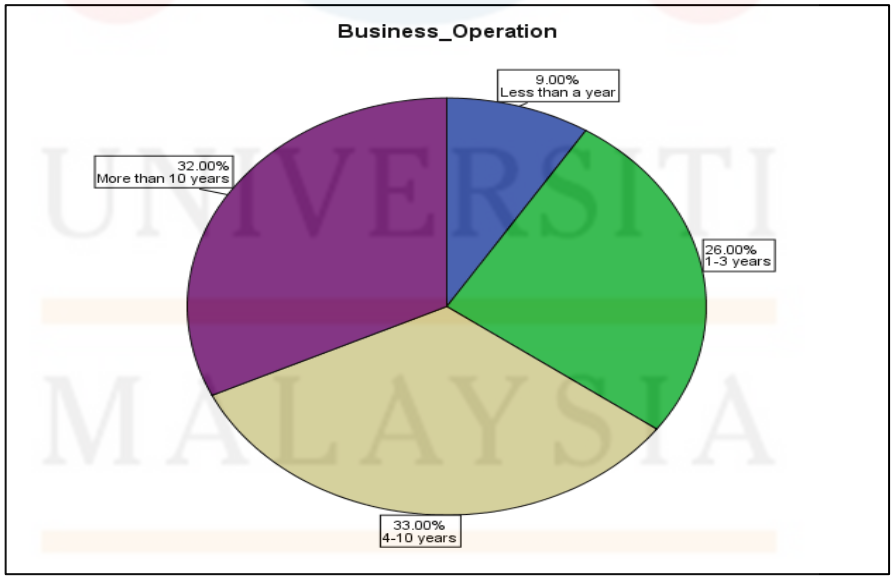


Figure 4.5: The pie chart of the respondents by the duration of business operation.

Figure 4.5 shows the duration of the business operation that the respondent have been involve in. 9% of the respondents starts the operation of the business in just less than a year. 26% of the respondents have owned the business for 1 to 3 years. The highest percentage is that the business had operated for 4 to 10 years with 33%. Lastly, slightly below the highest percentage there 32% of the respondents had operated their business for more than 10 years.

4.5.6 The Number of Fulltime Employees

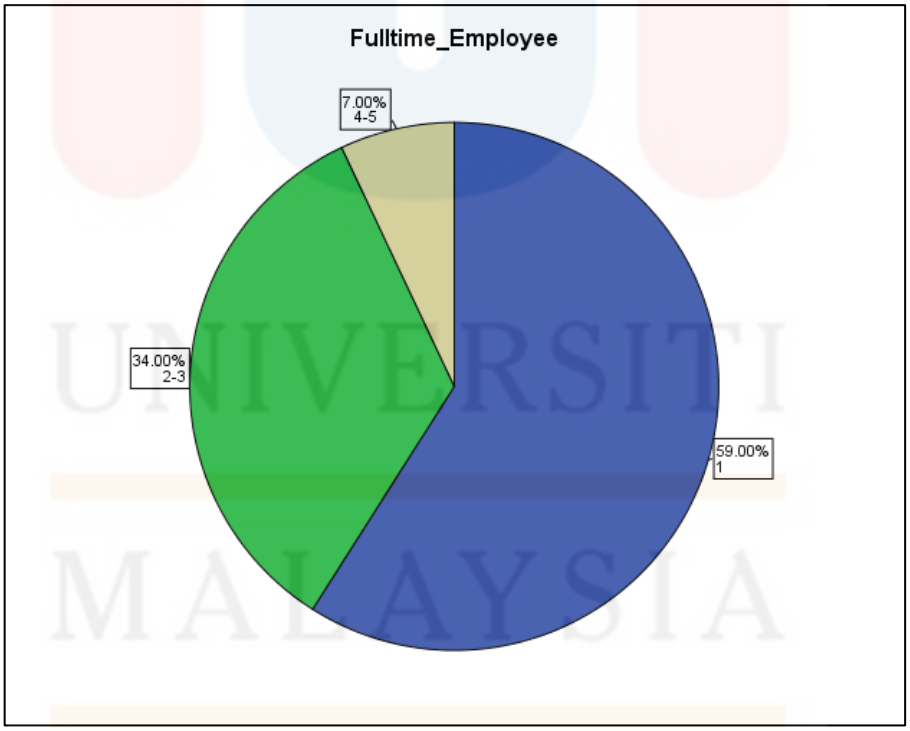


Figure 4.6: The pie chart of the number of fulltime employees including the owner.

Figure 4.6 shows the number of the fulltime employees that the business has which the number also includes the owner. There are total of 59% of the respondent only have 1 employees whereby the owner runs the business on its own without hiring a fulltime workers. There are 34% of the respondents have 2-3 full time employee. And the remaining 7% have 4 to 5 of full time employee which includes the owner itself.

4.5.7 The Number of Part-time Employees

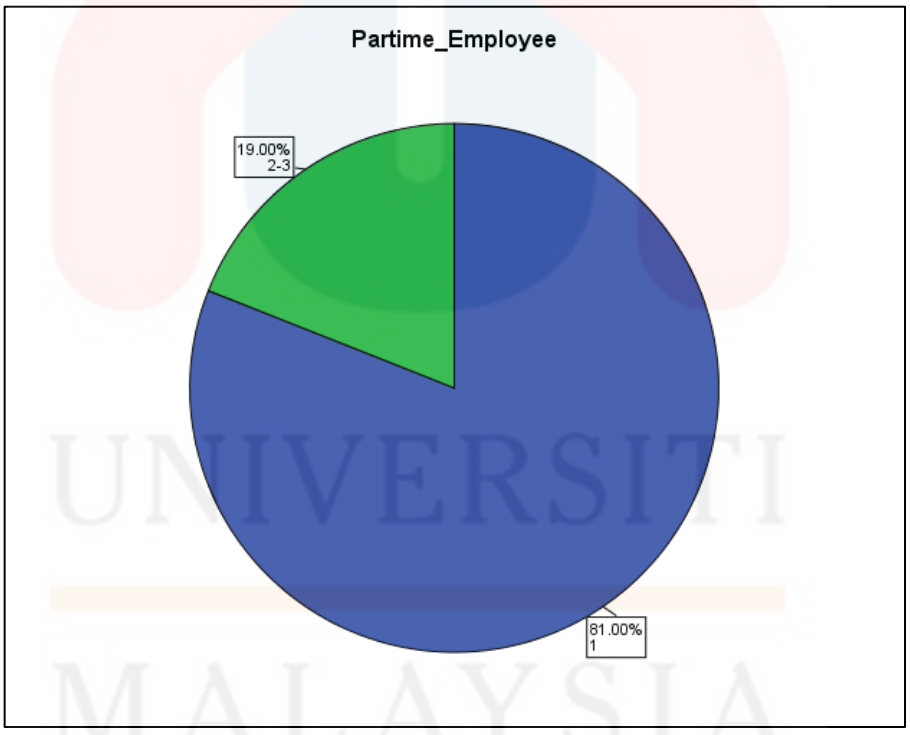


Figure 4.7: The pie chart of the number of part-time employees including the owner.

From the Figure 4.7 above, it shows the number of the part-time employees that the business has whereby the number includes the owner. Thus, based on the table, there are 81% of the respondents have only one part-time employee. This shows that the business does not hire any part time employees. While there 19% of the total respondents have 2 to 3 part-time employees.

4.5.8 Business Base

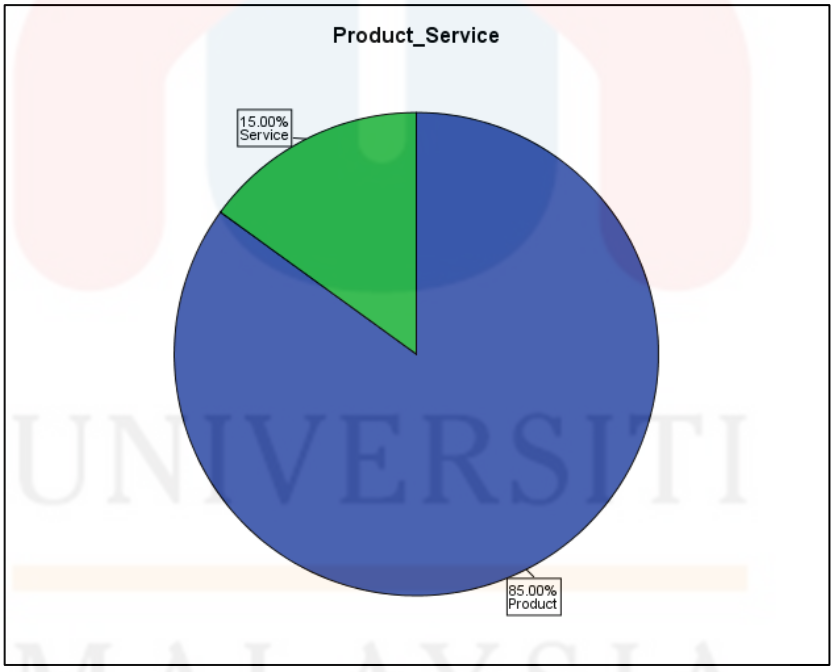


Figure 4.8: The pie chart of the business base.

From the figure 4.8 above, the highest percentage is 85% where the business is based on products. Another 15% of the respondents answered that their business is based on services.

4.5.9 Product Range

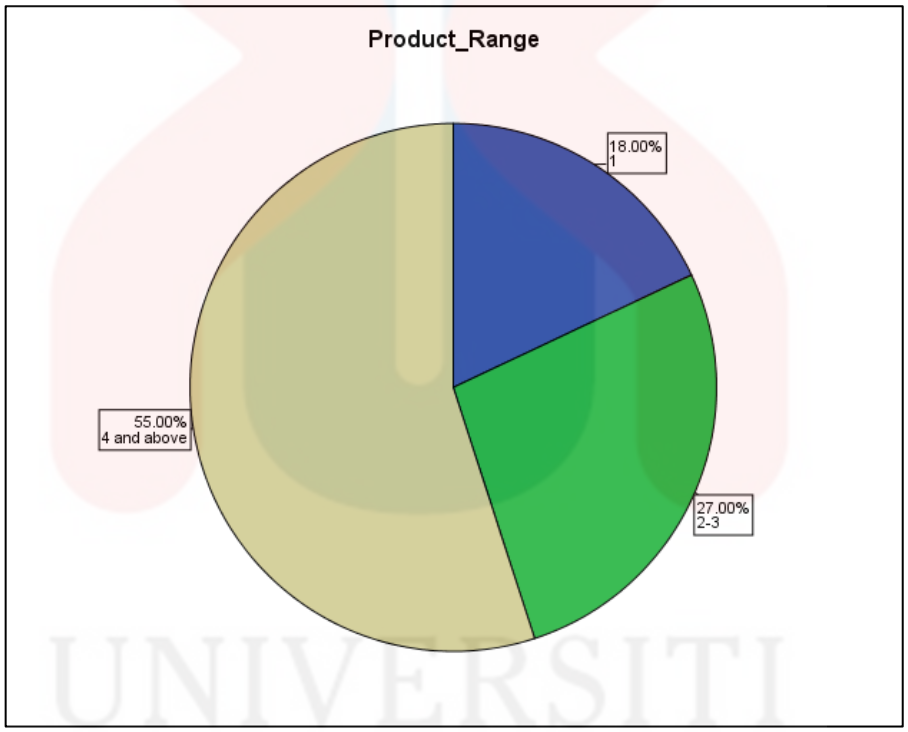


Figure 4.9: The pie chart of the product range.

Based on Figure 4.9 18% of the respondents have only one type of products for their business. While there are 27% have a range of 2 to 3 types of product offered. The highest percentage is 55% whereby the respondents

have a range of 4 types of products and above to be offered by their business to the customers.

4.6 Factors Affecting the Performance of Micro Enterprise

4.6.1 Access to Finance

Table 4.3: Access to finance mean, std. deviation and range.

No	Access to Finance	Mean	Std. Deviation	Range
1	I am good in managing the business cash flow.	3.9200	0.95007	4.00
2	I have enough working capital for the long term.	3.6800	0.90877	3.00
3	I have no capital issues to expand my business.	3.5300	0.89279	4.00
4	My business needs capital assistance from institutions like Tekun / Amanah Ikhtiar Malaysia and / or the bank.	3.2700	1.21319	4.00
5	Loan application procedures of banks and other lending institutions are easy.	2.9800	1.28692	4.00

Table 4.3 shows the mean, standard deviation and range for the questions under the access to finance. The highest mean is 3.9800 which is loan application procedures of banks and other lending institutions are easy and the lowest mean is 3.2700 which is my business needs capital assistance from institutions like Tekun / Amanah Ikhtiar Malaysia and / or the bank.

For the standard deviation, the highest can be seen which 1.28692 is the loan application procedure of banks and other lending institutions are

easy. The lowest standard deviation is 0.89279 which I have no capital issues to expand my business. The range for the entire access to finance question is 4.00 except for I have enough working capital for the long term which is 3.00.

4.6.2 Information Technology

Table 4.4: Information technological mean, std. deviation and range.

No	Information Technology	Mean	Std. Deviation	Range
1	I am capable in handling information technology in my business.	3.4100	1.13791	4.00
2	I'm willing to spend on obtaining technology such as computer and the internet.	3.3500	1.12254	4.00
3	I am prepared to use new technologies and tools such as computers and the Internet.	3.5500	1.09521	4.00
4	The use of information technology enables me to provide better services to customers.	3.8600	1.06382	4.00
5	The ease of information technology such as internet helps to promote / grow my business.	3.9900	1.02981	4.00

According to table 4.4, the highest mean for information technology factor is 3.9900 which the ease of information technology such as internet helps to promote / grow my business and the lowest mean is 3.3500 which I'm willing to spend on obtaining technology such as computer and the

internet. Then, the highest standard deviation is 1.13791 which is I am capable in handling information technology in my business and the lowest is 1.02981 whereby the ease of information technology such as internet helps to promote / grow my business. All the range for information technology is 4.00.

4.6.3 Products and Services Marketing

Table 4.5: Products and services marketing mean, std. deviation and range.

No	Products and Services Marketing	Mean	Std. Deviation	Range
1	I have a good market to sell my products / services.	3.9600	0.80302	4.00
2	Finding new users for my business product / service is very easy.	3.6400	0.94836	4.00
3	I have the knowledge and information on how to market products and services.	3.7700	0.87450	4.00
4	I make promotions in my business to attract customers.	3.7300	1.09041	4.00
5	I have a good relationship with customers.	4.3800	0.64792	2.00

Table 4.5 shows the highest mean for products and services marketing fall on I have a good relationship with customers with 4.3800 and the lowest mean is finding new users for my business product / service is very easy with 3.6400. For the standard deviation, the highest can be seen is 1.09041 which is I make promotions in my business to attract customers and

the lowest is I have a good market to sell my products / services with the value of 0.80302. The range for I have a good relationship with customers is 2.00 while the rest is 4.00.

4.6.4 Availability of Infrastructure

Table 4.6: Availability infrastructure mean, std. deviation and range.

No	Availability of Infrastructure	Mean	Std. Deviation	Range
1	The electricity supply for the business is sufficient and satisfactory.	4.0100	0.88186	4.00
2	The water supply for business is adequate and satisfactory.	3.8100	0.96080	4.00
3	My business premises area has a good waste and sewerage system.	3.6900	1.07961	4.00
4	My business place is easy to access by customers.	3.8900	0.82749	4.00
5	My business place has enough parking spaces for customers.	3.8000	1.03475	4.00

According to table 4.6, the highest mean for availability of infrastructure is 4.0100 whereby the electricity supply for the business is sufficient and satisfactory. The lowest mean can be seen which my business premises area has a good waste and sewerage system with the value of 3.6900. Next, the highest standard deviation is 1.07961 which is my business premises area has a good waste and sewerage system and the lowest is

0.82749 which is my business place is easy to access by customers. The range for the availability of infrastructure is 4.00 each.

4.6.5 Entrepreneurial Traits

Table 4.7: Entrepreneurial traits mean, std. deviation and range.

No	Entrepreneurial Traits	Mean	Std. Deviation	Range
1	I have a motivation in business.	3.8200	1.04813	4.00
2	I believe in the success of my business.	4.0700	0.84393	4.00
3	I am willing to take business risks.	3.8500	1.01876	4.00
4	I can evaluate the strengths and weaknesses of the business.	3.9200	0.86082	4.00
5	I received entrepreneurship training from related agencies such as FAMA, SME Corp and others to conduct business.	3.1400	1.18082	4.00

Table 4.7 regarding the entrepreneurial traits where the highest mean is 4.0700 which is I believe in the success of my business and the lowest mean is 3.1400 which I received entrepreneurship training from related agencies such as FAMA, SME Corp and others to conduct business. The standard deviation is vice versa whereby I received entrepreneurship training from related agencies such as FAMA, SME Corp and others to conduct business show the highest value with 1.18082 and the lowest value is 0.84393 which is I believe in the success of my business. The range for entrepreneurial traits is 4.00 entirely.

4.6.6 Managerial Skills

Table 4.8: Managerial skills mean, std. deviation and range.

No	Managerial Skills	Mean	Std. Deviation	Range
1	I do separate between the business and personal finance.	4.0600	1.00323	4.00
2	I manage the business debt well.	4.1900	0.74799	3.00
3	Communication with workers is good.	4.2200	0.85965	3.00
4	I can manage stocks appropriately.	4.1900	0.74799	3.00
5	In my opinion, business management skills are important in business.	4.3000	0.81029	4.00

According to table 4.8, the highest mean for managerial skills is 4.3000 which is in my opinion, business management skills are important in business and the lowest is 4.0600 which is I do separate between the business and personal finance. Additionally, the highest standard deviation is I do separate between the business and personal finance and the lowest is 0.74799 that can be seen in two managerial skills factor which is I manage the business debt well and I can manage stocks appropriately. The range for managerial skills is 4.00 for I do separate between the business and personal finance and in my opinion, business management skills are important in business while the rest is 3.00.

4.6.7 Performance

Table 4.9: Performance mean, std. deviation and range.

No	Performance	Mean	Std. Deviation	Range
1	I am able to generate good profits in the business.	3.7500	0.89188	4.00
2	I have no problem paying employee salaries (including my own salary).	3.8900	0.83961	4.00
3	I increased the number of employees because the business grew well.	3.4200	1.13867	4.00
4	My business has a good sales growth.	3.7600	0.95473	4.00
5	I have more products in the business compared to when first starting the business.	3.9800	0.99473	4.00

In table 4.9, it shows that the highest mean for performance is I have more products in the business compared to when first starting the business with the value of 3.9800 and the lowest value is I increased the number of employees because the business grew well which is 3.4200. The highest standard deviation is 1.13867 which is I increased the number of employees because the business grew well and the lowest is 0.83961 whereby I have no problem paying employee salaries (including my own salary). The range for performance is 4.00 entirely.

4.6.8 Overall Factors

Table 4.10: The mean, std. deviation and range for all factors.

Statistics							
	Access to Finance	Information Technology	Products and Services Marketing	Availability of Infrastructure	Entrepreneurial Traits	Managerial Skills	Performance
Mean	3.4760	3.6320	3.8960	3.8400	3.7600	4.1920	3.7600
Std. Deviation	0.61285	0.89881	0.62311	0.64823	0.75264	0.62727	0.71237
Range	3.60	4.00	3.40	3.00	3.60	2.20	3.20
Minimum	1.40	1.00	1.60	2.00	1.40	2.80	1.80
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00

Table 4.10 shows all variables for the performance of the women owned micro businesses. The highest mean is fall on the managerial skills with the value of 4.1920 and the lowest mean is the access to finance with 3.4760. For the standard deviation, the highest that can be seen is 0.89881 which is the information technology and the lowest is 0.61285 which is the access to finance. The highest range is the information technology which is 4.00 and the lowest is managerial skills with the range of 2.20.

4.6.9 Test of Relationship

Pearson product-moment correlation coefficient analysis is used in order to test the relationship between all the variables in this study. From the analysis, the strengths and the direction of the bivariate relationship can be seen plus the analysis will show the indication of other potential interrelationship. The analysis is meant to check the relationship between six of the independent variables with a dependent variable.

The value is either positive or negative whereby the positive value shows a positive relationship and the negative value shows a negative relationship. The value is between -1.00 to 1.00 where -1.00 shows a perfect negative relationship, 0 shows there is no relationship and 1.00 shows a perfect positive relationship (Pallant, 2010).

Looking into the strengths of the relationship, according to (Pallant, 2007) the small correlation value is between 0.10 and 0.29 value of correlation, the medium correlation value is around 0.30 to 0.49 and lastly, the large correlation value is in between 0.50 and 1.0. Thus, a correlation will be considered as high if it is more than 0.50.

Table 4.11: Correlation Coefficient.

	Access to Finance	Information Technology	Products and Services Marketing	Availability of Infrastructure	Entrepreneurial Traits	Managerial Skills	Performance
Access to Finance	1	0.317**	0.526**	0.250*	0.445**	0.159	0.386**
Information Technology	0.317**	1	0.461**	0.431**	0.642**	0.533**	0.515**
Products and Services Marketing	0.526**	0.461**	1	0.557**	0.660**	0.433**	0.532**
Availability of Infrastructure	0.250*	0.431**	0.557**	1	0.541**	0.410**	0.451**
Entrepreneurial Traits	0.445**	0.642**	0.660**	0.541**	1	0.560**	0.654**
Managerial Skills	0.159	0.533**	0.433**	0.410**	0.560**	1	0.641**
Performance	0.386**	0.515**	0.532**	0.451**	0.654**	0.641**	1
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

According to table 4.11, all of the independent variables have a positive relationship with the dependent variable which is performance. Access to finance has a medium strengths relationship with performance with the value of 0.386 followed by infrastructure with 0.451. Other independent variables have a large strengths relationship with performance which information technology with 0.515, products and services marketing with 0.532, entrepreneurial traits with 0.654 and managerial skills with 0.641. The highest correlation is the entrepreneurial traits which is 0.654.

4.6.10 Test of Reliability

Cronbach alpha coefficient is among the most common indicator for internal consistency. In order to measure the reliability scale from the collected data (Singh, Garg, & Deshmukh, 2008) Cronbach alpha coefficient can be used. Referring to DeVellis (2003) the value of Cronbach alpha coefficient must be above 0.70. To add some more, according to Pallant (2010) Cronbach alpha value above 0.70 is adequate but the value above 0.80 is better.

Table 4.12: Cronbach Alpha.

Variables	Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardise Items
Access to Finance	5	0.497	0.536
Information Technology	5	0.882	0.883
Products and Services Marketing	5	0.745	0.746
Availability of Infrastructure	5	0.700	0.706
Entrepreneurial Traits	5	0.810	0.822
Managerial Skills	5	0.803	0.805
Performance	5	0.787	0.787

Based on the table 4.12, the Cronbach alphas for all of the variables are above 0.70 except for access to finance. Thus, the access to finance variable will be eliminated and there will be no further analysis for it because the value of 0.536 is not significant which is below 0.70. The highest value can be seen in information technology variable which is 0.883 including three other preferable values above 0.80 which is entrepreneurial traits with 0.822 and managerial skills with 0.805.

4.6.11 Regression Analysis

Table 4.13: Regression analysis.

Model	Standardized Coefficients	t	Sig.
	Beta		
(Constant)		0.075	0.941
Information Technology	0.038	0.403	0.688
Products and Services Marketing	0.118	1.215	0.228
Availability of Infrastructure	0.042	0.484	0.630
Entrepreneurial	0.320	2.861	0.005
Managerial Skills	0.373	4.264	0.000

Table 4.13 promotes that, the significant of the explanatory variables in this study can be describe at 95% and 99% of confidence level of the variation towards the dependent variable. Two of the variables are significant which is entrepreneurial traits with the value of 0.005 and managerial skills with 0.000. Other variables are not significant which information technology 0.688, products and services marketing 0.228 and availability of infrastructure 0.630. Looking into the standardised coefficient Beta, it shows the contribution of each independent variable in this study.

While the amount of one of the independent variable increase in a standard deviation other independent variables are held constant it will result in the increment of the average amount of the dependent variable which is called

Beta. In order to compare them, it has been standardised. The biggest influence is managerial skills with 0.373 followed by entrepreneurial 0.320. The smallest influence is the information technology with the value of 0.038.

Table 4.14: R Square.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.742[a]	0.550	0.526	0.49035
a. Predictors: (Constant), Information Technology, Products and Services Marketing, Availability of Infrastructure, Entrepreneurial Traits and Managerial Skills				
b. Dependent Variable: Performance				

According to the table 4.14, the correlation between dependent variable which is performance and the independent variables of the optimal linear combination which are information technology, products and services marketing, availability of infrastructure, entrepreneurial traits and managerial skills resulted with the R value of 0.742. The R^2 value is 0.550 and adjusted R^2 is 0.526. It shows that 55% of the variation in the performance of micro businesses owned by women can be explained some of the independent variables which have a significant value. Other 45% of the variance may be explained by other variables that are not recorded in this study.

CHAPTER 5

DISCUSSION

5.1 Introduction

The chapter contains discussion on the findings on the study. It discuss about the factors that affects the performance of micro enterprises owned by women which is based on the analysis result in previous chapter. In addition, this chapter also discuss about the research questions and the study objectives including the contribution of the research. Last but not least, this chapter furthermore contains the conclusion of the study.

5.2 Discussion on the Findings

This study look at six independent variables that affect the performance of women owned micro enterprises which are access to finance, information technology, products and services marketing, availability of infrastructure, entrepreneurial and managerial skills. First is regarding access to finance whereby its correlation coefficient is r = 0.386 which it is significant at the 0.01 level (2-tailed). The correlation coefficient shows a medium positive

relationship with the dependent variable which is performance but the Cronbach alpha value is 0.536, it shows that the collected data from the factor of access to finance is not reliable. Therefore, it has resulted that the researcher has to remove the access to finance variable. This is because according to DeVellis (2003) the value of Cronbach alpha must be 0.70 and above to indicate that the collected data is reliable.

Information technology coefficient correlation is large with the value of r = 0.515 which it is significant at the 0.01 level (2-tailed). On the other hand there is no impact of information technology towards performance with β value of 0.038. To add some more, it does not have a significant relationship whereby the p-value is 0.688 and t-value is 0.403. Thus, the information technology does not have a significant relationship with the performance of micro enterprises owned by women. The results of this study regarding the information technology are not consistent with the previous researches where their study resulted in a positive and significant relationship of information technology and performance (Bouazza, Ardjouman, & Abada, 2015; Ombongi & Long). Rendering to Romijn (2001), information technology is important in order for the SMEs to strengthens their business and to stay competitive. Nonetheless, the insignificant result of this study for information technology has been acknowledge by a few previous researchers where they found that the

contribution of information technology is minimal towards performance (Abera, 2012; Mulugeta, 2014; Ramli & Taib). According to Mulugeta (2014) "technological factor is the poorest predictor of performance when it is compared with the other explanatory variables". Based on the study, the use of information technology is low among the micro enterprises owned by women whereby it does not significantly impact performance. The women who owned the micro enterprise are not literally into technological advance which they are also not willing to spend on information technology improvement for their business. The women who micro enterprises need to revalue the benefits and the advantages of the information technology for their business which can give benefit for the business.

Products and services marketing also have a large correlation value of r = 0.532 significant at the 0.01 level (2-tailed) between marketing and performance which is according to (Pallant, 2007) the value of 0.50 to 1.00 is considered to have a large linear relationship. Nevertheless, the impact of products and services marketing towards performance of micro enterprises owned by women is considered as very low whereby the β value is 0.118. The p-value for marketing is not significant which the value is 0.630. The t-value for marketing is slightly higher than technological and infrastructure with the value of t = 1.215. Consequently, products and services marketing does not have a

significant relationship with the performance of micro enterprises owned by women. It is in contra of the previous study by Mulugeta (2014) which the outcome of the study found that marketing have a strong positive correlation with performance and significantly affect the performance. Though, this study put forward that the women who owned the micro enterprises does not value products and services marketing is essential in their business. The women do not add products and services marketing into their consideration when doing business. This is where they think that they do not have to worry about marketing in their business whereby people will still buy the products without a fuss to do the marketing. From their point of view, having a good relationship with customers are adequate to market their products. The micro enterprises owned by women usually does not make a promotion to market their products. Hence, the women who owned the micro enterprises need to study the power of marketing in business then they will later realise the impact of products and services marketing to business.

Availability of infrastructure has a medium correlation which it is in the range of 0.30 to 0.49 with the value of r = 0.451 which it is significant at the 0.01 level (2-tailed). The β value is 0.042 which there is no impact of availability of infrastructure towards performance. In addition, availability of infrastructure and performance are not significant whereby the p-value is p =

0.630. While the t-value for availability of infrastructure is 0.484. From the study, availability of infrastructure endorses insignificant relationship with performance. the result for availability of infrastructure factor is parallel to the previous study by Kinyua (2014) whereby from the study, availability of infrastructure is not statistically significant to the performance. On the other hand, a study by Abdullahi, Ghazali, Awang, Mohd Tahir, and mat ali salim (2015) conducted in Nigeria found that availability of infrastructure have positive and significant effect on the performance. The availability of infrastructure for the business is not important in impacting the performance of the micro business specifically owned by women. This is because availability of infrastructure may not directly influence the business activity. Yet, there is no influence of availability of infrastructure towards performance but then infrastructure is undeniably important as it provides a comfort to the business owner and the customer who come to buy the products. Henceforth, availability of infrastructure should be taken into consideration in constructing a good enterprise.

Entrepreneurial traits variable has a correlation coefficient value of r = 0.654 significant at the 0.01 level (2-tailed) which entrepreneurial traits has a large range of linear correlation with performance. The β value for entrepreneurial traits is high with 0.320 that show a high impact on performance.

The p-value for entrepreneurial traits is 0.05 which is significant at p-value ≤ 0.05. Furthermore, the t-value for entrepreneurial traits is high which is 2.861 where it shows a significant relationship. This shows that entrepreneurial traits have a strong relationship which it significantly affects the performance of micro enterprises owned by women specifically in Kelantan. The result of the study is supported by Anggadwita and Mustafid (2014) where the result of the study for entrepreneurial is significant and positively impact the performance variable. In contra, a few other study by previous researchers found that entrepreneurial are not significant to the performance whereby both of the study agreed that entrepreneurial are the poorest factor to affect performance which is (Abera, 2012; Mulugeta, 2014). In conclusion, the success of a business may be due several factors but among the biggest contributing factor towards the successful business is because of the entrepreneur behind the business itself. This is where the entrepreneurial traits that an individual have which the focus in this study is the women who is the owner of the business have plays an important role in determining the performance of a business. To add some more, the study promotes that the women in Kelantan have a high entrepreneurial traits which contributes to the performance of the micro businesses.

Managerial skills also have a large correlation coefficient value which r = 0.641 whereby it is significant at the 0.01 level (2-tailed). Moreover,

managerial skills have a high impact towards performance with the high β value of 0.373. This shows that managerial skills is highly impacted the performance of micro enterprises owned by women. The p-value is significant at p-value ≤ 0.01 with the value of p = 0.000. Additionally, managerial skills have the highest t-value of all independent variables with the value of 4.264. Managerial skills uphold the largest relationship with the performance of micro enterprises owned by women in Kelantan. A good management will leads to a good health of business performance which then leads to the expansion of the business. A positive and significant relationship is shown in the previous researches conducted by Abera (2012) and Mulugeta (2014). Likewise, according to Kinyua (2014) managerial skills have the potential to be positive and significant to effect performance the respondent had slightly accepted it. Therefore, the management of the business is important in order for the business to succeed. A worthy manager with high managerial skills and experience may leads to the high performance of a business. Hence, a proper planning and a good coordination and control of activities by a highly skills manager are crucial for the performance of a business.

The R^2 shows the relationship between independent variables inclusive of information technology, products and services marketing, availability of infrastructure, entrepreneurial traits and managerial skills with the dependent

variable which is performance. The R^2 value is 0.550 whereby it shows that the independent variables have 55% impact on the dependent variables. Accordingly entrepreneurial traits and managerial skills is the most important factors that influence the performance where other independent variables such as information technology, products and services marketing and availability of infrastructure does not impact the performance of micro enterprises owned by women. As a result, the two factors that have been explained which are entrepreneurial and managerial skills are significant and it is highly impact the performance by 55%. Another 45% of the variance is not recorded in this study that may be explained by another researcher in other study.

5.3 Discussion on the Research Questions

Based on the findings of the study, one of the independent variable has been eliminated, three are not significantly affect performance and two of the findings are correlated and significantly affect the performance of micro enterprises owned by women in Kelantan.

1. Research Question 1: What is the impact of access to finance towards micro business performance?

   Research question 1 enquiring on the impact of access to finance towards micro business performance the result of the research question number 1 involving the access to finance cannot be answered as the financial factor has to be eliminated due to the result of Cronbach alpha of 0.497 which is below 0.70. As according to DeVellis (2003) the value of Cronbach alpha must be above 0.70 in order to consider a variable.

2. Research Question 2: What is the impact of information technology towards micro business performance?

   Conferring to the research question 2 that regarding the impact of the information technology towards micro business performance, the answer would be based on the result of the study it shows that information technology has no impact towards performance.

3. Research Question 3: What is the impact of products and services marketing towards micro business performance?

   Based on research question 3 that questioning on the impact of the products and services marketing towards micro business performance the result

of the study shows that products and services marketing does have a low impact towards micro businesses specifically that is owned by women in Kelantan.

4. Research Question 4: What is the impact of availability of infrastructure towards micro business performance?

   Looking into the research question 4 which is regarding the availability of infrastructure towards micro business performance the study shows a result that availability of infrastructure does not have an impact towards the performance of micro business

5. Research Question 5: What is the impact of entrepreneurial traits towards micro business performance?

   According to the research question 5 which is discussing on the impact of the entrepreneurial traits towards micro business performance, the result of the study show that entrepreneurial traits have a high impact on micro business performance.

6. Research Question 6: What is the impact of managerial skills towards micro business performance?

Based on research question 6 that is regarding the impact of the managerial skills towards micro business performance whereby the study resulted in managerial skills has a high impact towards micro business performance.

5.4 Discussion on the Research Objectives

The general research objective is to value the factors that influencing the performance of women micro enterprises in Kelantan. Thus, the study was conducted specifically to address and highlight the factors that influence the performance of micro business based on the factors stated in the research. Thus the research has fulfil its core purpose of conducting the study the research objectives of the study listed below has been accomplished.

Research Objectives:

1. To examine the impact of access to finance and micro business performance.
2. To examine the impact of information technology and micro business performance.

3. To examine the impact of products and services marketing and micro business performance.
4. To examine the impact of availability of infrastructure and micro business performance.
5. To examine the impact of entrepreneurial traits and micro business performance.
6. To examine the impact of managerial skills factor and micro business performance.

5.5 Contribution of the Research

Generally, the study provides a parameter for the micro enterprises on the factors that contributes to the performance of the micro business. This study can be used by the existing, new and those who wish to start a micro enterprise. Based on the research that has been done, this study promotes a track of accomplishment as a guideline for the future researchers. There is a preference for other researcher in the future to enlarge and view the scope of the study in a perspective that can resulted in diversity of insights.

5.6 Recommendations

This study recommends that the micro enterprises should focus on the entrepreneurial factor in the business in order to perform well. The micro enterprise owner specifically the women should have a clear task and job description for their business. By doing so, it will be easier to manage and maintain a good business performance.

Additionally, the micro enterprise owner should work hard to establish the business performance. A good business performance may lead the micro businesses owned by the women to become bigger. This may change the business status from micro to small or medium size enterprise and it is not impossible for the business to be a large enterprise.

The entrepreneur which the women itself need to identify and analyse the entrepreneurial factor such as the characteristic of the firm, the business network that the firm has and the environment factor to conduct the business. The result of the analysis of each of the entrepreneurial factor may leads to a better performance of the micro business.

As well as the entrepreneurial traits, the managerial skills are also important among the micro enterprises. This is where the managerial skills that the owner of the business has may lead the business to a better performance or maybe a failure. It is important for the micro business owner to have good

managerial skills in order to cope with the business and solve the complex problems that arise.

Further, the micro enterprise owner should have accountability in monitoring their business activities and its performance. They should not fully rely on the employees to manage the whole business operation as the employees may not have adequate entrepreneurial skills to manage the business operation in a good way. The employees also might not as serious as the owner of the business itself in managing the business.

To add some more, the micro enterprise owner should identify the strengths and weaknesses of their business. Then, they can analyse the opportunity that the business have and the threats that might harm the business. Accordingly, the micro business owner will recognize the circumstance of the business and its performance accordingly which will lead to a better management planning for the future business performance.

Besides, the government also plays a big role in the entrepreneurial traits and managerial skills. The government should help the micro enterprises especially those who are owned by women in order for them to survive and increase their business performance. A training centre for women micro business would be a good facility for these micro business owners to gain knowledge. The government should provide the women micro business with the appropriate

entrepreneurial and management training as it is important which will lead to a healthy business performance

5.7 Conclusion

The study conducted with the primary intention of assessing the factors that influence the performance of women micro enterprises in Kelantan. To be specific the study is attempt to evaluate the identified factors that influence the performance of micro business which is access to finance, information technology, products and services marketing, availability of infrastructure, entrepreneurial traits and managerial skills.

As a result, the external factors such as access to finance, information technology, products and services marketing and availability of infrastructure do not impact the the performance of micro enterprise. While the internal factor factors which is entrepreneurial traits and managerial skills are highly influence the performance of micro enterprise specifically owned by women.

Hence, the overall conclusion that can be made based on the study is entrepreneurial traits and management skills are found to be the most important factor that affect the performance of women owned micro enterprises in Kelantan. While other three listed factors which are information technology,

products and services marketing, and availability of infrastructure does not significantly influence performance of micro business.

Consequently, it can be conclude that 55% of the variation of the micro business performance owned by women can be explained by the 2 independent variables which are entrepreneurial traits and management skills. The remaining 44.5% are explained by other independent variables that are not included in this study.

It shows that entrepreneurial traits are among the main factor for women entrepreneurship where their business can be acknowledge as a successful business with high performance. The entrepreneurial traits is now been recognized as one of the most essential motivator for the growth of women owned micro business performance. Thus, it is true that the word entrepreneurship highlight the meaning of the innovative behaviour of a person to be specific the women which transforms a dream into a reality in a micro business enterprise.

In addition, a good management in a business is important as it will lead to a healthy business performance. A great manager with high level of managerial skills stimulates profitability and the performance of the micro business. For that reason, managerial skills that managers have will determine the condition and the endurance of the business. Thus, with good managerial

skills it is possible for the micro businesses owned by women to go further and succeed in their business which resulted in a good business performance.

To conclude, this study provided relevant insight on the factors affecting the performance of micro business owned by women where the result of this study may help the women micro enterprises to drive further in their business. This can be done by having a good entrepreneurial skills and a good management in order to maintain a healthy performance for the micro business to success.

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APPENDIX A

QUESTIONAIRE

Dear participants,

I am a Master of Business Management student at University Malaysia Kelantan. The following survey is related to the factors that influence the performance of women micro enterprise in Kelantan. This study is part of my master research. I would really appreciate if you can take some time to answer the questionnaire which takes about 5 to 10 minutes. There is no right or wrong answers, only your opinion on the factors affecting business performance. All the information provided is confidential and will only be used for this research. Thank you for your willingness to participate in this survey, I really appreciate the help.

Zeity Liziana Binti Razali

Master of Business Administration

Universiti Malaysia Kelantan

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Instruction :Please mark (✓) the appropriate answer for each statement as follow.

1. Please state your age:

20 years and below ( )
21-30 years ( )
31-40 years ( )
41-50 years ( )
51 years and above ( )

2. Race:

Malay ( )
Chinese ( )
Indian ( )
Others _____ (please specify).

3. Status:

Single ( )
Married ( )
Divorce ( )
Widow ( )
Others _____ (please specify)

4. Educational background:

PMR / SRP ( )
SPM ( )
Matriculation / STPM / STAM / Diploma ( )
Degree ( )
Others _____ (please specify)

5. Please state how many years of your business are in operation:

Less than a year ( )
1-3 years ( )
4-10 years ( )
Over 10 years ( )

6. Please state the total number of full-time employees in your business (including you):

Only 1 ( )
2-3 ( )
4-5 ( )
More than 5 ( )

7. Please state the total number of part-time employees in your business (including you):

Only 1 ( )
2-3 ( )
4-5 ( )
More than 5 ( )

8. My business is based:

Products ( )
Service ( )

9. How many products / services are offered to customers:

1 only ( )
2-3 types ( )
More than 4 types ( )

SECTION B: FACTORS AFFECTING THE PERFORMANCE OF MICRO ENTERPRISE

The major factors that affect the performance of Micro Enterprises are listed below. Please indicate the degree to which these factors are affecting the performance of your business enterprise. After you read each of the factors, evaluate them in relation to your business and then put a tick mark (√) under the choices below. **Where, 1= strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree.**

No.	Access to Finance	1	2	3	4	5
1	I am good in managing the business cash flow.					
2	I have enough working capital for the long term.					
3	I have no capital issues to expand my business.					
4	My business needs capital assistance from institutions like Tekun / Amanah Ikhtiar Malaysia and / or the bank.					
5	Loan application procedures of banks and other lending institutions are easy.					

No.	Information Technology	1	2	3	4	5
1	I am capable in handling information technology in my business.					
2	I'm willing to spend on obtaining technology such as computer and the internet.					
3	I am prepared to use new technologies and tools such as computers and the Internet.					
4	The use of information technology enables me to provide better services to customers.					
5	The ease of information technology such as internet helps to promote / grow my business.					

No.	Products and Services Marketing	1	2	3	4	5
1	I have a good market to sell my products / services.					
2	Finding new users for my business product / service is very easy.					
3	I have the knowledge and information on how to market products and services.					
4	I make promotions in my business to attract customers.					
5	I have a good relationship with customers.					

No.	Availability of Infrastructure	1	2	3	4	5
1	The electricity supply for the business is sufficient and satisfactory.					
2	The water supply for business is adequate and satisfactory.					
3	My business premises area has a good waste and sewerage system.					
4	My business place is easy to access by customers.					
5	My business place has enough parking spaces for customers.					

No.	Entrepreneurial Traits	1	2	3	4	5
1	I have a motivation in business.					
2	I believe in the success of my business.					
3	I'm willing to take business risks.					
4	I can evaluate the strengths and weaknesses of the business.					
5	I received entrepreneurship training from related agencies such as FAMA, SME Corp and others to conduct business.					

No.	Managerial Skills	1	2	3	4	5
1	I do separate between the business and personal finance.					
2	I manage the business debt well.					
3	Communication with workers is good.					
4	I can manage stocks appropriately.					
5	In my opinion, business management skills are important in business.					

No.	Performance	1	2	3	4	5
1	I am able to generate good profits in the business.					
2	I have no problem paying employee salaries (including my own salary).					
3	I increased the number of employees because the business grew well.					
4	My business has a good sales growth.					
5	I have more products in the business compared to when first starting the business.					

Thank you for your time and answers.

APPENDIX B

SPSS DATA

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 20 years old	10	10.0	10.0	10.0
	21-30 years old	44	44.0	44.0	54.0
	31-40 years old	24	24.0	24.0	78.0
	41-50 years old	10	10.0	10.0	88.0
	51 years old and above	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	96	96.0	96.0	96.0
	Chinese	1	1.0	1.0	97.0
	Others	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Other_Races

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		97	97.0	97.0	97.0
	Indonesia	1	1.0	1.0	98.0
	Kemboja	1	1.0	1.0	99.0
	Siam	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	42	42.0	42.0	42.0
	Married	56	56.0	56.0	98.0
	Widow	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PMR/SRP	2	2.0	2.0	2.0
	SPM	48	48.0	48.0	50.0
	Matriculation/STPM/ STAM/ Diploma	31	31.0	31.0	81.0
	Degree	11	11.0	11.0	92.0
	Others	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Other_Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		92	92.0	92.0	92.0
	Certificate	1	1.0	1.0	93.0
	Medical	1	1.0	1.0	94.0
	Sijil	1	1.0	1.0	95.0
	UPSR	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Business_Operation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	9	9.0	9.0	9.0
	1-3 years	26	26.0	26.0	35.0
	4-10 years	33	33.0	33.0	68.0
	More than 10 years	32	32.0	32.0	100.0
	Total	100	100.0	100.0	

Fulltime_Employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	59	59.0	59.0	59.0
	2-3	34	34.0	34.0	93.0
	4-5	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

Partime_Employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	81	81.0	81.0	81.0
	2-3	19	19.0	19.0	100.0
	Total	100	100.0	100.0	

Product_Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Product	85	85.0	85.0	85.0
	Service	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

Product_Range

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	18	18.0	18.0	18.0
	2-3	27	27.0	27.0	45.0
	4 and above	55	55.0	55.0	100.0
	Total	100	100.0	100.0	

Statistics

		Financial_1	Financial_2	Financial_3	Financial_4	Financial_5
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		3.9200	3.6800	3.5300	3.2700	2.9800
Median		4.0000	4.0000	4.0000	3.5000	3.0000
Mode		4.00	4.00	4.00	4.00	2.00[a]
Std. Deviation		.95007	.90877	.89279	1.21319	1.28692
Variance		.903	.826	.797	1.472	1.656
Range		4.00	3.00	4.00	4.00	4.00
Minimum		1.00	2.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00

a. Multiple modes exist. The smallest value is shown

Statistics

		Technological_1	Technological_2	Technological_3	Technological_4	Technological_5
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		3.4100	3.3500	3.5500	3.8600	3.9900
Median		4.0000	3.0000	4.0000	4.0000	4.0000
Mode		4.00	4.00	4.00	4.00	5.00
Std. Deviation		1.13791	1.12254	1.09521	1.06382	1.02981
Variance		1.295	1.260	1.199	1.132	1.061
Range		4.00	4.00	4.00	4.00	4.00
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00

Statistics

		Marketing_1	Marketing_2	Marketing_3	Marketing_4	Marketing_5
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		3.9600	3.6400	3.7700	3.7300	4.3800
Median		4.0000	4.0000	4.0000	4.0000	4.0000
Mode		4.00	4.00	4.00	4.00	5.00
Std. Deviation		.80302	.94836	.87450	1.09041	.64792
Variance		.645	.899	.765	1.189	.420
Range		4.00	4.00	4.00	4.00	2.00
Minimum		1.00	1.00	1.00	1.00	3.00
Maximum		5.00	5.00	5.00	5.00	5.00

Statistics

		Infrastructure_1	Infrastructure_2	Infrastructure_3	Infrastructure_4	Infrastructure_5
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		4.0100	3.8100	3.6900	3.8900	3.8000
Median		4.0000	4.0000	4.0000	4.0000	4.0000
Mode		4.00	4.00	4.00	4.00	4.00
Std. Deviation		.88186	.96080	1.07961	.82749	1.03475
Variance		.778	.923	1.166	.685	1.071
Range		4.00	4.00	4.00	4.00	4.00
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00

Statistics

		Entrepreneurial_1	Entrepreneurial_2	Entrepreneurial_3	Entrepreneurial_4	Entrepreneurial_5
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		3.8200	4.0700	3.8500	3.9200	3.1400
Median		4.0000	4.0000	4.0000	4.0000	3.0000
Mode		4.00	4.00	4.00	4.00	4.00
Std. Deviation		1.04813	.84393	1.01876	.86082	1.18082
Variance		1.099	.712	1.038	.741	1.394
Range		4.00	4.00	4.00	4.00	4.00
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00

Statistics

		Management_1	Management_2	Management_3	Management_4	Management_5
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		4.0600	4.1900	4.2200	4.1900	4.3000
Median		4.0000	4.0000	4.0000	4.0000	4.0000
Mode		4.00	4.00	5.00	4.00	5.00
Std. Deviation		1.00323	.74799	.85965	.74799	.81029
Variance		1.006	.559	.739	.559	.657
Range		4.00	3.00	3.00	3.00	4.00
Minimum		1.00	2.00	2.00	2.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00

Statistics

		Performance_1	Performance_2	Performance_3	Performance_4	Performance_5
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		3.7500	3.8900	3.4200	3.7600	3.9800
Median		4.0000	4.0000	4.0000	4.0000	4.0000
Mode		4.00	4.00	4.00	4.00	4.00
Std. Deviation		.89188	.83961	1.13867	.95473	.99473
Variance		.795	.705	1.297	.912	.989
Range		4.00	4.00	4.00	4.00	4.00
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00

Correlations

		Financial_1	Financial_2	Financial_3	Financial_4	Financial_5	Performance
Financial_1	Pearson Correlation	1	.497**	.241*	-.060	.147	.258**
	Sig. (2-tailed)		.000	.016	.554	.143	.010
	N	100	100	100	100	100	100
Financial_2	Pearson Correlation	.497**	1	.672**	-.049	.107	.389**
	Sig. (2-tailed)	.000		.000	.628	.290	.000
	N	100	100	100	100	100	100
Financial_3	Pearson Correlation	.241*	.672**	1	-.105	.106	.278**
	Sig. (2-tailed)	.016	.000		.296	.294	.005
	N	100	100	100	100	100	100
Financial_4	Pearson Correlation	-.060	-.049	-.105	1	.321**	.099
	Sig. (2-tailed)	.554	.628	.296		.001	.327
	N	100	100	100	100	100	100
Financial_5	Pearson Correlation	.147	.107	.106	.321**	1	.169
	Sig. (2-tailed)	.143	.290	.294	.001		.093
	N	100	100	100	100	100	100
Performance	Pearson Correlation	.258**	.389**	.278**	.099	.169	1
	Sig. (2-tailed)	.010	.000	.005	.327	.093	
	N	100	100	100	100	100	100

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

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		Technological_1	Technological_2	Technological_3	Technological_4	Technological_5	Performance
Technological_1	Pearson Correlation	1	.630**	.449**	.432**	.460**	.342**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100
Technological_2	Pearson Correlation	.630**	1	.795**	.617**	.562**	.399**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100
Technological_3	Pearson Correlation	.449**	.795**	1	.639**	.659**	.432**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100
Technological_4	Pearson Correlation	.432**	.617**	.639**	1	.773**	.464**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100
Technological_5	Pearson Correlation	.460**	.562**	.659**	.773**	1	.495**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100
Performance	Pearson Correlation	.342**	.399**	.432**	.464**	.495**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

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

Correlations

		Marketing_1	Marketing_2	Marketing_3	Marketing_4	Marketing_5	Performance
Marketing_1	Pearson Correlation	1	.498**	.490**	.391**	.360**	.379**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100
Marketing_2	Pearson Correlation	.498**	1	.447**	.423**	.225*	.316**
	Sig. (2-tailed)	.000		.000	.000	.024	.001
	N	100	100	100	100	100	100
Marketing_3	Pearson Correlation	.490**	.447**	1	.421**	.174	.455**
	Sig. (2-tailed)	.000	.000		.000	.084	.000
	N	100	100	100	100	100	100
Marketing_4	Pearson Correlation	.391**	.423**	.421**	1	.275**	.457**
	Sig. (2-tailed)	.000	.000	.000		.006	.000
	N	100	100	100	100	100	100
Marketing_5	Pearson Correlation	.360**	.225*	.174	.275**	1	.243*
	Sig. (2-tailed)	.000	.024	.084	.006		.015
	N	100	100	100	100	100	100
Performance	Pearson Correlation	.379**	.316**	.455**	.457**	.243*	1
	Sig. (2-tailed)	.000	.001	.000	.000	.015	
	N	100	100	100	100	100	100

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

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		Infrastructure_1	Infrastructure_2	Infrastructure_3	Infrastructure_4	Infrastructure_5	Performance
Infrastructure_1	Pearson Correlation	1	.527**	.406**	.486**	.135	.396**
	Sig. (2-tailed)		.000	.000	.000	.180	.000
	N	100	100	100	100	100	100
Infrastructure_2	Pearson Correlation	.527**	1	.439**	.342**	.205*	.367**
	Sig. (2-tailed)	.000		.000	.000	.041	.000
	N	100	100	100	100	100	100
Infrastructure_3	Pearson Correlation	.406**	.439**	1	.267**	.333**	.291**
	Sig. (2-tailed)	.000	.000		.007	.001	.003
	N	100	100	100	100	100	100
Infrastructure_4	Pearson Correlation	.486**	.342**	.267**	1	.104	.284**
	Sig. (2-tailed)	.000	.000	.007		.304	.004
	N	100	100	100	100	100	100
Infrastructure_5	Pearson Correlation	.135	.205*	.333**	.104	1	.203*
	Sig. (2-tailed)	.180	.041	.001	.304		.043
	N	100	100	100	100	100	100
Performance	Pearson Correlation	.396**	.367**	.291**	.284**	.203*	1
	Sig. (2-tailed)	.000	.000	.003	.004	.043	
	N	100	100	100	100	100	100

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

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		Entrepreneurial_1	Entrepreneurial_2	Entrepreneurial_3	Entrepreneurial_4	Entrepreneurial_5	Performance
Entrepreneurial_1	Pearson Correlation	1	.677**	.580**	.566**	.388**	.567**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100
Entrepreneurial_2	Pearson Correlation	.677**	1	.588**	.494**	.284**	.515**
	Sig. (2-tailed)	.000		.000	.000	.004	.000
	N	100	100	100	100	100	100
Entrepreneurial_3	Pearson Correlation	.580**	.588**	1	.539**	.303**	.565**
	Sig. (2-tailed)	.000	.000		.000	.002	.000
	N	100	100	100	100	100	100
Entrepreneurial_4	Pearson Correlation	.566**	.494**	.539**	1	.389**	.423**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100
Entrepreneurial_5	Pearson Correlation	.388**	.284**	.303**	.389**	1	.417**
	Sig. (2-tailed)	.000	.004	.002	.000		.000
	N	100	100	100	100	100	100
Performance	Pearson Correlation	.567**	.515**	.565**	.423**	.417**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

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

Correlations

		Management_1	Management_2	Management_3	Management_4	Management_5	Performance
Management_1	Pearson Correlation	1	.456**	.570**	.496**	.375**	.620**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100
Management_2	Pearson Correlation	.456**	1	.437**	.513**	.305**	.412**
	Sig. (2-tailed)	.000		.000	.000	.002	.000
	N	100	100	100	100	100	100
Management_3	Pearson Correlation	.570**	.437**	1	.563**	.470**	.519**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100
Management_4	Pearson Correlation	.496**	.513**	.563**	1	.338**	.447**
	Sig. (2-tailed)	.000	.000	.000		.001	.000
	N	100	100	100	100	100	100
Management_5	Pearson Correlation	.375**	.305**	.470**	.338**	1	.371**
	Sig. (2-tailed)	.000	.002	.000	.001		.000
	N	100	100	100	100	100	100
Performance	Pearson Correlation	.620**	.412**	.519**	.447**	.371**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.497	.536	5

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.883	5

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.745	.746	5

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.700	.706	5

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.810	.822	5

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.803	.805	5

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.787	5

Correlations

		Financial	Technological	Marketing	Infrastructure	Entrepreneurial	Management	Performance
Financial	Pearson Correlation	1	.317**	.526**	.250*	.445**	.159	.386**
	Sig. (2-tailed)		.001	.000	.012	.000	.114	.000
	N	100	100	100	100	100	100	100
Technological	Pearson Correlation	.317**	1	.461**	.431**	.642**	.533**	.515**
	Sig. (2-tailed)	.001		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100
Marketing	Pearson Correlation	.526**	.461**	1	.557**	.660**	.433**	.532**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000

	N	100	100	100	100	100	100	100
Infrastructure	Pearson Correlation	.250*	.431**	.557**	1	.541**	.410**	.451**
	Sig. (2-tailed)	.012	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100	100
Entrepreneurial	Pearson Correlation	.445**	.642**	.660**	.541**	1	.560**	.654**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100	100
Management	Pearson Correlation	.159	.533**	.433**	.410**	.560**	1	.641**
	Sig. (2-tailed)	.114	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100	100

Performance	Pearson Correlation	.386**	.515**	.532**	.451**	.654**	.641**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100

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

*. Correlation is significant at the 0.05 level (2-tailed).

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Management, Infrastructure, Technological, Marketing, Entrepreneurial[b]	.	Enter

a. Dependent Variable: Performance

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742[a]	.550	.526	.49035

a. Predictors: (Constant), Management, Infrastructure, Technological, Marketing, Entrepreneurial

b. Dependent Variable: Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.638	5	5.528	22.990	.000[b]
	Residual	22.602	94	.240		
	Total	50.240	99			

a. Dependent Variable: Performance

b. Predictors: (Constant), Management, Infrastructure, Technological, Marketing, Entrepreneurial

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	.030	.398		.075	.941	-.760	.819					
Technological	.030	.075	.038	.403	.688	-.118	.178	.515	.042	.028	.539	1.855
Marketing	.135	.111	.118	1.215	.228	-.086	.356	.532	.124	.084	.506	1.977
Infrastructure	.047	.096	.042	.484	.630	-.145	.238	.451	.050	.033	.622	1.608
Entrepreneurial	.303	.106	.320	2.861	.005	.093	.512	.654	.283	.198	.383	2.608
Management	.424	.099	.373	4.264	.000	.227	.622	.641	.403	.295	.624	1.603

a. Dependent Variable: Performance

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Technological	Marketing	Infrastructure	Entrepreneurial	Management
1	1	5.916	1.000	.00	.00	.00	.00	.00	.00
	2	.034	13.163	.09	.59	.01	.03	.02	.00
	3	.018	18.289	.20	.12	.10	.09	.21	.16
	4	.014	20.647	.00	.16	.03	.67	.26	.10
	5	.011	23.644	.20	.14	.38	.20	.08	.39
	6	.008	27.357	.52	.00	.48	.00	.43	.34

a. Dependent Variable: Performance

Casewise Diagnostics[a]

Case Number	Std. Residual	Performance	Predicted Value	Residual
83	-3.363	1.80	3.4489	-1.64891

a. Dependent Variable: Performance

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5152	4.7162	3.7600	.52837	100
Std. Predicted Value	-2.356	1.810	.000	1.000	100
Standard Error of Predicted Value	.052	.281	.114	.039	100
Adjusted Predicted Value	2.4828	4.7303	3.7572	.53899	100
Residual	-1.64891	1.21865	.00000	.47781	100
Std. Residual	-3.363	2.485	.000	.974	100
Stud. Residual	-3.521	2.928	.002	1.019	100
Deleted Residual	-1.80762	1.69186	.00283	.52397	100
Stud. Deleted Residual	-3.759	3.055	-.002	1.042	100
Mahal. Distance	.144	31.534	4.950	4.753	100
Cook's Distance	.000	.555	.017	.061	100
Centered Leverage Value	.001	.319	.050	.048	100

a. Dependent Variable: Performance