



UNIVERSITI PUTRA MALAYSIA

***MEDIATION EFFECT OF LOCUS OF CONTROL AND GOVERNMENT
POLICY ON THE RELATIONSHIP BETWEEN TRANSFORMATIONAL
LEADERSHIP, ENTREPRENEURSHIP AND PERFORMANCE***

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LEADERSHIP, ENTREPRENEURSHIP AND PERFORMANCE**

By

MA TIN CHO MAR

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
Universiti Putra Malaysia, in Fulfillment of the Requirements for the Degree of
Doctor of Philosophy**

October 2015

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DEDICATION

This thesis is dedicated to all those who have suffered the consequences of entrepreneurship, leadership and organizational performance reputations.



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirements for the Degree of Doctor of Philosophy

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October 2015

Chairman : Professor Bahaman Abu Samah, PhD
Faculty : Educational Studies

This study was designed to determine the relationship between transformational leadership, entrepreneurship, performance in SMEs Malaysia. The concept of entrepreneurship has emerged recently in entrepreneurship literature especially in explaining transformational leadership behavior as a counterpart of the process of organizational performance. Transformational leadership and entrepreneurship regularly play a dominant role as one of the major factors influencing relationships in the entrepreneur dyad and facilitates the process of higher performance by imparting access to the international market venturing. Thus, this study concerns transformational leadership, entrepreneurship and entrepreneur performance in SMEs Malaysia. This critical entrepreneur relationship and its animating factors are, however, overlooked and largely neglected in the literature.

Accordingly, it is inconclusive as to which factors influence higher performance and how they influence it. Drawing on the literature, this study strived and investigated the spectrum of entrepreneur and has explicitly examined eight factors influencing performance to entrepreneur by integrating the factors in a comprehensive model. Theoretical foundations were drawn basically from contingency theories of situational theory, leadership theory and entrepreneurship theory of the firm to design a basic framework for quantitative investigation. Further, the study endeavored to gain important insights into the phenomena related to the leadership, entrepreneurship and performance process through quantitative primary data. In addition, to validate the competing model is developed where locus of control and government policy play mediating role for some of the predictor variables in the model.

Primary data were collected from a sample 425 SMEs Malaysia for empirical verification of the quantitative models using Structural Equation Modeling (SEM) together with the descriptive statistical method was used to illustrate structural points. However, the analysis of the modified proposed structural model revealed that hypotheses were tested including direct paths as antecedents of performance. As reported in this study, the proposed model with minor modifications fit better with the

data compared to competing model, and it explained 52% of the variance of performance. However, the analysis of the modified proposed structural model revealed that twelve hypotheses were validated including eight direct paths as antecedents of entrepreneur performance. The mediating role of trust and opportunism in the model is also supported. The findings of descriptive study showed that the majority of the respondents were female (51%) follow by the male (49%). The majority of respondent ages are from 31-43 years old. This study showed that (32%) of the respondents are Doctorate Degree graduated, followed by (26%) from Undergraduate program and (24%) were with Master Degree and the lowest from MBA Degree was (19%).

The findings supported most conceptual links in the quantitative model and lend supports to twelve hypothesized relationships in the modified structural model. These findings extended the application of the underpinned theories and their tenets in explaining the entrepreneur performance and contributed to the body of knowledge. Implications of the findings were discussed and future research directions were recommended. This study provides effective assistance for SMEs Malaysia embarking to improve their performance. Also this study represents a knowledge gap and offers practical help to SMEs Malaysia to leverage the skills and expertise of their organizational members and consequently to maintain and enhance their performance.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Doktor Falsafah

**PENGANTARA KESAN LOKUS KAWALAN DAN DASAR KERAJAAN
MENGENAI HUBUNGAN ANTARA KEPIMPINAN TRANSFORMASI,
KEUSAHAWANAN, DAN PRESTASI**

Oleh

MA TIN CHO MAR

Oktober 2015

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Kajian ini bertujuan untuk menentukan hubungan antara kepimpinan transformasi, keusahawanan, prestasi PKS Malaysia. Konsep keusahawanan telah muncul baru-baru ini dalam kesusasteraan keusahawanan terutamanya dalam menerangkan tingkah laku kepimpinan transformasi sebagai rakan dalam proses prestasi organisasi. Kepimpinan transformasi dan keusahawanan secara tetap memainkan peranan yang dominan sebagai salah satu faktor utama yang mempengaruhi hubungan dalam kepada pasangan usahawan dan memudahkan proses prestasi yang lebih tinggi dengan memberi akses kepada meneroka pasaran antarabangsa. Oleh itu, kajian ini adalah mengenai transformasi kepimpinan, keusahawanan dan prestasi usahawan PKS Malaysia. Hubungan usahawan kritikal dan faktor-faktor Animating itu, bagaimanapun, terlepas pandang dan sebahagian besarnya diabaikan dalam kesusasteraan.

Oleh itu, adalah tidak meyakinkan sebagai mana faktor-faktor mempengaruhi prestasi yang lebih tinggi dan bagaimana mereka mempengaruhi. Lukisan pada literatur, kajian ini berusaha untuk menyiasat spektrum usahawan dan telah jelas diperiksa lapan faktor yang mempengaruhi prestasi kepada usahawan dengan mengintegrasikan faktor-faktor dalam model menyeluruh. Asas-asas teori telah disediakan pada dasarnya dari teori kontingensi teori keadaan, teori kepimpinan dan teori keusahawanan firma itu untuk mereka bentuk rangka kerja asas untuk siasatan kuantitatif. Di samping itu, usaha kajian untuk mendapatkan maklumat penting ke dalam fenomena yang berkaitan dengan kepimpinan, keusahawanan dan proses prestasi melalui data primer kuantitatif. Di samping itu, untuk mengesahkan model yang bersaing dibangunkan di mana lokus kawalan dan kerajaan bermain dasar pengantara peranan untuk beberapa pemboleh ubah peramal dalam model.

Data primer yang dikumpul daripada sampel 425 PKS Malaysia untuk pengesahan empirikal model kuantitatif dengan menggunakan Persamaan Permodelan Struktur (SEM) bersama-sama dengan kaedah statistik deskriptif telah digunakan untuk menggambarkan titik struktur. Walau bagaimanapun, analisis model struktur cadangan yang diubah suai mendedahkan bahawa hipotesis adalah penting termasuk laluan

langsung sebagai latar belakang prestasi. Seperti yang dilaporkan dalam tesis ini, model yang dicadangkan dengan pengubahsuaian kecil patut lebih baik dengan data berbanding model yang bersaing, dan ia menjelaskan 52% daripada varians prestasi. Walau bagaimanapun, analisis model struktur cadangan yang diubah suai mendedahkan bahawa dua belas hipotesis adalah penting termasuk lapan laluan langsung sebagai latar belakang prestasi usahawan. Peranan pengantara amanah dan kesempatan dalam model juga disokong. Hasil kajian deskriptif menunjukkan majoriti daripada responden perempuan (51%) diikuti dengan lelaki (49%). Majoriti peringkat umur responden adalah dari berusia 31-43 tahun. Kajian ini menunjukkan bahawa (32%) daripada responden adalah berkelulusan Ijazah Doktor, diikuti dengan (26%) daripada program Sarjana Muda dan (24%) adalah dengan Ijazah Sarjana dan yang paling rendah dari MBA adalah (19%).

Hasil kajian menyokong hubungan yang paling konseptual dalam model kuantitatif dan menghulurkan sokongan kepada dua belas hubungan hipotesis dalam model struktur yang diubah suai. Penemuan ini melanjutkan pemakaian teori disokong serta ajaran mereka dalam menjelaskan prestasi usahawan dan menyumbang kepada badan pengetahuan. Implikasi dapatan kajian dibincangkan dan arah penyelidikan masa depan adalah dicadangkan. Kajian ini menyediakan bantuan yang berkesan untuk PKS Malaysia kini untuk meningkatkan prestasi mereka. Juga kajian ini merupakan satu jurang pengetahuan dan menawarkan bantuan praktikal kepada PKS Malaysia untuk memanfaatkan kemahiran dan kepakaran ahli-ahli organisasi mereka dan seterusnya untuk mengekalkan dan meningkatkan prestasi mereka.

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Last but not least, I want to affectionately dedicate this study to my husband, Mr. Aiman Mohemad Mohemad Ahemad Kassir, for his support, love, help and encouragement.

Ma Tin Cho Mar @ Noorjahan Bi Bi

This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Given the importance of entrepreneurial activities and performance for economic growth, wealth creation, business expansion and technological progress, numerous studies on entrepreneurship exist Wickham et al. (2004). Many of previous studies seek to understand how opportunities are discovered, created and exploited, by whom and with what consequences by Shane and Venkataraman et al. (2000). Business environment today has changed and with it the way entrepreneur run the organization. It is a different age which markets are dynamic, complexity increases with size, ambiguous signals and uncertainty challenge strategy and leadership.

The purpose of this study contributed the awareness to entrepreneur, consultants and researchers regarding the ways in which leadership can improve the performance of human services organizations. Transformational leadership and, specifically, organizational cultural change will receive special attention because of their key roles in impacting and improving organizational performance.

Malaysia has indeed progressed impressively since independence. In more than fifty years, the country has transformed from a purely commodity-driven economy to a industrializing nation, its GDP has increased from RM5.1 billion in 1957 to nearly RM 1 trillion in 2012. Poverty has been reduced to less than two per cent in 2012 from 51 per cent in 1957; life expectancies, fertility rates and other social and economic indicators have shown tremendous improvements during the same period. Moving forward, Malaysia's GDP is expected to expand within the target of 4.5 percent to 5.5 percent in 2015. For 2016, the GDP growth is projected to be between 4.0 percent to 5.0 percent. Domestic demand will continue being a key driver of growth and supported mainly by private sector.

Going into an entrepreneur role is a creepy and awesome goal for most of us. The war for winning and retaining the entrepreneurship skills, has nothing to do with technology or economics of recession, depression or boom times. It has everything to do with the transformational leadership skills, although with the ascendancy of technology, political, social and economic has changed the role of an entrepreneur in this decade. The “crash of 97” represents one surface of a more fundamental transition to the Entrepreneurs. Ohmae et al. (2000) noted that “most of the entrepreneurs have found themselves forced into the long tunnel, at a pace and the rate that they did not choose. In relation to the above statement on entrepreneurs, this study will contribute to the effectiveness of Malay entrepreneurs in the future. It aims is to analyze and investigate the leadership development among Malay entrepreneurs from different states as well as from different field of business that they are in.

Michaelis et al. (2001) stated build an enterprise society in which all small business thrive and achieve their potential. The creation and growth of new entrepreneurial firms contribute to a beneficial process of “productive churn”, by which more productive growing business increase their market share at the expense of less productive incumbents. Small business is the lifeblood of our economy- boosting productivity, creating employment and prosperity and revitalizing our communities. The potential aim as the government has been to change attitudes to enterprise and tackle the difficulties that we know entrepreneurs can face in starting and growing their business Rt Hon. Gordon Brown, Rt Hon & Patricia Hewitt et al. (2003).

The competitive landscape in many industries today is marked by intense competition among existing players and the emergence of many focused competitors targeting specific segments of the market Ramachandran et al. (2006). The entrepreneur is believed to be an agent of transformation and directly responsible for determining the nature of the socioeconomic status of different institutions McDaniel et al.(2002). With the ascendancy of technology, political, social and economic has changed the role of an entrepreneur in this decade. The “crash of 97” represents one surface of a more fundamental transition to the Entrepreneurs. Ohmae et al. (2000) noted that “most of the entrepreneurs have found themselves forced into the long tunnel, at a pace and the rate that they did not choose. In relation to the above statement on entrepreneurs, this study will contribute to the effectiveness of Malay entrepreneurs in the future. Anita Paul et al. (2014) indicated on leadership as an inherent and it is an inborn responsibility. She stated following short story that unleashing the intrinsic leadership in each member of the team is what will eventually separate the winning brands from the losing ones. Most of us have heard the tale. Julius Caesar, in 49 BC, was at war with himself, for the first time in his life. One who was used to conquering and destroying the boundaries of land ownership, found himself at the mercy of him. He wanted to cross the River Rubicon into Rome and stake his claim on the south of Italy. But there was a rule: A general cannot cross the river with a standing army. No one was allowed to conquer Rome. To cross the Ribicon with your subordinates would mean high treason. Need to come alone if we must.

In order to continue overhead, Caesar knew that if he crossed with his legion, he would need to go all the way. A complete takeover must be accomplished to remain alive after venturing into such an assault. The point of no return, conflict and death would be imminent. Or he could just turn around and lead his army on to other less desirable pursuits. He crossed and invaded the ancient city, apparently with tears in his eyes that not from the bruises he acquired from the battle, but the relief of the outcome of the battle after having to make such an excruciating decision to cross the river. Till today, just mention the word Rubicon and people think of Julius Caesar, not the battle. With this in mind, never forget that no matter what product are marketing, always remain the product’s “it” factor. Human are not less important than the product. As a team manager who tells his subordinates that he is the only leader in the pack and the only one who is capable of shepherding. And spurring them on. And woe to the person who thinks he can get away with mediocre service because he has a weak leader. “But it is so difficult. Will I fall flat on my face if he embark on a journey of quick decision making, risk taking, global thinking and setting ambitious tasks for himself? Shouldn’t he just leave all these to the CEOs and CFOs?” But we forget. The CEOs and CFOs of

these companies hired human beings. living, breathing beings whom they believed were more important than any spreadsheet placed before after some time because human forget that human are our own leaders.

Entrepreneurs are constantly challenged to produce, introduce and use. When will someone remind us to conquer as well? When will entrepreneurs stop looking to others to lead, inspire and motivate us? If entrepreneurs are to take home anything from the whole Tiger Woods episode, it would be to start unleashing the leader in us and not wait for another leader to press the 'on' button within us, especially one who is not about to experience a tragic downfall.

It is time to make that crossover. If entrepreneurs are currently in a leadership position and are wondering why on earth, our competitors keep getting the better of our environment, it is time to mold a winning team that takes risks and is open to change. In ourselves. Most of entrepreneurs began our careers being ambitious and driven, until entrepreneurs reach our Rubicon. The point of no return, where entrepreneurs decide to do next may just be the very thing needed in our company to move ahead of the competition. But people stop. Entrepreneurs balk at the challenge. The turn around because it's easier to do so and it's downhill all the way taking our brand with them. If entrepreneurs knew that entrepreneurs were own leaders, if entrepreneurs possessed that self-awareness within ourselves and saw that our whole life is filled with leadership opportunities, that entrepreneurs were their own Julius Caesar, entrepreneurs would courageously move ahead with only one thing on their minds that winning, become entrepreneurs can be. After all, Caesar's actions eventually led to the establishment of the Roman Empire, one of the greatest empires known till today. Just imagine what the team could do.

Thus, the need for organizations to become more innovative and inventive in order to survive and grow stronger is increasing rapidly; this is in reality because of the characterized and intensified global competition, dynamic change and increasing uncertainty Lassen et al. (2007). With reference to this, corporate entrepreneurship is more needed, relevant and applicable than before, as a viable means for existing organizations to continuously exploit and explore previously unexploited opportunities, thereby moving and developing the organization (or some subset of individuals) to a new state of being Krackhardt et al. (1995). In some countries, especially the developing countries, some outside environmental circumstances, which include frequent financial crises, competitive effects of globalization among others, compel national firms to discover the threats and opportunities to develop more entrepreneurial, standard, innovative, and adaptive in order to preserve their status of competitiveness Barringer and Bluedorn et al. (1999). Thus, one of the first symbols of lucrative and booming entrepreneurial accomplishments may be obtained right from the marketplace, for instance, if there are increase in sales and market shares Bora & Calgary et al. (2008).

Malaysia is gradually recognizing the development of entrepreneurship and its importance. The development of Malaysia's economy is seen in an increase effort of maintaining harmony and supporting infrastructure, mechanisms and policies of different dimensions which are put in place for entrepreneurs, which include; concrete physical infrastructure, funding and various business advisory services. This will give rise to a society where each kind of businesses, big and small enterprises would realize their dream Michaelis et al. (2001). The creation and growth of new entrepreneurial firms contribute to a beneficial process of "productive churn", by which more productive growing business increase their market share at the expense of less productive incumbents. Small business is the lifeblood of our economy-boosting productivity, creating employment and prosperity and revitalizing our communities.

The significance of entrepreneurial ventures in Malaysia, in the economic progress of the nation is highly undeniable. Chee et al. (1990) reported about the entrepreneurial ventures, where it was reported that it tend to employ a lot of workers per unit of capital, this help the economy by increasing total saving, and it has a good effect on the regional development. It serves as training platforms for rising the ability of entrepreneurs and industrial workers, and plays a significant role to bigger firms in the economy. Tan et al. (1990) explains that, they help to maintain and sustain the growth of economy and control the economy in periods of economic recession. Entrepreneurs are also contributing very significantly to the economic power and the strength of the nation considering the direct output of goods and services as well as the role in supplying requisite inputs to other enterprises and government activities.

According to Harper et al . (2010) he describes the roles played by an entrepreneur in the following words:

- (1) Making the initiative to join the factors of production to produce a good or service in what is hoped will bring profit to the venture;
- (2) Taking basic business decisions that will set the course of the business enterprise;
- (3) An innovator – a person who tries to set up a commercial basis, new productive techniques, new products or even new types of business organization; and
- (4) He is a risk-taker, risking not only his time, efforts and business reputations but his/her invested funds and those of business associates or stockholders.

Entrepreneurship is often equated with small business ownership and management because of the common, and generally accurate, perception that much of the nation's innovation and growth comes from the sectors. When people use the term small business, they are usually thinking of so-called mom and pop stores like the neighborhood grocery, reserving the term big business for "giant" corporations like IBM and General Motors. A more general definition of small business suggests that businesses financed by the owners and their personal funding resources should be consider small. Further, the same person or small group owns and manages the business; resources are secured locally; and products or services are distributed locally. Also, most businesses are considered small if they are small relative to others in the

same industry. In the U.S. Chamber of Commerce classification, a business that employs fewer than 500 individuals is considered small.

Predicting entrepreneurial performance using psychological variables like risk taking behavior, transformational leadership behavior and innovative behavior and the social-cultural variable, for example the entrepreneurial status, had been the usual practice. In this age of rapidly changing business environment, individual behaviors are more important than ever, with the technological and social changes constantly affecting organizational functioning, transformational leadership behavior, risk taking behavior and innovative behavior are becoming more relevant than ever. Entrepreneurs have to focus on these behaviors because transformational leaders bring about change in an organization and environment. Entrepreneurs have learned that organizations are quicker to mobilize resources when they face situations that threaten their very existence than when they attempt to exploit new opportunities.

In most of the developing countries the importance and potential of entrepreneurship as a vehicle to harness the power, talent, energies and capacities of people in order to create a vibrant economy has been gradually more recognized. Even in Malaysia, this form of recognition is acknowledged. Since independence, the transformational power of entrepreneurship was recognized. For almost half of a century, the nation undertook numerous small-scale industrial programs in order to create and initiate economic development. Therefore, this study attempts to investigate entrepreneurial leadership and entrepreneurs' successful performance in Malaysia.

1.2 Background to the Research

In Malaysia, the racial segregation of economic activities along the racial and ethnic lines has been an important historical fact which has to be understood in order to know and realize what is happening in the existing context of entrepreneurship in Malaysia. This system was established and introduced by the colonial masters – the British, during their period of colonial rule in Malaya in the beginning of 1957.

The New Economic Policy (NEP) which was established in 1970, fully considered, promoted and implemented these special rights, this is as a result of discomfort and cries of equality between the dominants Malays and all other ethnic groups (mainly Chinese) who were by that time acquiring economic supremacy. Therefore, NEP has the two main objectives put forward, which were; to eradicate poverty, and as well as wipe out anything that would put any race ahead of others in terms of economic independence. During the time of the NEP activities, a greater importance was given in increasing appropriate Bumiputera participation and ownership in the corporate and business sectors, improving Bumiputera partaking and involvement in high-income jobs, in addition to eradicating poverty and reducing the gap of income inequality.

It is arguable considered that due to this proper domestic perfections and policies, Malaysia has a well balanced and an impressive economic planning especially when compared to other developing countries. There is an average management and sustenance of a relatively high level of growth, despite some challenges of the Asian economic crisis.

In this respect, The Malaysian economy expanded by 4.7 percent year-on-year in the September quarter of 2015, moderating from a 4.9 percent growth in the previous period and in line with market expectations. It is the weakest expansion since the second quarter of 2013, as a rebound in exports were unable to offset a slowdown in private and public consumption, respectively (Bank Negara Malaysia, 2015).

In the case of Malaysia, the changes of these world issues had provided some effect on the role of the Malay entrepreneurs since the economic downturn in 1997. The alarming scale and gravity of the problem of risks taking and leadership development among Malay entrepreneur has become a challenging and national issues for the country. As a result, many attempts have been made from the NEP and a lot of government agencies have been set up to support and provide assistance to Malay entrepreneurs on the economic side. That the revamping of NEP (National Economic Plan) which was based on the objectives to integrate the social cohesiveness of the society and to curb the poverty level. By that time, Malaysian government promoted and supported the Bumiputra entrepreneurship activities. The Malaysian government aimed was that wanted to make a success on BCIC (Bumiputra Commercial and Industrial Community).

In recent, Malaysia is a developing economy in Asia which, in recent years, has successfully transformed from an exporter of raw materials into a diversified economy. The largest sector of the economy is services, accounting for around 54 percent of GDP. Manufacturing sector has been growing in recent years and now accounts for 25 percent of GDP and more than 60 percent of total exports. Mining and quarrying constitutes 9 percent of GDP and agriculture 9 percent. This page provides - Malaysia GDP Annual Growth Rate - actual values, historical data, forecast, chart, statistics, economic calendar and news. Malaysia GDP Annual Growth Rate - actual data, historical chart and calendar of releases was last updated on January of 2016. Therefore, it could be assumed that not many Malay entrepreneurs have innovativeness, transformational leadership skills and risk taking capabilities. Malay entrepreneurs have not fully developed the economic striking mentality, despite the fact that, there are a few of them in the United Kingdom at this moment. It is evident that not many entrepreneurs dare to invest and start business in foreign countries because everybody is waiting for the investors (leaders) to come in Ahmad Fadzil et al. (2011).

Ever since the issues of globalization has been spread out around the world. The roles of entrepreneur have changed drastically. The entrepreneur in Malaysia was facing the momentum they need to be more competitive in order for them to be a global player by Ariff & Abubakar et al. (2002). There were a lot of issues concerning about the

National Economic Plan in Malaysia which highlighted the issues of Bumiputra entrepreneur not achieving the target of 30% equity ownership. In Malaysia, “Malay entrepreneurs are the majority of the Bumiputra” Zainol & Wan Daud et al. (2011).

Transformational leadership has been found to have a positive relationship with subordinate satisfaction, motivation, and performance (e.g., Bass, 1998; Howell and Avolio, 1993; Lowe, Kroeck, and Sivasubramaniam et al. 1996). Although many studies have shown a positive relationship between transformational leadership and organizational performance, work is still needed to identify mediating variables (Bass, et al. 2003; Boerner, Eisenbeiss, and Griesser, 2007; Eisenbeiss, Van Knippenberg, and Boerner, 2008; Wolfram and Mohr, 2009; Yukl, 1999).

As senior leadership style has been shown to have a significant positive effect on entrepreneurship (e.g., Eisenbeiss, et al. 2008; Jung, Chow, and Wu, 2003) and innovativeness of entrepreneurship has been shown to have a significant positive impact on performance (e.g., Deshpande, Farley, and Webster Jr, 1993; J. Han, Kim, and Srivastava, 1998; Hult, Hurley, and Knight, 2004; Keskin, 2006), this study will evaluate locus of control and government policies as a possible mediators between entrepreneurship, transformational leadership and performance. Innovativeness on entrepreneurship is the propensity of an organization to deviate from conventional industry practices by creating or adopting new products, processes, or systems (Deshpande, et al., 1993; Hult, et al. 2004; Knowles, Hansen, and Shook, 2008; Srinivasan, Lilien, and Rangaswamy et al. 2002). This adapted definition captures both the adoption component most commonly associated with (Rogers, 2003) diffusion of entrepreneur theory and the creation component prevalent in the human resource literature that includes an organization’s capacity for creativity (Gebert, Boerner, and Lanwehr, 2003) and openness to new ideas (Hurley and Hult, 1998).

According to the Malaysian Institute of Economic Research (MIER) pointed out that, the fundamental and the first target for the ownership reformation has been lessened over the years; from hoping to have at least 30% ownership of business and wealth for the Bumiputera as it has lessened and come down as low as at least 30% ownership of share capital in limited companies in Malaysia. Although the Malays dominated 60% of the total population of Malaysia (DOS, 2008), the economic activities, especially in the entrepreneurial sectors is monopolized by other minority ethnics. According to Ahmed et al. (2005), the development of entrepreneurship in Malaysia is influenced by the policies of colonial power and by the mixture of ethnic backgrounds. It has been documented that not many entrepreneurs dare to venture in overseas. There are three key factors can be extracted from the above mentioned study as follows:

1. The entrepreneurship in Malaysia has its own set of constraints to contend with even while it is being developed.
2. The (NEP) main strength was put on adding appropriate and effective Bumiputera ownership.
3. The aim of NEP was to reach at least 30% in the proportion of effective Bumiputera ownership by 2000, however, this aim was extended to year 2010 as specified in the Third Outline Perspective Plan (OPP3) 2001-10.

Shukor et al. (2006) found that values and attitudes, entrepreneurial skills, managerial skills and entrepreneurial characteristics are required for entrepreneurial success. His study showed that the Malay participation in the economic sector is still lagging compared to non-Malays. This may be due to some cultural aspects and attitudes of the Malay that obstructs their business growth. In his book, *Malay Dilemma*, Mahathir et al. (1970) argues that Malay culture has certain deficits, resulting in a poor rate of Malay business success.

Large companies including automobile manufacturers, petroleum related and others contribute specifically to the Malaysian economy Hanoi et al. (2002). They are seen to take an active role in achieving economic growth. However, contributions from small and medium companies (SMEs) to the Malaysian economy are also very important. They provide indirect support or income to economy's growth. SMEs are also able to provide goods and services the same as large companies even though in smaller quantities. SMEs play an important role in economic terms for developed as well as developing countries including Malaysia Saleh & Ndubisi et al. (2006); Md Zabid & Tan et al. (1999). Their contributions in term of enhancement to the nation's economy, provide employment, provide new products and so on (SMEinfo, 2006; Naruanard, 2003).

Currently, the Malaysian government realizes that this industry provides significant contribution to the national income. Normah et al. (2006) stated that the activities of SMEs generated economic growth in developed countries like Korea, Japan, Taiwan and many more. Normah also stated that "the percentage contribution of SMEs to Gross Domestic Product (GDP) or total value added ranges from 60.0 percent in China, 57.0 percent in Germany, 55.3 percent in Japan and 50.0 percent in Korea, compared to 47.3percent attained by Malaysia".

However the majority of studies on transformational leadership and entrepreneurship have been from the western context, such as USA and UK resulting in the inability to generalize conclusions cross culturally, whereas developing countries have largely been neglected. Also, there is another lack has been observed in the literature regarding the availability of such empirical work that examine entrepreneurial leadership including two dimensions of both transformational leadership and transformational entrepreneurship. Therefore, this study attempts to investigate the relationship between transformational leadership dimensions, entrepreneurship dimensions and entrepreneurs' successful performance in Malaysia.

1.2.1 Focus of SMEs Malaysia

SME are increasingly important to the nation. The Governor of the Central Bank of Malaysia, Dr Zeti Akhtar Aziz mentioned in 2008 regarding on a Banking Industry Seminar that "The development of a strong and dynamic SME Sector is a priority on the national agenda". By having SME, it can sustain and balance the economic growth so that there is not too much income from the 'big' companies and not too little from SME. Based on the Census on Establishments and Enterprises in 2005, obtained from

SMIDEC and SMEinfo website, SMES represent for 99.2% of the total business establishments in Malaysia, 56.4% of total employment, 32% to country's gross domestic product and also 19% of nation total exports.

SMEs in the ASEAN regions are believed to be vital part because they contribute 99 percent of all business sector, 70 percent of the labor force, and 40 percent in the gross domestic product. (IE Singapore, 2010). The definition of SMEs may vary from one nation to another. SMEs may be defined according to the number of workers and the total asset of the business. In Malaysia business organizations that have 30 percent local equity, have fixed productive assets of not more than 11. Million dollars and have workers not more than 200 is considered and characterized as SMEs. Lussier and Pfeifer et al. (2001) state that SMEs provide positive opportunities both success and failure most especially in assisting, training, providing guidance to law makers. In relation the SMEs in Singapore, studies shown the same result when it comes to SMEs success and failure.

Entrepreneurialism, is a resurgence of interest in the phenomenon of start-up business, whether within small scale or larger technology ventures, happens at a crucial and defining moment in the Malaysia economy. Entering into developing Information Age, fueled by the microelectronics revolution, the improved emphasis on entrepreneurialism is proper. It is thriving in both fast-development, take-off organizations and subsidiaries, whether through the endeavors of individual business founders or within big entrepreneurial corporations. Yet, entrepreneurialism and related creative management must be set within a bigger context—that is, the significant move in progress from an industrial stage of human development to the post-industrial Information Society. "Entrepreneurial is a set of practices and decisions which are cultivated or prevented by natural setting. It can be supported or discouraged". As indicated by Stevenson's ideas in relation to the behaviors shown in two types of managers, promoters and trustees.

Entrepreneurialism is an expression of the innate sense of discovery that characterizes humans. Daniel Boors tin advises us that professions are composed to keep up customary ways to deal and maintain traditional approaches to knowledge, and have a tendency to be worried with classic controversies, rather than breaking new ground. He expresses admiration to beginners who are willing to explore something new. In contrast, the maxim of both the bureaucrat and the professional is "never do anything for the first time".

The amateur spirit in its unique sense is a prolific component of inventiveness that people are in threat of losing in the event that got permitted organizations to be fenced in by the necessities of professionalism. The entrepreneurial spirit is has provided Malaysian entrepreneurs an insight to distinguish the professional manager from the innovative counterparts.

Indeed, even among the triumphs, entrepreneurial founders have sometimes been compelled to step aside and get "professional" management. Eric Flamholtz, an educator in the UCLA School of Business, thinks that various managerial skills and behavior are involved. His position is that business needs the capacity to perceive a market need and then to move rapidly to create or supply the required output, product and services. At the point when the take-off company starts to experience increasing pain, the founder is ought to know the cause. At this moment, the start-up firm apparently requires to undergo a transformation to better formal systems.

Regardless of the SMEs' size, there is a general agreement that these particular enterprises generate more job opportunities as compared to large enterprises. It is considered to be a vital factor for development and advancement. As shown in several studies, SMEs are more involve in research. Unlike large scale enterprises, SMEs spend more in research and developments programs. Moreover, government's support towards SMEs is much higher.

SMEs are perceived to have contributed in generating jobs and opportunities. It is believed that SMEs are able to adapt and respond to buyers' needs. The SMEs in Malaysia is around 148,000. These SMEs constitutes 99 percent of all sector. Moreover, utilize 66 percent of the labor force, and contributes 48 percent to the overall economy (Spring, 2008). Currently, the SMEs contribution remain to be the same base from the 2010 Malaysian report.

1.3 Statement of Problem

Various studies have been carried out in some of countries concerning the phenomenon of transformational leadership. Thus, it can be authoritatively established that, most, if not all, of these studies, were carried out in some countries such as; UK, Australia, and some other European countries. Jung, Yammarino & Lee et al. (2009). There is a lack of empirical models that operate together with entrepreneurial success, and clearly explore the dimensions of transformational leadership and entrepreneurship in an explicit single model.

Related literature has shown that very small attempt was made in order to do research and study entrepreneurship dimensions within the developing countries in general, and especially with particular reference to the Malaysian context in specific. In addition, there are no enough research activities which we're undertaking on SMEs sector organizations. Due to this, this study tries to solve this problem by examining the factors which affect entrepreneur success with regards to transformational leadership.

The phenomena of transformational leadership and entrepreneurship and their effect on operational performance have not received much attention in human resource research and have not been evaluated collectively with entrepreneurship Williams, Esper, and Ozment et al. (2002) stated that virtually no articles highlight the importance of effective entrepreneurship based on leadership. A recent stream of entrepreneurship

research that includes transformational leadership provides the conceptual framework to understand this still under researched area Defee, et al. (2009). However, there remains a scarcity of applied research on transformational leadership in entrepreneurship context Malaysia. This study filled this theoretical gap.

Jung, Yammarino & Lee et al. (2009) have examined which of the entrepreneurship and transformational leadership have the greatest effect on various performance variables. Their results reinforce the proposed SEM relationship model as being integrative in nature and the suggestion that organizational learning needs to be implemented at both the people and system levels. On a system level, patterns of interaction and organizational values allow for the occurrence of organizational learning, because on an individual level, employees will feel empowered and leaders will support knowledge sharing.

Contemporary expressions of organizational contingency theory hypothesize that the interaction of situational dimensions of work design (e.g., differentiation, formalization and leadership) and contingency factors (e.g., idealized influence of transformational leadership and innovativeness of entrepreneurship) influence organizational adaptation to, and hence performance within, its environment. Although the relationship between artifacts of modern work and team performance.

A comprehensive study on the organizational learning antecedents, organizational performance, transformational leadership and entrepreneurship, this research has proposed a model that joins a combination of the Bass & Avolio, 2006 models. The proposed model undertakes that organizational learning occurs if transformational leadership supports its occurrence Amitay, Popper et al. (2005); Garcia- Morales, Llorens-Montes et al. (2008); Yukl et al. (2009). The chosen model shows a comprehensive interaction between organizational learning antecedents and organizational culture, transformational leadership and empowerment and the outcome of organizational learning as measured by organizational performance.

Studying innovativeness of entrepreneurship as a possible exogenous variable responds to the generic call for research into the possible mediators between transformational leadership and entrepreneur performance as well as the specific call for empirical research regarding logistics innovation Grawe et al. (2009). The need to identify and study these mediators as well as the need to expand theory-based research of transformational leadership in entrepreneurship setting is the second step to fill the theoretical gap.

Johnleemk et al. (2007) pointed one remarkable thing about the Malaysian economy is how we have failed to produce successful homegrown companies. Furthermore, Bustamam et al. (2010) argued that since the government had a target for 30% increasing equity ownership among the Malay entrepreneurs. Although the Malays have not achieved the 30 per cent equity ownership targeted, the progress made from

them has been substantially compared to 2.4 per cent of corporate ownership in 1970 (ISIS, 2008; EPU, 2008).

In this study, performance was evaluated as a possible endogeneous variable between transformational leadership and entrepreneurship. The study of entrepreneur performance as an important preceding factor to financial performance is supported in the literature (e.g., Inman, et al., 2011; Wouters, et al., 1999). Operational performance will be measured as overall service quality, cost of service, claims ratio, safety, and on-time delivery. These measures are not only consistent with measures used on other operational performance scales (e.g., Inman, et al., 2011; Pagell and Gobeli, 2009; Zelbst, Green Jr, and Sower, 2010), but they are also very close to what is widely accepted as the four basic factors of operational priorities: cost, quality, delivery, and flexibility Yeung, et al. (2006).

Financial performance will be measured as return on investment, return on sales, profit, profit growth, and operating ratio. These measures are commonly used in the literature for measuring a firm's financial performance (e.g., C. Han, Corsi, and Grimm, 2008; Inman, et al., 2011; Scheraga, 2010; Teo, Wei, and Benbasat, 2003; Wu and Chuang, 2010; Yeung, et al., 2006). Recent literature has suggested that there is a positive relationship between operational performance and financial performance of the firm (Britto, Corsi, and Grimm, 2010; Inman, et al., 2011); however, a study of multiple operational measures and their impact on multiple financial measures could not be found. This study filled those theoretical gap.

This research attempts to set up a relationship between other skills of transformational leadership, entrepreneurship and entrepreneur performance. If this association among these factors and entrepreneur performance is developed, the outcomes could be used for developing strategies which will support and facilitate positive outcomes in terms of government policies. For this purpose, this research tries to develop a model, which may be adopted by policy makers as well as practitioners once validated. Investing in ventures or anything else when easily observable information suggests doing the opposite can be a brilliant strategy, but only if our own deeper analysis shows positive change around the corner.

1.4 Research Questions

1. What is the level of entrepreneurship practices among SMEs in Malaysia?
2. How transformational leadership skills affect success among the entrepreneurs in SMEs?
3. How entrepreneurial skills affect the success among entrepreneurs?
4. What is the mediating effect of government policy and locus of control on the relationship between transformational leadership, entrepreneurship and performance of entrepreneurs in SMEs?

1.5 Objective of the Research

1. To determine the level of Transformational Leadership and Entrepreneurship practices among entrepreneurs in Malaysian SMEs.
2. To determine the level of Government Policy and Locus of Control practices among entrepreneurs in Malaysian SMEs.
3. To determine the level of Performance among entrepreneurs in Malaysian SMEs.
4. To determine the relationship between Transformational Leadership, Entrepreneurship and Entrepreneurial Performance among entrepreneurs in Malaysian SMEs.
5. To determine the contribution of Transformational Leadership, Entrepreneurship towards Entrepreneurial Performance.
6. To test the mediating effect of Government Policy on relationship between Entrepreneurship, Transformational Leadership and Performance.
7. To test the mediating effect of Locus of Control on relationship between Entrepreneurship, Transformational Leadership and Performance.

1.6 Justification for the Research

Contemporary expressions of organizational contingency theory hypothesize that the interaction of situational dimensions of work design (e.g., differentiation, formalization and leadership) and contingency factors (e.g., idealized influence of transformational leadership and innovativeness of entrepreneurship) influence organizational adaptation to, and hence performance within, its environment. Although the relationship between artifacts of modern work and team performance has been investigated via a variety of constructs (e.g., idealized influence, innovativeness, information processing, others), recent studies suggest that the contingent effects of knowledge sharing on team performance may be underexplored. Specifically, current scholars propose that exploring the interaction of knowledge flows and information processing structures could prove informative for explaining variance in collective performance.

As well as the leadership theory and entrepreneurship theory involved a leadership style grounded in utilizing visionary and charismatic behaviors to inspire followers to achieve common goals (Bass & Avolio, 1997; Burns et al. 1978). The leader-follower relationship, outlined by (Burns et. al. 1978), was the primary aspect explored in this study. Components of the leader-follower relationship included the existence of ethical leader behavior that resulted in trust building and loyalty between the leader and follower, and subsequent positive behavior and performance by the follower (Ruiz et al. 2011). (Zacher et al. 2013) noted that leaders' personal wisdom, used when managing employees, had a positive effect on the interaction between the leader and follower through the component of individual consideration. Four of the themes outlined in this study revealed a tie to the conceptual framework: (a) leadership behaviors, (b) managing operations, (c) managing employees, and (d) employee behaviors.

Following sections summarized the most influential theories and models of leadership, following the historical development of this field. The earliest research on leadership focused on traits, which were originally seen as innate characteristics of leaders. To the best of the researcher knowledge, there is a lack of theoretical models to investigate to the better knowledge on the entrepreneurship, currently less specific research that operations together with performance and the dimensions of transformational leadership and entrepreneurship in one model.

1.7 Operational Definition of Terms

1.7.1 Performance

Performance is the result of the leader thoughts, decisions, behaviors, and actions. Performance is the way in entrepreneur acts and measured against the objectives set of organizational goals. In this study, performance is determined by the response of the environment (i.e., market) to the activities of the entrepreneurs. Differently stated, the organization will perform well if there is a demand for the products or services offered by the business. Therefore, performance is depending on entrepreneurial performance and the action of both the internal and external environment. In this study, performance is distinct from business performance. An entrepreneur can be performing events or events not control liable by the entrepreneur. An entrepreneur may wish to expand his or her business, but the competition is too intensive, or expansion is hindered by the government policy. An entrepreneur can never control all the factors determining business performance., and therefore it is more logical to define entrepreneurial performance as the specific tasks that can be or should be controlled. The performance is here either measured as the ability to survive or to grow. Growth is seen as an direct indication of entrepreneurship. Survival is not sufficient as an entrepreneurship indicator, but it is an indicator of durability on the market.

1.7.2 Entrepreneurship

Entrepreneurship is the creation of wealth-adding value. The wealth is created by individuals who assume the major risks in terms of equity, time, and /or career commitment of providing value for some product or service. The product or service may or may not be new or unique, but value must somehow be imparted by the entrepreneur R. Ronstadt et al. (1984). "A process that goes on inside an existing firm, regardless of its size, and leads not only to new business ventures but also to other innovative activities and orientations such as development of new products, services, technologies, administrative techniques, strategies and competitive postures" (Antoncic and Hisrich et al. 2001, p.498). When this activity takes place within the confines of a large organization, it is often referred to as intrapreneurship.

Though the preceding discussion makes it clear that there is considerable overlap between small business and entrepreneurship, the concepts are not the same. Small firms are not all entrepreneurial in nature. Entrepreneurial firms are not all small. They

may begin at any size level but key in on growth over time. Some new small firms may grow, but many will remain small business.

Table 1.1 : The elements mentioned most frequently in definitions of the term “entrepreneur”

Elements defining the entrepreneur	Authors
Innovation	Schumpeter (1947); Cochran (1968); Drucker (1985); Julien (1989; 1998)
Risk	Cantillon (1755); Knight (1921); Palmer (1971); Reuters (1982); Rosenberg (1983).
Coordination of resources for production; organizing factor of production or of the management of resources	Ely and Hess (1893); Cole (1942 and in Aitken 1965); Belshaw (1955); Chandler (1962); Leibenstein (1968); Wilken (1979); Pearce (1981); Casson (1982)
Value creation	Say(1815, 1996); Bruyat and Julien (2001); Fayolle (2008).
Projective and visionary thinking	Longenecker and Schoen (1975); Filion (1991; 2004)
Focus of action	Baty (1981)
Leadership	Hornaday and Aboud (1971)
Dynamo of the economic system	Weber (1947); Baumol (1968); Storey (1982); Moffat (1983)
Venture creation	Collins, Moore and Unwalla (1964); Smith (1967); Collins and Moore (1970); Bereton (1974); Komives (1974); Mancuso (1979); Schwartz (1982); Carland, Hoy, Boulton and Carland (1984); Vesper (1990).
Oppoortuniy recognition	Smith (1967); Meredith, Nelson an Neck (1982); Kirzer (1983); Stevenson and Gumpert (1985); Timmons (1989); Dana (1995); Shane and Venkataraman (2000); Bygrave and Zacharakis (2004); Timmons and Spinelli (2004).
Creativity	Zaleznik and Kets de Vries (1976); Pinchot (1985)
Anxiety	Lynn (1969); Kets ade Vries (1977; 1985)
Control	McClelland (1961)
Introduction of change	Mintzberg (1973); Shapiro(1975)
Rebellion/ Delinquency	Hagen (1960)

1.7.3 Leadership

The leadership is a quality that enables a person to manage or administer others. The scientific literature offers numerous definitions for leadership that vary between the different groups of researchers. For example, Gardner et al. (1990) defines leadership as the process of impacting the activities of a group or an individual in terms of their actions associated with achievement of goal in given situations. Leadership is both a process and a property. The process of leadership is the use of non-coercive influence to direct and coordinate the activities of the members of an organized group toward the accomplishment of group objectives. As a property, leadership is the set of qualities or characteristics attributed to those who are perceived to successfully employ such influence Jago et al. (1982). Entrepreneurial leadership is organizing a group of people to achieve a common goal using proactive entrepreneurial behaviour by optimizing entrepreneurship to take advantage of opportunities, taking personal responsibility and managing change within a dynamic environment for the benefit of the organization Hermes et al. (2012).

1.7.4 Transformational Leadership

Transformational leadership is the new and bold visions of change, growth and development being espoused and pursued by the leaders. The transformational leader is able to get their subordinates and followers to transcend their self-interest for the good of the group, organization and country. The arousal of higher-order needs, which transcend self-interest, can induce and spur extraordinary efforts and contributions from the followers and subordinates. The transformational leader provides the high standard of performance and accomplishments and the inspiration to reach such standards.

According to Burns et al. (1978), the transformational leadership is evident when leaders and their followers get each other involved in such a way as to bring one and the other to higher levels of morality and motivation. A transformational leader is a leader who can boost the levels of followers' awareness and interests in the organization or group, raises the levels of each follower's confidence, and attempts to move followers' concerns from existence only to growth and achievement Bass et al. (1985).

1.7.5 Locus of Control

Locus of control refers to the extent to which individuals believe they can control events affecting them. Understanding of the concept was developed by Julian B. Rotter et al. (1954), and has since become an aspect of personality studies. A person's "locus" (Latin for "place" or "location") is conceptualized as either internal (the person believes they can control their life) or external (meaning they believe their decisions and life are controlled by environmental factors which they cannot influence, or by chance or fate). The early research on locus of control beliefs conceptualized it as a bipolar, unidimensional constructs by Lefcourt et al. (1976). External locus of control was conceptualized as a generalized belief that outcomes are determined by external

factors, whereas an internal locus of control was conceptualized as the belief that outcomes are contingent on one's own responses.

1.7.6 Government Policy

Government policy refers to the actions that governments take in the economic field. It covers the systems for setting levels of taxation, government budgets, the money supply and interest rates as well as the labor market, national ownership, and many other areas of government interventions into the economy. Most factors of economic policy can be divided into either fiscal policy, which deals with government actions regarding taxation and spending, or monetary policy, which deals with central banking actions regarding the money supply and interest rates. Such policies are often influenced by international institutions like the International Monetary Fund or World Bank as well as political beliefs and the consequent policies of parties.

The term 'government policy' can be used to describe any course of action which intends to change a certain situation. Think of policies as a starting point for government to take a course of action that makes a real life change. Government uses policy to tackle a wide range of issues. In fact, it can make policies that could change how much tax you pay, parking fines, immigration laws and pensions. Law can also be changed by government, so when they create a policy it can be made to affect specific groups of people or everyone in our society.

1.8 Potential Contributions and Hypothesis

The research hypothesis is a paring down of the problem into something testable and falsifiable. In the aforementioned example, the researcher may wonder that the weakening in the leadership skills and entrepreneurial skills are due to continue lack of performance. The researcher must generate a realistic and testable hypothesis around which can be built the experiment. And a hypothesis must be testable, taking into account current knowledge and techniques, and be realistic. If the researcher does not have a adequate knowledge, then there is no point in generating complicated hypotheses.

A hypothesis must be verifiable by statistical and analytical means, to allow a verification or falsification. In fact, a hypothesis is never proved, and it is better practice to use the terms 'supported' or 'verified'. Based on the theory of transformational leadership states that as an agent of change transformational leaders are able to obtain performance beyond expectations by setting challenging goals to steer and motivate themselves and other members in the group for higher levels of performance (Bass & Avolio, 1993; Masi & Cook, 2000; Bass et al., *Transformational Leadership and Corporate Entrepreneurship* 2003; Avolio & Bass, 2004; Northouse, 2010). Transformational leaders strive towards internalizing a sense of identification, arouse personal trust and pride, support and respect, promote creative thinking, act with confidence and lead by example, thus making themselves perfect models people

want to identify with (Bass & Avolio, 1994; Bass, 1998; Bono & Judge, 2003; Tucker & Russell, 2004; Barbuto, 2005; Yukl, 2010).

Previous studies have confirmed the positive and significant relationship between transformational leadership and followers' extra effort, leaders' satisfaction and performance (Yukl, 1989; Bass, 1990; Bass & Avolio, 1990; Yammarino & Bass, 1990; Masi & Cook, 2000; Dvir et al., 2002; Bass et al. 2003). It has also been found that leaders who exhibit transformational style were more effective with better performance, and these findings have been validated across hierarchical levels as well as in public and private settings (Lowe et al. 1996; Bakar & Mahmood, 2013a). In addition, transformational leadership is found to be prevalent in the higher education sector, and it provides satisfaction, effectiveness that lead to an extraordinary overall performance (Tucker, 1991; Kirby, King & Paradise, 1992). Based on these discussions, it is posited that: This means that the research showed that the evidence supported the hypothesis and further research is built upon that.

- Hypothesis 1:** Leadership has a positive relationship with entrepreneurial performance.
- Hypothesis 2:** Entrepreneurship has a positive relationship with entrepreneurial performance.
- Hypothesis 3:** Government Policy has a positive relationship with entrepreneurial performance.
- Hypothesis 4:** Locus of Control has a positive relationship with entrepreneurial performance.
- Hypothesis 5:** Leadership contributes towards performance.
- Hypothesis 6:** Entrepreneurship contributes towards performance.
- Hypothesis 7:** Government Policy contributes towards performance.
- Hypothesis 8 :** Locus of Control contributes towards performance.
- Hypothesis 9:** Government Policy has a positive and full mediating effect on the relationship between leadership and performance.
- Hypothesis 10:** Locus of Control has a positive and full mediating effect on the relationship between leadership and performance.
- Hypothesis 11:** Government Policy has a positive and full mediating effect on the relationship between entrepreneurship and performance.
- Hypothesis 12:** Locus of Control has a positive and full mediating effect on the relationship between entrepreneurship and performance.

1.9 Significance of the Study

There is a remarkable shortage of studies on transformational leadership in Malaysia as more research has been conducted in UK, Australia and European countries (Jung, D., Yammarino, F. J., & Lee et al. 2009). To the best of the researcher knowledge, there is a lack of theoretical models to investigate to the best of my knowledge, currently there is no specific research that operations together with performance success the dimensions of transformational leadership and entrepreneurship in one model. This study will provide empirical evidence on these dimensions in relation to

successful performance in Malaysia. Therefore, the study is expected to contribute to the existing body of knowledge by integrating various dimensions from different models of entrepreneurship and transformational leadership in one study.

And this research is very much important for the nation in line with the government objective that is to increase the equity ownership among Malay entrepreneurs because The aim of this study is to investigate the relationship between entrepreneurship and transformational leadership skills, innovativeness and inspirational motivation from particular aspects:

- Are certain personalities more transformational than others?
- Are appraisals of subordinates similar to leaders' own concerning their transformational leadership skills, innovativeness and inspirational motivation?
- Do some personalities appraise themselves more positively than others?

The purpose is to discover the different views about the personality's impact on the behavior of leaders as well as to gain some new insights into how this information could be used.

1.9.1 The Shortage of comprehensive Research on Entrepreneur Performance established by the Leadership skills

The difficulty in studying concepts such as transformational leadership, entrepreneurship, and entrepreneurs performance, and the interrelations between these three constructs, these terms are hard to define, describe, and to measure systematically. The disagreement among theorists concerning the definitions of these variables has led to further controversy about research design and instrumentation and to exacerbate this situation, there appears to be few gains being made to improve the understanding of these important concepts. Leadership is a difficult concept to fully appreciate and understand. Burns et al. (1978) comments that "Leadership is one of the most observed and least understood phenomena on earth" (p.19). The trait school of thought, initiated by Baudeau et al. (1792) & Barry et al. (1998), focuses on certain personality traits such as the need for achievement, which are said to be the key driving factors in an individual's decision to become an entrepreneur. This school like others, followed by psychologists believe that the entrepreneur bears and cannot be made. Traits such as the need for achievement Mclellan et al. (1987), internal locus of control Rotter et al. (1966) and entrepreneurship ability Dyer et al. (1994) have been stated as those common to entrepreneurs.

Other studies, however, disregard the concept completely, showing that, similar to the need for achievement factor, internal locus of control is no different between entrepreneurs and non-entrepreneurs except in predicting how successful they would be in certain fields Gartner et al. 1989; Low & Macmillan et al. (1988); Brockhaus & Horwitz et al. (1986).

The psychoanalytic school focuses on an entrepreneur's ambivalence to authority as the motivating factor, while the psychodynamic school explains this ambivalence as the outcome of negative childhood experiences linked to a need for control. A business they can mold according to their own will facilitates the control Dyer et al. (1994). Chell et al. (1985) criticizes this model as one that presumes that an entrepreneur cannot fit comfortably into conventional work roles. The model has also been criticized for failing to consider external circumstances that might drive people into entrepreneurship (Stanworth & Curran et al. 1973); (Goffe & Scase et al. 1985).

The social engineering school of thought believes that individualism, it is a social phenomenon Bendix et al. (1956) and that you can understand individuals by studying the situations with which the individual is faced and the social groups to which the individual relates Gibb & Ritchie et al. (1985). Thus the social engineering view includes all other streams of thought that includes external variables in the study of influences on entrepreneurial intentions. Social learning focuses on family influences, culture, role models, work experiences, ethnic influences, etc. Bride et al. (2003); (Boyd and Vozikis et al. 1994); (Henderson and Robertson et al. 1999); (Gibb and Ritchie et al. 1985).

Further, the interaction among technology, techniques, and people allows the organization to manage its knowledge effectively. Of these elements, people are the most important, as they producers and users of routine, innovative, and strategic information, as well as repositories and prime movers of knowledge. The notions of communities of practice encourage the trust required for individuals to share knowledge with colleagues. Experience with implementing the process reveals that it is transformational in nature- it helps people and organizations to rise to new levels of understanding, engagement and performance. The process relies on a new understanding and a new formulation of actor environment relations.

There is five dimensional model of organizational change current conceptions of actor environment relationships from one of control and adaptation to one of creation and engagement. This concept, called AIC, Appreciation, Influence and Control, after the three power relationship at its core, was given practical form through a ten year action research process within the World Bank. It was successfully implemented on a large scale in many parts of the world. More recently, this approach Smith & Davis et al. (2004) has produced more holistic designs for education in Organizational Sciences, more effective ways of addressing Transformational Leadership for executives, and an expanded frame for strategic action in organizations. The AIC process stresses transformation from a three dimensional control-centered view of the organization to one centered in a four dimensional influence centered model which is in turn is enabled by engagement with a fifth dimension level of appreciative centered organization.

Once again, Schumpeter et al. (1934) was the first to stress the importance role of entrepreneurship in society. His “process of creative destruction” precisely articulates the activities of entrepreneurs for the change. In this context, the entrepreneurial function is supposed to be the driving force that is defining new standards of human efforts Schumpeter et al. (1934), or as Drucker et al. (1985) indicates, innovation is the core instrument of entrepreneurship. “ Force will oppose the new ideas, and to overcome that resistance requires aptitudes that are only present in a small fraction of the population and that define the entrepreneurial type as well as the entrepreneurial function” (Schumpeter et al. 1950, p.132).

Hence, the corporate innovation process can be seen as the essence of entrepreneurship Larson et al. (2000), and companies with entrepreneurial postures are described by being risk-taking, innovative, and proactive (Covin & Slevin et al. 1991) & (Beaver et al. 2001 p.425) states, innovation coupled with the ability to think and manage strategically are the key factors that distinguish and elevate the entrepreneurial firm from the small business venture. In this context, Herbig et al. 1994 highlight that entrepreneurs themselves do not consciously innovate, but intentionally seek opportunities. Stevenson et al. (1999) defines entrepreneurship as a process by which individuals – either on their own or inside organizations pursue opportunity’ is defined as a “future situation which is deemed desirable and feasible” (Stevenson & Jarillo et al. 1990, p. 23). A noteworthy trend in literature goes to emphasize the concept of entrepreneurship itself, rather than focusing on personality-driven or psychological factors (Cronwall and Periman et al. 1990); (Chell et al. 2001); (Zhao et al. 2005).

1.9.2 Theoretical Contributions

This study will add to the existing knowledge of entrepreneurship and leadership studies by examining the relationship between the dimensions of transformational leadership and entrepreneurship and entrepreneur success. Furthermore, this study will examine, particular, the specific dimensions that are affecting entrepreneur success in Malaysia. In addition, this study extended the existing body of knowledge by improving the understanding of not only entrepreneurship practices but also leadership style in Malaysia. This study provided empirical evidence by validating a model that examines these relationships between the dimensions of transformational leadership and entrepreneurship and entrepreneur success among Malaysian SMEs entrepreneur. Thus, entrepreneurs “capture ideas, collect resources and combine these to create a new product or service that adds value to the organization’s offering to the market” (John et al. 2001, p. 138). Consequently, this definition makes it clear that entrepreneurship is not only about starting an own business, but also about new venture creation and business development in established companies as well.

1.9.3 Practical Contributions

For practice and management, the present study will benefit the Malaysia government in setting entrepreneurship policies and leadership strategies. By using the findings of this research, entrepreneur can develop their marketing strategy in order to enhance their efficiency and effectiveness in their businesses. Also, the findings can be served

as a future reference for researchers in the field of entrepreneurship and leadership. From this learning process, providing important benefits beyond informing decision makers, such as the promotion of greater awareness of the environment and social concerns, upgrading of professional capabilities, and promoting public involvement in decision making. Proponents to the results are receptive for the decision makers. And good practice guidance on the application of entrepreneurship and a disciplined approach to using transformational leadership to address cumulative effects are presented in this study. Also, there is an evidence of strengthening transformational leadership skill as a tool for sustainability assurance.

1.10 Conclusion

Although the relationship between artifacts of modern work and team performance has been investigated via a variety of constructs (e.g., leadership, personality, entrepreneurship, information processing, others), recent studies suggest that the contingent effects of knowledge sharing on team performance may be underexplored. Accordingly, the research design elements as following table (1).

Specifically, current scholars propose that exploring the interaction of knowledge flows and information processing structures could prove informative for explaining variance in collective performance. Further, while structural contingency theorizing is generally posited at the organizational level of analysis, researchers have recently explicitly articulated its utility for explaining performance within the work of teams.

Table 1.2 : The Research Design Elements

Platform or anchor	Hypotheses
Paradigm (strategy)	Positive, quantitative
Purpose	Describe, explain
Outcome	Conclusive
Logical process	Deductive hypothesis testing
Method(s)	Cross sectional administered survey
Operationalization	Operational definitions for dependent independent / mediating variables
Sampling	Stratified sampling of Small and Medium Enterprises, where after a Random Sample drawn from each stratum
Data capture	Quantitative parametric
Validity	Internal replicability and external generalizability
Research assumptions	Transformational leadership and Entrepreneurship are the effective entrepreneurial leadership style that the determinants of performance based on previous studies though that very few studies have been related to the Malaysia SMEs. Also a similarity between the enterprises being research assumed.
Limitations	Concern of instrument validity and reliability in data gathering.

Source: Adapted from Prof. Kami Rwegasira, 2006

This study contains five chapters. In chapter one an issue which has to give an overall preamble feature of the research are discussed. This includes; introduction to the background of the study, objectives of the study, research problem, research questions, significance of the research and its present the structure are all discussed. Chapter two consists of a literature review, dimensions of entrepreneurship, different leadership styles, and dimensions of transformational leadership. Also in this chapter, the variables used to form the research, the theoretical framework is deducted from the literature. Chapter three discusses the research methodology in the details, and explains the justification of the methods used in this study. Chapter four discusses data analysis and research results. Finally, chapter five presents findings, contribution and conclusion.

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