

eISBN : 978 - 967 - 17343 - 3 - 9

**2ND INTERNATIONAL CONFERENCE ON  
ENTREPRENEURSHIP, BUSINESS AND TOURISM  
(ICEBT 2019)**



**MÖVENPICK HOTEL & CONVENTION CENTRE,  
KLIA, KUALA LUMPUR, MALAYSIA**

**23 NOVEMBER 2019**

**Organized By:**



**MÖVENPICK**



Proceeding: 2nd International Conference on  
Entrepreneurship, Business and Tourism (ICEBT 2019)  
(eISBN: 978 – 967 – 17343 - 9)  
Mövenpick Hotel and Convention Centre KLIA,  
Kuala Lumpur, Malaysia

Copyright © 2019

ACADEMIC INSPIRED NETWORK

All rights reserved. No part of this proceeding may be reproduced in any form, except for the inclusion of brief quotations in review, without permission in writing from the author/ publisher.

eISBN: 978 – 967 – 17343 - 9

**ACADEMIC  
INSPIRED  
NETWORK**

Published by:  
ACADEMIC INSPIRED NETWORK  
(KT 0416380 – P)  
Kota Bharu  
Kelantan



Proceeding: 2nd International Conference on  
Entrepreneurship, Business and Tourism (ICEBT 2019)  
(eISBN: 978 – 967 – 17343 - 9)  
Mövenpick Hotel and Convention Centre KLIA,  
Kuala Lumpur, Malaysia

## 2<sup>nd</sup> INTERNATIONAL CONFERENCE ON ENTREPRENEURSHIP, BUSINESS AND TOURISM (ICEBT 2019)

### ORGANIZING COMMITTEE

**Chairman** : **Asst. Prof. Dr. Anis Pattanaprichawong**  
*University Narathiwat, Thailand*

**Treasurer** : **Siti Norain Osman**  
*(Academic Inspired Network)*

**Technical reviewer** : **Dr Nur Naddia Nordin**  
*(Universiti Malaysia Malaysia)*

**Dr Nur Fakhzan Marwan**  
*(UiTM Kedah)*

**Dr. Noormaizatul Ishak**  
*(Universiti Malaysia Perlis)*

**Dr. Norshahrizan bt Nordin**  
*(Universiti Malaysia Perlis)*

**Dr. Rusliza Yahaya**  
*(Universiti Pendidikan Sultan Idris)*

**Technical committee** : **Siti Afifah Binti Amri**  
*(Academic Inspired Network)*

**Anis Najibah Binti Mohd Dalee**  
*(Academic Inspired Network)*

**Liaison officer** : **Zaim Shah Adnan@Nasir**  
*(Academic Inspired Network)*

## TABLE OF CONTENTS

1. ANALYSIS OF CONTROL ENVIRONMENT IN GOVERNMENT INTERNAL CONTROL SYSTEMS TO IMPROVE LOCAL GOVERNMENT PROPERTY INTERNAL CONTROL (SURVEY OF LOCAL GOVERNMENTS IN INDONESIA) .....	1
2. A STUDY ON FACTORS INFLUENCING YOUNG AND MATURED ADULT LEARNERS TO CONTINUE THEIR EDUCATION .....	8
3. A STUDY ON THE RELATIONSHIP BETWEEN THE HOTEL PRACTICE SATISFACTION AND CAREER SATISFACTION OF UNDERGRADUATE STUDENTS MAJORING TOURISM .....	18
4. AUDIT COMMITTEE CHARACTERISTICS AND FINANCIAL RESTATEMENTS: EVIDENCE FROM MALAYSIA .....	26
5. CONCEPTUAL PAPER: THE RELATIONSHIP BETWEEN THE FACTORS OF ENTREPRENEURIAL COMPETENCIES TOWARDS SMEs' BUSINESS PERFORMANCE.....	35
6. CRITERIA FOR MODELS OF TERTIARY EDUCATION VENTURES IN MALAYSIA.....	43
7. EMPOWER THE ECONOMIC GROWTH BY REDUCING THE SANGLARITIS MINDSET.....	55
8. FORECASTING INTERNATIONAL TOURIST ARRIVALS IN MALAYSIA USING SARIMA AND HOLT-WINTERS MODEL .....	62
9. PARTICIPATION OF TEAM BUILDING AMONG EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY IN CHINA .....	73
10. PRELIMINARY STUDY OF MALAYSIAN STREET FOOD ACCEPTANCE IN THAILAND.....	81
11. THE DEVELOPMENT OF EMERGENCY STATE IN MALAYSIA .....	86

<b>12. THE ENTREPRENEURIAL BEHAVIOUR OF MUNTOK WHITE PEPPER SMALLHOLDERS.....</b>	<b>99</b>
<b>13. THE LEGEND OF “KANCRA BODAS FISH” OR “GOD-FISH” IN CIBULAN KUNINGAN WEST JAVA INDONESIA AS SUSTAINABLE TOURISM DEVELOPMENT STRATEGIES.....</b>	<b>112</b>
<b>14. THE IMPLEMENTATION OF <i>STRATEGIC MANAGEMENT ACCOUNTING</i> THROUGH LOCAL GOVERNMENT INNOVATION AND ITS IMPACT ON THE ACCOUNTABILITY OF GOVERNMENT PERFORMANCE.....</b>	<b>118</b>
<b>15. THE INFLUENCE OF JOB RESOURCES AND PERSONAL RESOURCES ON JOB ENGAGEMENT AMONG EVENT CREWS AT EVENT MANAGEMENT COMPANIES IN KLANG VALLEY. ....</b>	<b>127</b>
<b>16. FAKTOR-FAKTOR PENDORONG PEMILIHAN KERJAYA SEBAGAI USAHAWAN OLEH PELAJAR INSTITUSI PENGAJIAN TINGGI MALAYSIA.....</b>	<b>140</b>
<b>17. PENENTU PENGLIBATAN USAHAWAN LUAR BANDAR DALAM PERNIAGAAN: KAJIAN KES DAERAH SIK.....</b>	<b>159</b>

# ANALYSIS OF CONTROL ENVIRONMENT IN GOVERNMENT INTERNAL CONTROL SYSTEMS TO IMPROVE LOCAL GOVERNMENT PROPERTY INTERNAL CONTROL (SURVEY OF LOCAL GOVERNMENTS IN INDONESIA)

Ira Novianty<sup>1</sup>, Dian Imanina Burhany<sup>2</sup>, Yeti Apriliawati<sup>3</sup>

<sup>1</sup>Politeknik Negeri Bandung, Indonesia. Email: Email: ira.novianty@polban.ac.id

<sup>2</sup>Politeknik Negeri Bandung, , Indonesia

<sup>3</sup>Politeknik Negeri Bandung, , Indonesia

---

**Abstract:** *The demand for good government governance continues to increase and continuous efforts are needed to improve and increase transparency and accountability in local government financial management. To improve accountability, a good control environment needs to be created in order to achieve an adequate system of government internal control. The inspection results of the Audit Board of the Republic of Indonesia always find problems every year related to the weakness of the Government Internal Control System, especially on local government property. A weak internal control system on local government property causes the property presented is not supported by appropriate evidence and records. The absence of an adequate control environment is a trigger for problems in the management of local government property. Thus, to improve internal control and accountability of local government financial reporting, particularly local government property, it is necessary to create a control environment that ensures consistency and clarity in carrying out tasks so as to minimize errors in the management of local government property. Data collection techniques used in this research were questionnaires, focus group discussions (FGD), interviews, benchmarks, and documentation techniques by examining Government Accounting Standards, Guidelines for Management of State/Local Government Property, and various Minister of Domestic Affairs Regulations related to management of local government property.*

**Keywords:** *Control Environment, Government Internal Control System, Local Government Property*

---

## Introduction

Transparency and accountability are important components of democratic government and require open information flow between the government and the public (Gabriel, 2017). In order to improve accountability, it needs to be followed by creating an adequate control environment in the Government Internal Control System that is being able to guarantee internal control and expected behavior standards. One indicator that reflects a good control environment is the implementation of good governance that can be measured through clear and transparent performance assessments.

The performance and service of government agencies must follow policies issued by the Central Government. However, the policies of the Central Government are always general, so to implement them government agencies must develop special policies, one of which is developing SOPs. The development of this SOP is needed to improve the internal control of government agencies. Internal control is very important to ensure that organizational goals are achieved through effective and efficient activities, to secure government assets, the reliability of financial reports and compliance with laws and regulations. Until now, the problem of government internal control always becomes the findings of the Audit Board of the Republic of Indonesia, especially those concerning government assets. The examination results of the Audit Board of the Republic of Indonesia on 542 Local Government Financial Statements in 2017 found 6,222 weaknesses in the Internal Control System consisting of 2,083 weaknesses in the accounting and reporting control system, 2,887 problems in controlling the implementation of the revenue and expenditure budget, and 1,252 weaknesses in internal control structure. The biggest problem in internal control occurs due to the weak control system of the implementation of the revenue and expenditure budget and followed by a weak accounting and reporting control system. The biggest problem, especially in terms of controlling local government assets, which was as much as 45% of inventory management, is still a problem. These problems were mainly triggered by the absence of adequate accounting policies and SOPs. This has an impact on the number of inventory items that were not supported by the stock card, recording inventory mutations were still not orderly, inventory reports did not present the actual value of expenditure or usage, inappropriate valuation methods of valuable material, and the presentation of goods purchases that have not been right.

The Accounting Policy that specifically regulates the management of inventory goods has not been regulated by the Government. Accounting policies regarding inventories set out in Government Regulation No. 71 of 2010 concerning Government Accounting Standards are still general and Government Regulations relating to the management of local government property, 90% of them regulate the management of fixed assets, while the characteristics of fixed assets and inventory are very different. Therefore, the detailed guideline for managing the inventory of local government assets has not been available yet. Local governments are given the discretion to set their own policies and SOPs, but not all local governments have specific accounting policies regarding the management of supplies. Policies issued by the government will affect internal control (Chong, Ramayah, Subramaniam; 2018). Disclosure of deficiencies in internal control in the public sector is still less explored to assess compliance with regulations (Chang, Chen, Cheng, Chi; 2019).

## **Literature Review**

### **Control Environment and Internal Control**

According to COSO, a control environment is a set of standards, processes, and structures that provide the basis for internal control implementation in the organization. The composition of the standards, processes, and structure can be outlined in the form of Standard Operating Procedure (SOP). Schmidt & Pierce (2016) defines SOP as the practice of a documented procedure, which clearly determines "who, why, what, where, when and how" of a task must be performed. SOP describes the stages of work instructions that must be carried out so that the SOP will guarantee the consistency and accuracy of a job (BarbeA B, Verdonck K, Mukendi D, Lejon V, Lilo Kalo J-R, Alirol E, et al., 2016). The control environment includes the integrity and ethical values adopted by the organization; parameters that make the board of



commissioners able to carry out governance responsibilities; organizational structure and division of authority and responsibilities; the process of attracting, developing and retaining competent individuals; and clarity of performance measures, incentives and rewards to encourage performance accountability.

Elements of the control environment in this research included: 1) enforcement of integrity and ethics; 2) commitment to competence; 3) conducive leadership; 4) formation of an organizational structure that suits your needs; 5) proper delegation of authority and responsibility; 6) preparation and application of sound policies regarding the development of human resources; 7) effective role of inspectorate general; and 8) good working relations with related agencies/units.

The control environment has a wide impact on the overall internal control system. A good control environment will create a positive atmosphere for the effective implementation of internal control, including in the government sector, a good control environment contributes greatly to the successful implementation of the government's internal control system (Yurniwati & Rizaldi, 2015).

### **Government Internal Control System**

Based on Government Regulation No. 60 of 2008 concerning the Government Internal Control System, the Internal Control System is an integral process of actions and activities carried out continuously by the leadership and all employees to provide adequate confidence in the achievement of organizational goals through effective and efficient activities, reliable financial reporting, securing state assets, and adherence to laws and regulations. Furthermore, what is meant by the Government Internal Control System is the Internal Control System which is carried out comprehensively within the central government and local governments.

Government Internal Control System has become a provision in the order of legislation in the form of Government Regulations, so the government has determined Government Internal Control System as a necessity and not merely a formality to complete the implementing regulations in the reform of state financial management.

### **Local Government Property**

Government Regulation Number 27 of 2014 explains that Regionally Owned Property are all goods purchased or obtained at the expense of the Local Government Budget or derived from other legal acquisition. Based on Regulation of the Minister of State Affairs Number 19 of 2016, local government property includes:

- a. Local government property purchased or obtained at the expense of the Local Government Budget; or
- b. Local government property originating from other legal acquisition.

Local government property purchased or obtained at the expense of the Local

Government Budget is prohibited from being mortgaged/guaranteed to obtain a loan or handed over to other parties as payment for invoices to local governments, cannot be confiscated in accordance with statutory provisions, and is accompanied by procurement documents. Local government assets originating from other legal acquisitions include: a. property obtained from grants/donations or the like; b. property obtained as an implementation of the agreement/contract; c. property obtained based on statutory provisions; d. property obtained



based on court decisions that have permanent legal force; or e. property recovered from the divestment of local government capital participation.

### **Research Methodology**

The type of research used was explorative qualitative which aimed to explore deeply about the causes or things that affect the occurrence of something that has not been known specifically. Sources of data of this research were obtained from primary and secondary data. Primary data were obtained through questionnaires and interviews, while secondary data were in the form of document review related to government regulations on the management of regional property. Questionnaire data was distributed to all property administrators at OPD in West Java province, with 38 respondents. Data collection aside from questionnaires and interviews, also through focus group discussions (FGD). The population in this research were all administrators of local government property in the area of West Java Province.

### **Results and Discussion**

#### **Procedure for Implementing Local Government Property Inventory Management**

Based on the results of a review and analysis of the Minister of Domestic Affairs Regulation Number 19 of 2016 concerning Management of Local Government Property, SOP draft regarding the Inventory Management was resulted, which covers seven main activities of management of local government inventory, including: 1) planning of regional assets; 2) procurement of local government property; 3) administration of local government property; 4) checking of local government property; 5) destruction and elimination of local government property; 6) reporting of local government property; and 7) changes in plans for the needs of local government property.

#### **General Conditions for the Control of Local Government Property**

The results of the questionnaire to the management of local government property throughout the Regional Working Unit in the Government of West Java Province showed that the general condition of the local government property control environment showed that most of the Regional Working Unit already had policies regarding local government property management, whereas for standard operational procedures that detailed the stages of local government property management, has not been exist and is being developed by the local government. In addition, employees in charge of managing local government property have not fully understood the policies related to local government property so that it has an impact on the quality of local government property reporting. The absence of clear and standard procedures regarding local government property management causes employees who are related to local government property management to encounter difficulties in carrying out clear stages of work. In addition, if there are new employees who are assigned to the goods handler, they find it difficult to adapt because there are no clear standards. The absence of detailed procedures also causes difficulties in monitoring the flow of local government property management, so that if there are any unusual things in local government property reporting or data collection, they will have difficulty finding the cause and are slow to find a solution.

#### **Control Environment in Government Internal Control Systems**

The questionnaire results of 42 local government property administrators in the regions of West Java Province and Bandung District showed that the majority (40.2%) stated that the leadership was less assertive in enforcing rules related to local government property management which

were implemented through the application of rewards and punishment. Not all OPD leaders are fully committed to the rule enforcement. Some leaders are also considered not optimal in motivating subordinates to discipline in managing local government property. This triggered a weak local government property control environment in government agencies. The results of this research were in line with research conducted by Yurniwati & Rizaldi (2015) which stated that the most dominant factor in the weak control environment in government was the leadership factor.

The existence of an organizational structure that suited your needs also influenced the control environment. The organizational structure reflected the determination of authority, duties and responsibilities of each section in the organization. The organizational structure also described the flow of supervision and control. Based on the results of the questionnaire, the organizational structure that suited the needs, especially those related to local government property management, was still not in line with expectations. The existing organizational structure did not clearly describe the main duty of each section involved in managing local government property. The number of local government property management activities has not been followed by the need for personnel in accordance with needs. This causes the management of local government property cannot be optimized.

In terms of improving and maintaining HR competencies, the government is good enough to provide guidance for its employees, although it has not been optimal. Technical guidance activities related to the management of local government property are routinely carried out every year, especially in terms of administration and compilation of local government property reports. In addition, if there are new rules related to local government property management, they are always socialized and given assistance. However, various rules and policies on financial management and local government property that are continually updated cause HR to always be incomplete in understanding the rules related to local government property management so that it has an impact on the quality of local government property reports that are generated. In addition, the discipline of local government property management to record any incoming or outgoing goods that has not been optimal is the cause of the weak internal control environment of local government property management.

Another factor that causes the weak local government property control environment in local governments is the presence of Government Internal Control Apparatus (APIP) which has not been optimal in conducting monitoring, reviewing and evaluating local government property management. Thus, Government Internal Control Apparatus has not been optimal in providing early warning and providing (consultative) advice if there is a non-compliance with local government regulations/policies. Government Internal Control Apparatus still finds difficulties in examining the causes of errors related to the management, use, and mastery of local government property, especially those relating to asset ownership and administration. Not all supervisory officers understand very well the position of assets and the problems of assets in the field.

## **Conclusion and Suggestion**

### **Conclusion**

Based on the results of this research, it can be concluded that the control environment related to the management of local government property still has weaknesses. This was mainly

triggered by leadership factors. The leadership commitment in implementing the rules still needs to be followed by the implementation of clear and firm rewards and punishments. In addition, supervision and security of local government property especially those related to administration and reporting issues must still be improved, both by superiors and by the government internal supervision apparatus so that if there are errors, they can be immediately addressed and it will be better if they can provide early warnings of errors that may occur.

### Suggestions

From the results of this research, the following can be suggested:

1. The leadership commitment in upholding the rules related to local government property management needs to be increased by giving strict sanctions or clear rewards for all violations or successes achieved by their employees.
2. Improving the function of the Government Internal Control Apparatus (APIP) as an early warning system against errors that may arise from all local government property management activities through ongoing guidance to continuously improve the competence of Government Internal Control Apparatus.

### References

- Arundel, A., Bloch, C., & Ferguson, B. 2019. Advancing innovation in the public Sector: Aligning Innovation Measurement With Policy Goals. *Research Policy*.
- Badan Pemeriksa Keuangan Republik Indonesia. 2018. Ikhtisar Hasil Pemeriksaan Semester I.
- Barbe B, Verdonck K, Mukendi D, Lejon V, Lilo Kalo J-R, Alirol E, et al. 2016. The Art of Writing and Implementing Standard Operating Procedures (SOPs) for Laboratories in Low-Resource Settings: Review of Guidelines and Best Practices. *PLoS Negl Trop Dis* 10(11).
- Chang, Y.T., Chen, H., Cheng, R.K., Chi, W. 2019. The impact of internal audit attributes on the effectiveness of internal control over operations and compliance, *Journal of Contemporary Accounting & Economics*, 15(1), 1-19.
- Chong, H.C., Tamayah, T. & Subramaniam, C. 2018. The relationship between critical success factors, internal control and safety performance in the Malaysian manufacturing sector. *Safety Science*, 104, 179-188.
- Gabriel, A.G. 2017. Transparency and Accountability in Local Government: Levels of Commitment of Municipal Councillors in Bongabon in the Philippines. *Asia Pacific Journal of Public Administration*, 39(3), 217-223.
- Government Regulation of the Republic of Indonesia Number 60 of 2008 concerning Government Internal Control System.
- Government Regulation of the Republic of Indonesia Number 71 of 2010 concerning Government Accounting Standard.
- Regulation of the Minister of Domestic Affairs Number 52 of 2011 concerning Standard Operating Procedures (SOP) in Provincial and Local Government.
- Regulation of the Minister of Empowerment of State Apparatus and Bureaucracy Reform Number 35 of 2012 concerning the Guide to the Compilation of Standard Operating Procedures (SOP) of Government Administration.
- Government Regulation of the Republic of Indonesia Number 27 of 2014 concerning Management of State-/Local-Owned Assets.
- Regulation of the Minister of Domestic Affairs Number 19 of 2016 concerning Guide to Management of State-/Local-Owned Assets.



- Regulation of the Minister of Domestic Affairs Number 108 of 2016 concerning Classification and Codification of Local-Owned Assets.
- Schmidt, R.H & Pierce, P.D. 2016. *Handbook of Hygiene Control in the Food Industry (Second Edition)*. Woodhead Publishing Series in Food Science, Technology and Nutrition.
- Suwanda, D. & Purwoko, A. 2016. *Menyusun Standard Operating Procedures* Lembaga Pemerintah Berbasis Sistem Pengendalian Intern Pemerintah. Cetakan ke-2 Gramedia.
- Yurniwati. & Rizaldi, A. 2015. Control Environment Analysis at Government Internal Control System: Indonesia Case. *Procedia - Social and Behavioral Sciences*, 211 ( 2015 ), 844 – 850

# A STUDY ON FACTORS INFLUENCING YOUNG AND MATURED ADULT LEARNERS TO CONTINUE THEIR EDUCATION

**Kaussalya Verasingam**

INTEC Education College, UITM. Email: kausy\_12@hotmail.com

---

**Abstract:** Distance learning is one convenient form of education for adult learners who aspire to advance their career as well as to meet the demand at workplace. Thus, this study aims to investigate factors encouraging adult learners to continue their education and their coping strategies with challenges they encounter as adult learners. This group of adult learners furthers their studies through a distance learning programme via a system called ‘ilearn’, which is offered by the institution. This study adopted quantitative methodology to elicit information and substantiated with structured interview responses to add credibility to the findings. Eighty two adult learners from Bachelor of Finance, UiTM Shah Alam participated in this study. The results indicated that the main factors motivating adult learners to pursue their education are their aspiration for professional advancement, monetary gains and improving their quality of lifestyle. The results also revealed that financial constraints and time factor are the most significant barriers affecting adult learners’ mindset and they strive to overcome these challenges by approaching banks for study loans and opting out for distance learning programme offered during weekends. These two options reduce their hurdles slightly and they are able to cope with their choice of furthering their education.

**Keywords:** adult learners, distance learning, motivating factors, coping challenge

---

## **Introduction**

Distance learning or adult learning is becoming popular and a new trend of learning. A number of working adults, who aspire to heighten their profession or knowledge in their field, continue their education as part-time students. However, not all towns have facility to pursue part-time studies. Thus, emerged the concept of distance –learning programmes which are deemed to be the pulling factors for adults to engage in learning (Wan Zawawi, 2007). Minton (2004) expressed that distance learning is intended primarily to meet educational need for adults prevented by work, family and other obligations from attending classes as traditional campus location or class time.

Tight (2002) claimed that demographics, technology and economics are three forces affecting all of society’s endeavors, including adult learning. These are some of the external factors that extrinsically influence adult learners in continuing their education. In today’s world, technology has become very important in almost all aspects of human lives. Thus, the need for continuing education has dramatically increased with the increase in knowledge production (Jarvis, 2002). In order to survive and to ensure that they are fully equipped with the knowledge on how to use the technology devices, further education would be the best solution for the adult learners. However, we can assume that technology is like a never ending story because each day new things are invented and so learning process should become a continuous process.

Therefore, professionals whose knowledge becomes outdated in a few short years and auto mechanics who must now master sophisticated electronics diagnostic systems-all must be able to function in a fast changing society, necessitates continued learning and so on are expanding the possibilities of meeting the growing learning needs of adults (Merriam & Caffarella, 1991).

Adult learners continue their education due to various reasons. Merriam and Brockett (1997) revealed that 77 per cent of adult learners report an interest in furthering their education to learn new subjects or skills to be abreast with their workplace demand. They also stressed that adults who are intrinsically motivated to continue their study do so for the sake of gaining more knowledge and the desire to learn new skills which are interesting to them. Meanwhile, Daines and Graham (2006) highlighted that 37 per cent of respondents in their study indicated that they had enrolled in education to become a better-informed employees.

### **Background to the Study**

Distance learning refers to the conduct of learning and teaching programmes across space and time, regardless of print or electronic media (Moore, 1986). This programme has created an easy access to education for many adults Adult learners; this opportunity has not been optimized by many adult learners. In Malaysia, made its debut in 1971 when University Sains Malaysia offered its degree in humanities and social science through distance learning. In 1990, University Teknologi MARA (UiTM) started distance learning by offering diploma programmes. Subsequently, in 1995, the government directed all the public universities to offer distance learning programmes to increase manpower to propel it towards achieving fully developed nation status by the year 2020 (Ali, 1997). The distance learning programme in UiTM offers four 2-hour face-to-face seminar session in a semester. The seminars are held during weekends. Other days there will be online discussion through ilearn and the respective lecturer monitors students' academic discussion and guide them. Students are encouraged to consult lecturers at all times through ilearn group discussions, e-mails or by appointments.

Distance learning becomes a perfect choice for adults to continue their education. Sometimes, adults who wish to continue their education are unable to do so due to certain circumstances especially personal commitments and financial constraints (Mazanah & Carter, 2002). Dawson (2009) said that adult learners find distance learning courses offered by some institutions to be expensive and well beyond their financial means. Literature says that adult learners face a lot challenges continuing their studies. An educational qualification is an investment for adult learners to survive and retain in the working life (Kivinen & Silvennoinen, 2002). Somehow a quarter of the population strives to accomplish their education. Therefore, it is crucial to investigate the motive of adult learners pursuing their education and how they cope with the challenges they encounter during their journey of distance learning. Therefore, it is essential to find out the mechanism that the adult learners of UiTM Shah Alam are to stay motivated throughout being in the programme and how they cope with the barriers and challenges faced by adult learners of UiTM Shah Alam. This study hopes to investigate the above by answering the following questions:

- i. What is the cause for adult learners to continue their education?
- ii. What are the coping strategies to overcome barriers in adult learning?



### **Conceptual Framework**

The theoretical underpinnings of this study are based on Constructivism (Vygotsky, 1978) and self-determination theories (Deci & Ryan, 2002). The principles of constructivism and self-determination theory can help inform educators and learning leaders on the instructional design of learning materials, instructional activities, and learning strategies that are used in a distance learning instructions. The constructivist approach has been used extensively as a conceptual framework for research involving virtual learning environments (Mikropoulos & Natsis, 2010). Driscoll (2005) noted that constructivism does not fall under one theory of instruction but rather relates to a variety of approaches. The constructivist approach was also selected as a conceptual framework for this study due to its strong emphasis on collaborative and active learning (Adamo & Dib, 2012). Self-determination theory is a key concept to use to understand the quality of motivation that a learner exhibits (Deci & Ryan, 2008). The theory is concerned with learners' autonomy, competency, and interaction in their environment. Self-determination theory postulates that all individuals have an internal desire to control their own destiny as well as to feel competent and connected with others in their space (Deci & Ryan 2008).

### **Methodology**

This is a quantitative descriptive research. The sample for this study is based on convenient sampling. The study is confined to the selected distance learning students who are currently pursuing their education at Institute of Education Development (INED) UiTM Shah Alam. The total number of adult learners in INED UiTM is about three thousands students. However, due to easy accessibility and time constraints, only 82 samples from the Bachelor of Finance program participated in this study. A set of questionnaire that comprised three sections; section A, B and C was used. Section A elicited the demographic data on the respondents' background, Section B comprises information pertaining to reasons for adult learners to continue their education while section C deals with the strategies employed by respondents to cope with barriers throughout their distance learning period. Structured interviews were conducted with 5 selected respondents to establish credibility to results.

### **Results & Discussion**

#### **Demographic Profile**

From the total of eighty two respondents, 77% of them are female while 23% of them are male respondents. A total of 79% of the respondents falls in the age category of 24- 34 years old while 21% suits the range of age between 35 to 50 years old. 44 % of the respondents' work as executive, 20 % as bank officer, 15 % as Administration Assistant, 12 % as Assistant Accountant and 9 % as administration Clerk.

#### **Reasons for furthering Education**

The adult learners perceived that they pursued their education mainly to get better job opportunities ( $M = 4.25$  and  $SD = .860$ ). Items related to promotion in current job and to have a better earning capacity, showed a significant mean  $M = 4.24$  with  $SD = .860$  respectively (items 2 and 3). Furthering education to enhance their quality of lifestyle also favoured by the respondents. It is obvious that adult learners felt that furthering their education would heighten their career and bring about monetary perks. An adult learner shared in the interview that she was advised by her superior to take up course to have a degree in something to fit an available post in her office. Ali (2013) shared that adult learners returned to further their education mostly considered financial gain and to be abreast with professional development as their two crucial



factors of their enrollment. Rodriguez (1996) and Thomas (2001) indicated that many female adult learners enroll in such programmes because they want to be a good role model for their children.

**Table 1: Extrinsic Reasons for Pursuing Education**

		Mean	Std. Deviation	t	sig
1	Better job opportunities	4.25	.860	-2.14	.011
2	Promotion in current job	4.24	.860	-2.14	.011
3	Better earning capacity	4.24	.860	-2.45	.075
4	To achieve higher quality of lifestyle	4.01	.965	-2.16	.052
5	To put yourself in an intellectual environment	3.98	.905	-2.16	.052
6	Pressure from workplace	3.08	1.013	-.346	.362
7	Family pressure	3.00	1.021	-1.72	.627
8	Peer pressure	2.95	1.126	1.53	.141
9	To expand your network of contacts	2.17	1.137	1.53	.141
10	Earn respect	2.02	1.263	.68	.056

Items 5, 6 and 7 appear to fair quite well among adult learners to further their education as distance learners. Item related to keeping oneself in an intellectual environment showed  $M = 3.98$  and  $SD = .905$ . Pressure from workplace, home and peers are not much famous among adult learners. Knowing the additional financial burden and decreased availability for family life due to study commitments, adult learners need the support of their family. Respondent 5 shared that

*“Being a married woman with three school going children, is not an easy task. At times I felt that I was being very selfish. But my husband was very supportive and would do most of house chores during my assignment submission period”.*

Items related to peer pressure, to expand your network of contacts and to earn respect, did not go well among adult learners. Furthering their education to earn respect the least favoured by adult learners with  $M = 2.02$  and  $SD = 1.263$ . This result concurs with Tight (2002) and Jarvis (2002) who claimed that adult learners pursue their education merely to upgrade their profession and elevate their earning capacity and not for mere fame and recognition. (Houle, 1961). Similarly, Thomas (2001) indicated that obtaining a degree is another motive for adult learners returning to higher education and for social or activity reasons, such as making friends.

Prospective adult learners need encouragement to enroll themselves as it is not easy for all adults to embark on their studies after having family of their own because they are confined in their personal commitments. Respondent 8 said that all his circle of friends started their part-time classes much earlier but he was very reluctant to do so in his earlier part of life because of his family and work commitments though he was very keen in continuing his studies.

**Table 2: Intrinsic Reasons for Pursuing Education**

		Mean	Std. Deviation	t	sig
1	Learn for self - interest	3.6154	1.29852	-2.14	.011
2	Learn for bring mental alertness	3.5000	1.27279	-2.14	.011
3	Desire to learn new skills	3.4231	1.27037	-2.45	.075
4	Learn for fun	3.0769	1.26248	-2.16	.052
5	Learn for knowledge	2.9231	1.16355	-.346	.362
6	Learn out of curiosity	2.5000	1.14018	-1.72	.627
7	Learn for personal satisfaction	3.6154	1.29852	1.53	.141

In terms of reasons that influence respondents to continue their education, self-interest and learning for mental alertness show the highest mean value,  $M = 4.24$  and  $SD = .860$ . This is followed by desire to learn new skill ( $M = 4.12$  and  $SD = .781$ ), learning for fun ( $M = 3.93$  and  $SD = .905$ ), learning for knowledge ( $M = 3.78$  and  $SD = .1013$ ) and learning out of curiosity ( $M = 3.68$  and  $SD = 1.011$ ). Somehow, learning for personal satisfaction faired the least whereby it showed ( $M = 3.17$  and  $SD = 1.116$ ) at  $t 0.05$ . Researchers also found that personal satisfaction and interests are factors that motivate adult learners going back to graduate school (Ali, 2013; Belcheir, 1996; Flynn, 2006). However, there is limited research that investigates the gender differences.

The adult learners on average were shown to perceive a strategy to overcome negative perception and misconception by talking to friends and relatives who have been through further or higher education. This means the adult learners believed that a strategy to overcome negative perception and misconception by talking to friends and relatives who have been through further or higher education to get a brief idea about distance or e – learning so that adult learners could prepare mentally and physically before the course begins. Altbach (2004) and Dwyer and Peters (2004) conducted a study on international students which indicated that international adult learners pursue education to obtain academic, development, personal growth benefits, and internships abroad. Sánchez, Fornerino, and Zhang (2006) and Willis (2004) found that most of the Chinese adult learners embark on education especially abroad to find a good job and work for international companies, thereby enhancing their social status. It can be said that matured adult learners do have intrinsic and extrinsic motivations that influence them to continue their education further.

**Coping Strategies to Overcome Barriers in Adult Learning.**

The challenge for prospective distance education students is to be sufficiently self-reflective regarding their own needs and to seek guidance or reality check as to whether those needs can be realistically met and how they may evolve over time within an academic community. The analysis showed that adult learners encounter three major barriers, namely; financial, lack of time and family commitments. Thus, the study investigates their coping strategies in those challenges.

### 4.3. Coping with Challenges: Financial

No.	Statement	Yes (%)
.	Other step you have taken:	
i	PTPTN	48.8
ii	Employer's Provident fund (EPF)	12.6
.iii	Seek employers' help	11.1
iv	Choose courses that you can afford it.	9.7
V	Choose courses that allow you to pay installment.	8.5
vi	Bank	4.8
vii	I have no problem in this aspect	2.5

Generally, table 4.3 represents steps taken by adult learners to overcome financial problems. For item 1, 48.8% of respondents seek finance help from PTPTN, an agency formed by the government to assist students financially to obtain their tertiary education. 12.6 % opted to solicit a portion of their EPF allocation which is available for those who have contributed to this agency while a group of 11.1% preferred to seek assistance from their employers. Some of the respondents revealed that they (9.7%) opt out for a course that falls within their affordability. A small group of the respondents (8.5%) prefer to look for a course or institution which permits them to settle the fees progressively. Only 4.8 % of respondents choose to solicit a study loan from the banks. This could be due to the high interest rate of the banks. Shockingly, only 2.5 % of the adult learners indicated that they have sound financial situations.

The adult learners on average were shown to perceive a strategy to overcome financial problems is by choosing courses that allow them to study on a modular basis. This means the adult learners believed that a strategy to overcome financial problems is by choosing courses that allow them to study on a modular basis which mean take a module only when you are afford to pay for it. This is concurrent with Dawson (2009), adult learners should find courses which suite their budget or look for another courses if some courses are very expensive and well beyond their financial means.

Table 4.4 Coping with Challenges: Time

No.	Statement	Yes (%)
1.	Choose distance learning or e- learning.	68.3
2.	Apply for paid study leave from employers.	14.6
3	Family support	14.6
3.	Choose part – time or short – courses.	2.5
4.	I have no problem in this aspect	0

Generally, table 4.4 represents steps taken by adult learners to overcome time constraint. For item number 1, most or 68.34% of respondents choose distance learning or e- learning to adjust their time with education and other commitments. 14.6 % of the respondents applied for paid study leave and depended on their family support to juggle between education and other commitments. A marginal number of respondents (2.5%) shared that they chose a shorter term of course which would enable them to complete their education in shorter duration. It was a

known fact that part-time students’ especially adult learners often face a great challenge of time factor and it is proven here as none of them admitted that they do have sufficient time for the education.

Respondent 69 said,

“Time is one of my major concerns. There are a lot of deadlines to meet at workplace and submission of assignments. Sometimes, I will be so stressed and get angry too fast. My family members are very understanding. My husband helps to take care of my children and gives me more time to settle my assignments.”

The adult learners on average were shown to perceive a strategy to overcome lack of time is by choosing distance or e- learning. This means the adult learners believed that a strategy to overcome lack of time is by choosing distance or e- learning which fit their busy schedule as students and employees at the same time. This is concurrent with Dawson (2009), Adult should also be more realistic by choosing courses which make it easier for them to fit learning in with their hectic lifestyle and do not enroll on a course which takes up too much of their time and put them under more pressure.

#### 4.5. Coping with Challenges: Family Responsibilities

No.	Statement	Yes (%)
	Steps Taken:	
1.	Spouse Support	43.9
	Extended family support	26.8
2.	Assignments when children are at school	21.9
3.	Ignore Responsibilities occasionally	7.3
4.	No problem at all	0

Generally, table 4.5 shows steps taken by adult learners to execute their family responsibilities. For item number 1, 43.9 % revealed that their spouse support is essential for them to continue their studies. 26.8 % shared that their extended family plays an important role in helping to juggle their family commitments. When adult learners have weekend classes, they get their parents to take care of their children. 21.9 % said they try to complete their assignments and their other tasks related to their education when their children are at school and their spouse is at work. This helps them to spend some time with their family and to carry out their responsibilities too. Surprisingly, 7.3 % admitted to ignore their family commitments. In the structured interview, respondent 6 said that he feels guilty for placing the whole family responsibilities on his wife. Sometimes, he loses his patience while his children are playing or interrupting his work. “I am lucky that my wife understands the stress I go through to complete my assignment’.

Another respondent shared in the structured interview, “I am an adult, respected person and has made a good career. I am very conscious of making any clumsy actions and fear failure in class.” Respondent 26 revealed that when he gets low grades, he often gets upset and loses his confidence.

The adult learners on average were shown to perceive extrinsic motivation that influences adult learners to continue study is to give higher status in job. This means that adult learners continue their education because it gives them better job scope and higher earning capacity. The adult learners on average were shown to perceive that they do have predicament in executing their family responsibilities. This means the adult learners received good support from their spouse and extended family members.

The adult learners on average were shown to motivate themselves by making friends who are on the same track and keep them close throughout the program. This means the adult learners believed that the best way to stay motivated is by making new friends who are on the same track and keep them close throughout the program and this is concurrent with a past research done by Kelly (2009), she stated that answer to a successful career adult student is to get support from family and friends and it is important to find friends in classes.

### **Conclusion**

Based on the findings, it can be concluded that both young and matured adult learners regardless of their age continue study because of extrinsic motivation; which is to get higher status in job. Therefore, there is no significant difference in terms of factors contributing adult learners to continue study and it shows that extrinsic motivation has a greater impact and influence on adult learners' decision to continue their studies compared to intrinsic motivation. Moreover, it shows that adult learners have strong bond and relationship with one another especially when they work together as a team and help their spouse to stay motivated throughout being in the programme.

### **Recommendations**

Although, adult learners are coping with the barriers, they need support from their employers. Some employers find it very difficult to let go off their employees. Therefore, it is recommended that government should implement a new act or law for employers to permit their employees to continue their education.

Moreover, even if their class is just during the weekend, the adult learners are still caught up between workload at the office and assignments. Without having sufficient rest, it shortened their attention span in class and indirectly affects their academic performance. Therefore, employers should provide a specific break or time off for a certain period of time for employees who wish to continue their study. This will help them to stay focus in their study and could become better employees once they get back to work.

Most adult learners pay for the fees using their own saving or withdraw EPF saving. It is best if they could avoid withdrawing their EPF and employers should provide a special education scheme for their employees. This will not only help the employees but also bring benefit to the company later on.

Further investigation should be carried out to identify other barriers faced and also other ways on how they motivate themselves, which have not been discussed in this study.

### **References**

- Adamo-Villani, N., & Dib, H. (2012). Evaluating technology-based educational interventions: A review of two projects. *Journal of Educational Technology Systems*, 41(4), 295-317. doi:10.2190/ET.41.4.b
- Adinarayana.P.R. (2007). *Continuing Education for Globalized Era*. New Delhi. Sonali Publications.
- Bourgeois.E, Duke.C, Guyot.J.L & Merrill. B. (1999). *The Adult Universit.*, Buckingham; Open University Press.
- Calder.J. (1993). *Disaffection and Diversity: Overcoming Barriers for Adult Learners*. London; Oxford Press University.
- Courtney. S. (1992). *Why Adult Learn: Towards a Theory of Participation in Adult Education*. New York; Routledge.
- Cross. K .P. (1981). *Adult Learners: Increasing Participation and Facilitating Learning*. New York; McMillan Publishing.
- Daines.J, Daine. C & Graham. B. (2006). *Adult learning and Adult Teaching*. Cardiff; Welsh Academic Press.
- Dawson, C. (2009). *Overcoming Barriers to Learning*. Retrieved July 12, 2009, from, [http://www.howto.co.uk/learning/adultlearning/overcoming\\_barriers\\_to\\_learning/](http://www.howto.co.uk/learning/adultlearning/overcoming_barriers_to_learning/)
- Deci, E. L., & Ryan, R. M. (2002). *Handbook of self-determination research*. Rochester, NY: University of Rochester Press.
- Driscoll, M. P. (2005). *Psychology of learning for instruction (3rd ed.)*. Boston, MA: Pearson Education, Inc.
- Field. J & Leicester.M (2000). *Lifelong Learning: Education Across the Lifespan*. New York. RoutledgeFalmer.
- Galusha, J, M. (2008). *Barriers to Learning in Distance Education*. Retrieved June 30,2009, from, <http://www.infrastruction.com/barriers.htm>
- Hatton. M. J. (1997). *Lifelong Learning: Policies, Practices and Programs*. Canada; Canada Catalogue Publication.
- Jarvis. P & Parker. S. (2002). *International Journal of Lifelong Education*. United Kingdom; Taylor & Francis Group.
- Jenny.R. (2001). *Adult Learning*. Buckingham. Open University Press.
- Kelley, T. (2009). *Adult Education: How to Stay Motivated*. Retrieved July 19, 2009, from, <http://www.helium.com/items/797832-adult-education-how-to-stay-motivated>.
- Mazanah. M. (2001). *Adult and Continuing Education in Malaysia*. Serdang. University Putra Malaysia Press.
- Mazanah. M & Carter.G. L. (2002). *Designing & Facilitating Adults Learning*. Serdang. University Putra Malaysia Press.
- Meriam.S.B & Cafarella.R.S.(1991). *Learning in Adulthood: A Comprehensive Guide*.California; Josey- Bass Limited.
- Merriam.S.B & Brockett.R.G. (1997). *The Profession and Practice of Adult Education*.California, Josey – Bass Limited.
- Mikropoulos, T. S., & Natsis, A. (2011). Educational virtual learning environments: A ten year review of empirical research (1999-2009). *Computers & Education*, 56, 769-780.
- Motivation.(n.d.). in *The Free Dictionary by Farlex*. Retrieved June 21, 2009 from, <http://encyclopedia2.thefreedictionary.com/Motivation+theory>
- Peter. J. (1998). *The Sociology of Adult and Continuing Education*. New Hampshire. Billing & Sons Limited.
- Sutherland. P. (1997). *Adult Learning: A Reader* . London; Kagon Page Limited.





**Proceeding: 2nd International Conference on  
Entrepreneurship, Business and Tourism (ICEBT 2019)**  
(eISBN: 978 – 967 – 17343 - 9)  
**Mövenpick Hotel and Convention Centre KLIA,  
Kuala Lumpur, Malaysia**

- Tight. M. (2002). *Key Concepts in Adult Education and Training*. New York; Taylor & Francis Group.
- Wan Zawawi Wan Ismail. (2007). *Educational Transition in Self – Directed Learning Amongst Selected Adult Distance Learners of University Putra Malaysia*. Unpublished manuscript.



# A STUDY ON THE RELATIONSHIP BETWEEN THE HOTEL PRACTICE SATISFACTION AND CAREER SATISFACTION OF UNDERGRADUATE STUDENTS MAJORING TOURISM

YE Jun,ZHAO Yun<sup>1</sup>

(Geography and Tourism College,Huanggang Normal University,  
Huanggang, Hubei ,438000)

<sup>1</sup> Ye Jun (1981-), female, native place: Ezhou, Hubei province, China. associate professor, master degree, mainly engaged in regional tourism development and planning ,tourism education research. Zhao Yun (1992-), female, native place: Wuhan, Hubei province, China. teacher, master degree, mainly engaged in the study of red tourism culture

---

**Abstract:** *Hotel practice has become a normal practice teaching mode for tourism management majors. However, it is worth discussing and thinking whether hotel practice will affect students' future career choices. This study is based on the survey of the questionnaire to the students majoring in tourism managements in Huanggang Normal University, to test the students' satisfaction with hotel practice from the three following dimension and 19 indicators: hotel, university and person. Then using multiple regression analysis this study found that there is a positive correlation between hotel practice satisfaction and career satisfaction. Finally, the article puts forward the improvement measures and countermeasures of hotel practice from the hotels, the local universities and the students.*

**Keywords:** *Undergraduate Students Majoring Tourism; Hotel Practice; Satisfaction Degree; Multiple Regression Analysis*

---

## Introduction

Professional practice is an indispensable part in the talent training program of colleges and universities, and a necessary practice process for students before they enter the social post. It is of great significance for students to cultivate comprehensive ability, acquire basic practical skills and determine the future career development direction. The pattern of practice that promotes employment through practice and being employment-oriented is particularly prominent in tourism management which is an applicable and practical major. Due to its characteristics of high labour intensity, rapid development and large talent gap, the hotel industry has become the first choice for tourism management majors of many colleges and universities to practice. Nonetheless, in recent years, the graduate employment rate of students in tourism colleges or universities in the professional industry and the related industry is in a falling state, while turnover rate continues to increase. The demand for high quality professional talents of the tourist enterprise cannot be satisfied<sup>[1]</sup>. Especially the professional identity of students after practicing in hotel is in serious decline. Based on this, this paper takes undergraduate students majoring tourism from Huanggang Normal University as the research object to explore their satisfaction of hotel practice and its impact on their future career choice, with a view to further improve the fit between practice and employment needs.

## Literature review

Due to the higher maturity of hotel industry in foreign countries, relevant researches started earlier. As early as 1990, DV Pavesic and RA Brymer conducted a questionnaire survey and analysed that the reason for leaving of American hotel graduates lay in the conflict between the thought of management talent in the new era and the traditional one<sup>[2]</sup>. Tzu-ling Chen and Ching-cheng Shen explored the satisfaction degree of hotel interns on their practice experience and analysed how the satisfaction degree affected hotel interns to engage in the hotel industry<sup>[3]</sup>. Terry Lam, Larry Ching analysed the reasons for interns to leave the hotel industry and proposed corresponding measures to provide beneficial references for students, schools and hotels<sup>[4]</sup>. Minkun Mun and Mina Jo found that when working conditions were mainly divided into working stability and working environment, the latter had a greater impact on the satisfaction of practice while studying the influence of working conditions on the satisfaction of Korean food & beverage interns<sup>[5]</sup>. With the normalization of hotel practice mode of tourism majors, in recent years, there have been more and more relevant research on hotel practice satisfaction in China, and a large number of scholars have conducted research on hotel practice satisfaction of students in higher vocational colleges as research objects<sup>[6]-[8]</sup>. At the same time, relevant research on undergraduate universities had also attracted attention. After controlling for variables such as gender, education background, internship time, hotel type, practice department and practice position, Wang Xingqiong found that there were three major factors that significantly affected the satisfaction of hotel interns: salary, leadership level and training opportunities<sup>[9]</sup>. Bi Jian found that training opportunities, working conditions, development space and attention were positively correlated with practice satisfaction and desires to remain of college graduates, while psychological expectation was negatively correlated with them<sup>[10]</sup>. Jin Yuan analysed the causes of low satisfaction from the perspectives of students, hotels and colleges and put forward countermeasures<sup>[11]</sup>. According to the analysis of variance of the differences in the interest of the three parties in the hotel practice (school, hotel and student), Lou Lizhi et al. proposed the integrated development path of hotel practice<sup>[12]</sup>. Wang Yingda et al. found that practice satisfaction included six aspects: school guidance, hotel management system, colleague relationship, working environment, leadership ability and the work itself<sup>[13]</sup>. Zhu Xuetong<sup>[14]</sup> pointed out the reasons why students' practice satisfaction was not high from the perspectives of schools, colleges and students through factor analysis method, and put forward countermeasures that can give full play to the role of hotels and schools. It can be seen that most of the relevant studies are case studies, illustrating the influencing factors of hotel practice satisfaction from multiple perspectives, aspects and methods. However, the analysis of career satisfaction after hotel practice is rarely involved, and remains at the theoretical stage, on which the obstacles to practicing, promoting, and applying still exist. Based on this, this paper further analyses the hotel practice satisfaction of undergraduate students majoring tourism through examples, and discusses its influence on career intention, so as to promote the practical teaching reform of tourism major.

## Research methods and data analysis

### Respondents

This study takes tourism and hotel management majors in Huanggang Normal University as research object, which began to recruit tourism management students in 2010. So far, the sixth graduates have got the diploma. Their hotel practice was mainly arranged in the fifth semester and they were assigned to five-star hotels or other luxury hotels in Beijing, Shenzhen, Xiamen, Ningbo or other places for five months, which has formed a relatively stable and representative

university-enterprise cooperation mode. From February 2018 to April 2018, researchers took junior and senior students of the university who had completed their hotel practice as research objects, distributed 140 questionnaires, and collected 133 valid questionnaires, with an effective rate of 95%.

### Research Method

The questionnaire mainly includes two parts: the first part is the demographic characteristics and the attributes of practice positions. The second part is the main part of this questionnaire, which investigates the practice satisfaction of students majoring tourism by the Likert scale (1 for "very dissatisfied", 2 for "not satisfied", 3 for "general", 4 for "satisfied" and 5 for "very satisfied"), in which three part of indexes -- hotel working conditio, school management, career satisfaction-- are listed.

### Data Analysis

#### Reliability analysis

In this paper, SPSS20.0 statistical software is used to test the data, and the overall reliability is 0.959 (no less than 0.6, reliable), meaning a good internal consistency.

#### 3.3.2 Data statistics

#### (1) Basic statistical information of research objects

This statistic mainly illustrates the gender, grade, practice positions and practice income composition of the effective samples, and frequency distribution and percentage are used to show the distribution of variables. From table 1, it can be seen that the gender imbalance of tourism management majors is serious, with female students accounting for nearly 88%; the participants were juniors and seniors since the practice was arranged in the first semester of junior year; the practice positions in the hotel were mostly front-line service positions, mainly the catering department, followed by the front office; the practice income mainly consists of the practice allowance provided by the hotel and a small amount of practice subsidy from the school if considering its composition, and salaries of most students were at the minimum wage standard of the city where they practice.

**Table 1: Basic statistical information of research subjects**

	Item	Frequency	Percentage
Gender	Male	16	12.03%
	Female	117	87.97%
Grade	Junior	53	39.8%
	Senior	80	60.1%
Practice department	Food & Beverage Dept.	92	69.17
	Housekeeping Dept.	4	3.01
	Front Office	23	17.29
	Recreation &	4	3.01
	Entertainment Dept.		
	Others (HR Dept./Sales Dept. Etc.)	19	7.52
	Allowance (by Hotel)	133	100%

Composition of Income	Subsidy (by School)	133	100%
	Commission (by Hotel)	15	11.28%
	Bonus (by Hotel)	8	6.01%

## (2) Practice satisfaction statistics

Practice satisfaction is mainly measured from three perspectives: hotel working condition, school management, career satisfaction. According to the scores of nine third-level indexes after the hotel working condition index, the working environment and colleague relations are relatively high, while the average scores of the other seven indexes are below 3.5. The scores of six third-level indexes after the school management index are generally low, among which the practice schedule is only 2.70, the lowest. Most students thought that practice in the first semester of junior year was not conducive to career planning, and they thought that the school had not effectively followed up the practice process and provided feedback on problems. The average scores of the four second-level indexes after the career satisfaction index is about 3.0, among which the intern's degree of likability to the hotel and willingness to work in the hotel are below 3.0, which is not very optimistic. Therefore, it is necessary to analyse the relationship between practice satisfaction index and career satisfaction index, so as to explore ways to further improve them. See table 2 and table 3 for details.

**Table 2: Descriptive statistical table of hotel practice satisfaction score of students majoring tourism**

First-class index	Second-class index		Number	1	2	3	4	5	Average
	Third-class index	Third-class index							
Practice satisfaction	Satisfaction with school management	Work environment	V1	2.26%	1.50%	26.32%	57.14%	12.78%	3.77
		Salary	V2	1.50%	9.77%	51.88%	28.57%	8.27%	3.32
		Colleague relation	V3	0.75%	1.50%	24.06%	61.65%	12.03%	3.83
		Workload	V4	5.26%	7.52%	52.63%	28.57%	6.02%	3.23
		Management of intern	V5	3.76%	6.02%	39.85%	42.86%	7.52%	3.44
		Staff training	V6	4.51%	4.51%	42.11%	39.10%	9.77%	3.45
		Hotel management level	V7	5.26%	6.77%	42.86%	36.84%	8.27%	3.36
		Work enjoyment	V8	6.77%	12.78%	50.38%	23.31%	6.77%	3.11
		Degree of being valued	V9	9.02%	9.02%	48.87%	27.82%	5.26%	3.11
		Practice time arrangement	V10	6.77%	36.84%	36.09%	20.30%	0.00%	2.7
		Practice site selection	V11	6.77%	6.02%	30.83%	51.88%	4.51%	3.41
		Communication and care during practice	V12	7.52%	3.76%	40.60%	42.11%	6.02%	3.35
		Practice preach	V13	6.02%	8.27%	51.13%	27.82%	6.77%	3.21
		Solution of problems during practice	V14	6.02%	8.27%	55.64%	24.81%	5.26%	3.15
		Course setting after returning to school	V15	6.77%	13.53%	55.64%	18.80%	5.26%	3.02

**Table 3: Descriptive statistical table of career satisfaction score of students majoring tourism**

First-class index	Number	Second-class index		Number	1	2	3	4	5	Average
		Second-class index	Second-class index							

Career satisfac tion	V20	Degree of likability to hotel	V16	9.77%	7.52%	62.41%	15.79%	4.51%	2.98
		Attitude practice	V17	9.02%	8.27%	56.39%	21.80%	4.51%	3.05
		Attitude hotel	V18	8.27%	6.77%	55.64%	22.56%	6.77%	3.13
		Willingness to work in hotel industry	V19	15.79%	11.28%	56.39%	13.53%	3.01%	2.77

### 3.3.3 linear regression analysis

Based on the influence of practice on career satisfaction, this paper uses Logistics multiple regression analysis of SPSS 20 to obtain the linear relationship between practice satisfaction and career satisfaction, and then the correlation between them can be analysed.

In order to judge the fitting degree between the linear fitting equation and the original data more accurately, this paper selects the Adjusted R-square in the table as a reference. It is enough when Adjusted R-square is above 0.1, which indicates that this linear equation reflects the truth to a good degree since it is 0.126 in the table. Meanwhile, when Durbin-Watson value is around 2, it means that it is irrelevant. The value in table 4 is 1.743, indicating that the linear equation is not pseudo-regression.

**Table 4: Model summary<sup>b</sup>**

Model	R	R-square	Adjusted R-square	Error of standard estimate	Durbin-Watson
1	.534 <sup>a</sup>	.285	.126	.690	1.743

a. Predictive variables :(constant), V1, V2, V3, V4, V5, V6, V7, V8, V9, V10, V11, V12, V13, V14, V15

b. Dependent variable: V20, represents the influence of interns on career satisfaction

According to conventional observation, the histogram of residuals and normal distribution curves are basically consistent, so regression analysis can be used. Anova<sup>a</sup> assumes that all independent variables (predictor b) have no effect on the dependent variable. In table 4, F=1.791, and its corresponding significance level (Sig.) is 0.023, less than 0.05, Thus the null hypothesis can be rejected. Therefore, we can conclude that the predictors has an effect on job satisfaction.

**Table 5: Anova<sup>a</sup>**

Model		Square sum	Df	Mean square	F	Sig.
1	Regression	20.463	15	.853	1.791	.023 <sup>b</sup>
	Residual	51.416	108	.476		
	Total	71.880	132			

a. Dependent variable: V20

b. Predictive variables :(constant), V1, V2, V3, V4, V5, V6, V7, V8, V9, V10, V11, V12, V13, V14, V15

The VIF (Variance Inflation Factor) of coefficient<sup>a</sup> (table 6) is mainly focused in collinearity diagnosis. In economic category, if the value is less than 10, it is judged that there is no collinearity between independent variables (the greater the collinearity between the two independent variables is, the more similar they are, that is, the more similar the research factors are). The smaller the collinearity, the more clear and correct the research direction is. When

used in social sciences, all the data in table 6 are less than 10, which indicates that the questions studied in the questionnaire are of small collinearity, well designed and can be used.

**Table 6: The regression coefficient of hotel practice satisfaction and career satisfaction of students majoring tourism**

model	Unstandardized Coefficients		Standardized Coefficient		Sig.	Collinear statistics		linear relation
	B	standard error	trial	t		tolerance	VIF	
(constant)	3.433	.494		6.948	.000			
V1	.446	.118	.448	2.387	.009	.429	2.331	V20=3.433+0.446V1
V2	.591	.125	.613	3.528	.001	.340	2.939	V20=3.433+0.591V1
V3	.548	.138	.537	3.078	.001	.411	2.430	V20=3.433+0.548V1
V4	.484	.108	.400	2.782	.012	.404	2.473	V20=3.433+0.484V1
V5	.413	.131	.415	2.098	.013	.281	3.556	V20=3.433+0.413V1
V6	.423	.149	.428	2.155	.007	.202	4.961	V20=3.433+0.423V1
V7	.517	.168	.546	2.694	.002	.149	6.717	V20=3.433+0.517V1
V8	.407	.145	.409	2.049	.004	.192	5.215	V20=3.433+0.407V1
V9	.674	.146	.759	3.883	.000	.182	5.494	V20=3.433+0.674V1
V10	.479	.101	.494	2.785	.001	.465	2.149	V20=3.433+0.479V1
V11	.434	.111	.443	2.305	.000	.338	2.959	V20=3.433+0.434V1
V12	.459	.137	.475	2.431	.000	.219	4.567	V20=3.433+0.459V1
V13	.456	.138	.469	2.405	.000	.228	4.386	V20=3.433+0.456V1
V14	.822	.204	.901	4.075	.000	.114	8.787	V20=3.433+0.822V1
V15	.527	.137	.655	2.925	.000	.236	4.230	V20=3.433+0.527V1

It can be seen from table 6 that the practice satisfaction indexes V1 to V15 of tourism majors are all less than 0.05 at the significant level of regression coefficient, indicating that all the practice satisfaction indexes have a positive and significant impact on career satisfaction. Since the larger the regression coefficient means the greater the influence of the independent variable on the dependent variable, the positive regression coefficient means that the dependent variable increases with the increase of the independent variable. In table 6, six indexes (V2 -- salary, V3 -- colleague relation, V7 -- hotel management level, V9 -- degree of being valued, V14 -- solution of problems during practice, V15 -- course setting after returning to school) have higher regression coefficient, which has a more prominent positive effect on career satisfaction, being more closely associated with the ascending career satisfaction, and needed to focus on and improve.

### Research Conclusion

Through the sorting and analysis of the questionnaire, it is not hard to see that most students majoring tourism of both grades believed that the practice experience lasting for 5 months has had a great or huge impact on their career satisfaction.



1. From the perspective of hotel, the practice salary is mostly at the lowest local wage standard. Compared with the regular staff, they did the same work, but the salary was lower than that of the regular staff, resulting in a huge psychological imbalance. The survey also shows that many jobs offered by hotels are too single, easy to operate and repetitive to be considered "respectable". At the same time, hotels lack care for interns for they are profit-oriented, such as insufficient training, few team development activities, weak corporate culture soft strength, etc. Of course, chain hotels are better than individual ones in some aspects. All this leads to a lack of likability and identification of interns to the hotel.
2. From the perspective of college, the arrangement of college in every part of practice can not only directly affect students' practice experience, but also indirectly affect students' career satisfaction. Based on the results of questionnaires and interviews, it is concluded that many students thought that the practice sites were far away from school and hometown, which was not conducive to the communication and management between students and teachers who led the practice team. Although the network communication is convenient, teachers cannot timely realize students' psychological changes and other problems. Moreover, the relatively concentrated course arrangement after the practice, and the influence of the lack of autonomous learning time to their future career planning, made some students resist the practice.
3. From the perspective of students, many of them were looking forward to practice before, believing that they can practice the theoretical knowledge they have learned in school life, and they were also prepared with psychological resilience. However, after the real practice, the degree of likability for the hotel and the willingness to work in the hotel of some students who have not done well in the role transition and career planning and have experienced the heavy workload and the complexity of social interpersonal relationships were generally decreased, which directly affected the career satisfaction. (TNR, 12, single spacing, justify).

**Acknowledgement:** Fund Project: General Project of Social Science Fund of Hubei Province in 2018 (later funded project) (2018035); Project Supported by Dabie Mountain Tourism Economy and Culture Research Center, the Key Research Base of Humanities and Social Sciences in Hubei Colleges and Universities (201714803) Practice and Support Training Project for College Student Team by Ministry of Culture and Tourism in 2019

## References

- [1] LIUYan-hua. Perspective of/Disequilibrium of Supply and Demand Among College Students Majoring in Tourism[J]. TOURISM TRIBUNE, 2005,(7):121-125. □
- [2] Pavesic D V, Brymer R A. Job satisfaction: What's happening to the young managers?[J]. Cornell Hospitality Quarterly, 1990, 30(4):90-96.
- [3] Tzu-Ling Chen, Ching-Cheng Shen. Today's intern, tomorrow's practitioner?-The Influence of internship programmes on students' career developments the Hospitality Industry[J]. Journal of Hospitality, Leisure, Sport & Tourism Education. 2012:29-40
- [4] Terry Lam, Larry Ching. An exploratory study of an internship program: The case of Hong Kong students[J]. Hospitality Management, 2007:336-351.
- [5] Minkun Mun, Mina Jo. The effect of working condition on internship satisfaction of hotel & restaurant management students[J]. Korean food cookery sci, 2009, 25(6):725-738.
- [6] Zhou Quanxia. An empirical study on the degree of practice satisfaction of students in vocational colleges—Taking Hotel Management major as an example[J]. Journal of Henan Institute of Science and Technology, 2011(02):117-119.



- [7] Wu Rong. Empirical Analysis of Practice Satisfaction of Students Majoring Hotel Management in Vocational Colleges [J]. Vocational & Technical Education Forum,2015(15):75-78.
- [8] Zhang Wenju. Survey and Analysis on Professional Recognition of Students Majoring Tourism Management in Higher Vocational Colleges Before and After Their Practice [J].Higher Education,2019(02):116-120.
- [9]WANG Xing-qiong.Hotel Interns.Job Satisfaction and Its Influencing Factors [J].TOURISM TRIBUNE,2008(07):48-55.
- [10]BI Jian.The Investigation on the Tourism Management Majors'Satisfaction Degree of Fieldwork and Intention to Stay[J].Journal of Henan Polytechnic University ( Social Sciences) ,2011,12(03):300-305.
- [11] Jin Yuan. Survey and Analysis of Career Satisfaction of Hotel Management Majors Before and After Practice [J]. Heilongjiang Science and Technology Information,2013(10):210.
- [12]Lou Lizhi, Li Chun, Li Xiaoming.Analyzing and Integrating of Tripartite Interest Demand'sVariance Difference In Hotel and Tourism Management Internship[J]. Journal of Xiangnan University,2014,35(6):18-24.
- [13]Jang Yingda, Zhu Hongbing, Zhu Guoxing.A Research on Hotel Internship Satisfaction of Applied Undergraduate College Students and Related Factors[J].Journal of Huangshan University, 2016, 18(01): 123-127.
- [14]lijialong. XG hotel group trainee organization fair feeling and organization citizen behavior relations real diagnosis reaseach[D].Northwest University,2010.
- [15] Zhang Mingchuan, Li Qinmei, Li Li. Research on Improvement Strategy of Tourism Management Undergraduate Hotel Practice -Based on the Discussion of Stakeholder Dissatisfaction [J].Journal of Higher Education,2015(16):161-164.

## AUDIT COMMITTEE CHARACTERISTICS AND FINANCIAL RESTATEMENTS: EVIDENCE FROM MALAYSIA

Suhaily Hasnan<sup>1</sup>, Nor Azlina A. Rahman<sup>2</sup>

<sup>1</sup> Faculty of Accountancy, Universiti Teknologi MARA, Shah Alam, Selangor, Malaysia  
Email: suhaily77@gmail.com

<sup>2</sup> Faculty of Accountancy, Universiti Teknologi MARA, Shah Alam, Selangor, Malaysia  
Email: azlina.rahman@gmail.com

---

**Abstract:** *The purpose of this study is to examine whether the audit committee characteristics influence the financial restatement incidents that occurred in Malaysian Public Listed Companies (PLCs). The sample comprises of 208 PLCs on the Main Board of Bursa Malaysia for the years between 2003 and 2013. The data from the final sample are collected and analysed using univariate and multivariate analyses. The research hypotheses are developed based on the five characteristics of audit committee. The findings show that only the multiple directorships of audit committee member have significant negative relationship over the incidence of financial restatement in Malaysia. Whereas, other characteristics of audit committee are not statistically significant. This study endorses that multiple directorships influence financial restatements, conforming to the principles of Resource Dependence Theory.*

**Keywords:** *Audit Committee; Financial Restatements; Malaysia*

---

### Introduction

The rise of large corporate scandals (e.g., Enron, WorldCom, Tyco, and Lehman Brothers scandals) led to global economic recession and confidence crisis toward the reliability of the financial information provided by firms although such information is monitored by the audit committee. Those fraud scandals escalated the issue of financial reporting quality and financial restatement. These issues led to the establishment of the Sarbanes–Oxley Act (SOX) in July 2002 and new corporate governance principles for exchanged or PLCs. SOX focuses on the financial aspects of corporate governance that demand an increasingly independent audit committee, independent involvement of directors in the oversight board, and accountability appearance of the chief executive officer (CEO) as well as the chief financial officer (CFO) (Cong and Freedman, 2011) in monitoring and supervising the corporate activities to prevent another fraud scandal and in improving the financial reporting quality.

The United States General Accountability Office (GAO)(GAO, 2003) defines financial restatement as the occurrence when the financial statements of an entity previously reported or issued to the public should be revised and corrected either willingly or urged by the regulators or auditors. GAO specifies that the reasons why PLCs issue financial restatements are classified into nine categories, including acquisitions and mergers, cost or expense, in-process research and development, reclassification, related-party transactions, restructuring assets or inventory, revenue recognition, and related securities as well as other reasons which not mentioned in the categories (GAO, 2003).

The incidence of financial restatement was also observed in a developing country such as Malaysia. Various large PLCs in Malaysia were directed to restate their financial statements, whereas others were severely punished by the regulators. The SEC ordered CSM Corporation Berhad, previously known as Cold Storage (Malaysia) Berhad, to restate its 1999 financial statements, Aktif Lifestyle to amend its 2002 and 2003 financial statements, and Ajinomoto (Malaysia) Berhad to restate its 2004 financial report (SEC, 2002). Transmile Group was determined to have overstated its revenue amounting to RM 522 million for the financial years 2004 to 2006. This incidence caused the significant decline in the stock price of Transmile from RM 15 to RM 2 per share, resulting in the loss of approximately RM 3.4 billion (Abdullah, Mohamad Nor, and Yusof, 2010). Besides that, around 16, 10, and 19 PLCs in 2012, 2011, and 2010, respectively, were also required to restate their financial statements because of various misstatements, errors, and fraud.

The requirements to establish an effective audit committee have been emphasized by domestic and international regulators (i.e., the Cadbury Committee, Blue Ribbon Committee (BRC) Recommendations (1999), Malaysian Code of Corporate Governance (MCCG) (2000), and Listing Requirements of Bursa Malaysia) to counter the growing issue of financial restatement. An audit committee serves as the critical oversight mechanism in the BOD and performs various monitoring functions. Prior literature has widely looked into the effectiveness of corporate governance factors in deterring the incidence of financial restatements. Nonetheless, the effect of audit committee characteristics specifically on the occurrence of financial restatement in Malaysia is yet to be extensively analyzed. Thus, this study aims to determine the influence of audit committee characteristics as an oversight mechanism of corporate governance on the financial restatement incidence as defined by GAO (2002).

The organization of the paper is as follows. Section 2 describes hypotheses development, followed by a section on research method and data. The subsequent section discusses the results of the study, and the paper is concluded in the final section.

### **Hypothesis Development**

This paper constructs five hypotheses related to financial restatements to investigate the effect of the audit committee characteristics on restatement firms in Malaysia.

#### **Independence of Audit Committee**

The audit committee established by the board enacts various monitoring duties and responsibilities to safeguard the accountability of the BOD. An audit committee should comprise with a majority of independent directors (MCCG, 2012) or entirely consist of independent directors (BRC, 1999).

Most empirical studies that investigate the influence of independent audit committee in Malaysia oppose the restatement studies conducted outside the country. Saleh, Iskandar, and Rahmat (2005) failed to prove that an independent audit committee can be significantly correlated with the accrual management. This case indicates that an independent audit committee may not be the best factors in mitigating earnings management. The significant influence of an independent audit committee on financial restatement in the Malaysian context is yet to be established (Abdullah *et al.*, 2010). The reason behind this circumstance is the insufficient regulations in prohibiting the engagement of CEO or finance directors in audit committees, resulting in the management's dominance over the committee (Abdullah *et al.*,

2010) and reducing the effectiveness of its functions. However, based on the prior literature and despite the conflicting results in Malaysia, the independence of audit committee can be hypothesized as follows:

H1: *There is a significantly negative relationship between independent audit committee and the incidence of financial restatement.*

#### **Size of Audit Committee**

The Listing Requirements of Bursa Malaysia and the MCCG (2012) stated that an audit committee should be composed of at least three directors, and this criterion can influence the financial restatement incidence in Malaysia. Prior studies have widely looked into the influence of the size of audit committee on its effectiveness. Resource Dependence Theory (RDT) states that a large audit committee can provide additional sources of information, skills, knowledge, and experience from the diverse backgrounds of its directors (Pierce and Zahra, 1992; Nelson and Jamil, 2012). In this case, the oversight quality can be enhanced, and the extent of earnings management can be reduced (Nelson and Jamil, 2012). Dalton, Daily, Johnson, and Ellstrand (1999) realized that the size and monitoring role of the board are positively related, resulting in a high firm performance. Abbott *et al.* (2004) specified that an audit committee with at least three independent members is not significantly related to restatement incidence. Hence, the hypothesis for the size of audit committee is as follows:

H2: *There is a significantly negative relationship between size of audit committee and the incidence of financial restatement.*

#### **Expertise of Audit Committee**

The Listing Requirements of Bursa Malaysia and the MCCG (2012) urge the PLCs to have at least one member of audit committee with financial or accounting expertise and qualification because the duties and responsibilities of the committee involve highly sophisticated accounting. The audit committee members with financial expertise provide additional resources to the company in monitoring and evaluating the financial reporting practices by the management as stipulated by RDT. In addition, the audit committee members with financial expertise are unrelated to the occurrence of fraud (Persons, 2005) and other financial problems (McMullen and Raghunandan, 1996) because they can objectively assess the financial matters.

Nonetheless, financial expertise may not significantly reduce the earnings management practices (Alkdai and Hanefah, 2012). Nelson and Jamil (2012) clarified that the financial expertise of an audit committee member is not related to the magnitude of earnings management. By contrast, Abbott *et al.* (2004) proved that financial restatement is significantly negatively related to an audit committee that has at least one member with financial expertise. These outcomes imply that the financial expertise of an audit committee member may effectively reduce the incidence of restatement. The preceding analysis leads to the following hypothesis:

H3: *There is a significantly negative relationship between audit committee with financial expertise and the incidence of financial restatement.*

#### **Audit Committee Meeting**

The meeting frequency of an audit committee may indirectly indicate the diligence and commitment of such committee in fulfilling their fiduciary duties and responsibilities (DeZoort *et al.*, 2002; Abbott *et al.*, 2004). MCG (2012) suggested that at least one audit committee

meeting should be held with internal auditors, external auditors, or both and without the attendance of the executive directors of the company. In this case, these monitoring mechanisms are given enough space to discuss the accounting issues arising in the company. Xie *et al.* (2003) identified that the audit committee meetings are negatively correlated with discretionary accruals. A high frequency of meetings reduces the noise of discretionary accruals and lessens the financial problems of the company (Menon and William, 1994). Zhang *et al.* (2007) demonstrated the importance of increasing the number of audit committee meetings to control and solve significant accounting or auditing issues effectively that is consistent with the influence of meetings over financial restatement incidences. Therefore, the following hypothesis is drawn:

H4: *There is a significantly negative relationship between audit committee meeting frequency and the incidence of financial restatement.*

### **Multiple Directorships of Audit Committee**

The multiple directorships may become an important criterion that influences restatement. Beasley (1996) mentioned that this criterion measures the directors' reputation in performing their monitoring function. Multiple directorships may provide the company with various resources for information, skills, and knowledge and offer numerous opportunities to compare the company's management policies, style, and business strategies. Sharma and Iselin (2006) also revealed that multiple directorships may reduce the occurrence of financial misinformation.

Contrarily, Persons (2005) stated that multiple directorships may reduce the effectiveness of the monitoring mechanism of the firm over its management. The incidence of fraud is high when multiple appointments of the audit committee's directors are great, causing less voluntary ethics disclosure (Othman *et al.*, 2014). Sun, Lan, and Liu (2014) and Ferries *et al.* (2003) observed that multiple directorships may become less effective because of the busyness and less time of the members to monitor the management's actions. Correspondingly, the oversight quality of the board is reduced and yields a thinning effect owing to the spread of memberships through interlocking directorship (Rickling, 2014). Thus, the hypothesis for multiple directorships is as follows:

H5: *There is a significantly positive relationship between multiple directorships among audit committee members and the incidence of financial restatement.*

### **Research Methodology**

The sample comprises of the public listed companies on the Main Board of Bursa Malaysia for the years between 2003 and 2013. Both of the financial and corporate data are obtained from the annual reports. A total of 208 firms meet the selection criteria included in the study. A total of 118 restatement firms are determined through their annual reports by searching the keywords "restate" or "restatement," "prior year adjustment," and "comparative" (Abdullah *et al.*, 2010). Through the matching process introduced by Arthaud-Day *et al.* (2006), the final sample for this study is 208 companies that consist of 104 restatement firms and 104 non-restatement firms. This paper used the regression model, which was similar to the model used by Beasley (1996), to predict the relationship between the audit committee characteristics and financial restatement. The research model is summarized as follows:

$$\text{RESTATEMENT}_{it} = \alpha + \beta_1 \text{INDEP} + \beta_2 \text{AUDSIZE} + \beta_3 \text{EXPERT} + \beta_4 \text{AUDMEET} + \beta_5 \text{DIRECTSHIP} + \varepsilon$$

Where;

*RESTATEMENT* = The incidence of restatement (2003–2012) is coded as 1, and 0 otherwise

*INDEP* = The percentage of independent directors in the audit committee  
 The number of audit committee members

*AUDSIZE*

*EXPERT* = The percentage of the independent audit committee members with accounting or financial expertise

*AUDMEET* = The number of audit committee meetings held annually

*DIRECTSHIP* = The average number of multiple directorship of the independent committee members

### Empirical Evidence And Discussions

*Table 1: Univariate Results*

Restatement Firms (n=104)			Control Firms (n=104)			<i>Mean Diff.</i>	<i>t-value</i>
<i>Variable Name</i>	<i>Mean</i>	<i>Median</i>	<i>Std. Dev.</i>	<i>Mean</i>	<i>Median</i>	<i>Std. Dev.</i>	
<i>Section A: Continuous Variables</i>							
INDEP	0.770	0.710	0.157	0.778	0.750	0.167	-0.008 0.363
AUDSIZE	3.413	3.000	0.783	3.471	3.000	0.737	-0.058 0.547
EXPERT	0.337	0.330	0.223	0.325	0.330	0.206	0.012 0.418
AUDMEET	4.990	5.000	1.604	4.933	5.000	1.367	0.058 0.279
DIRECTSHIP	0.699	0.670	0.305	0.760	1.000	0.298	-0.061 1.454
<b>Notes:</b> *p < 0.05; two-tailed test; n=104							

The result of univariate analysis presented in Table 1 explains the descriptive statistics of this study. The table particularly presents the means, medians, standard deviations, mean difference, and *t*-value of the restatement and control firms in Malaysia. Table 1 shows that the independence of an audit committee for restatement and non-restatement records has almost the same average with 0.008% mean difference. The audit committee of control firms is slightly independent (mean = 77%) compared with that of the restatement firms (mean = 77.8%). This finding indicates that an independent audit committee ineffectively prevents the occurrence of misstatement, coinciding with the observations of Abdullah *et al.* (2010) and Saleh *et al.* (2007). The mean for audit committee size, expertise, and meeting frequency also presents almost the same average with small or no mean difference. The average size of the audit committee for restated and non-restated firms is three members. For the meeting frequency of the committee, both firms also account for the same average frequency of four meetings. The average



percentage of the audit committee expertise for treatment and control firms are 33.7% and 32.5%, respectively. This observation implies that the audit committee of restatement firms has a slightly higher percentage of financial expertise than that of the non-restatement firms. The mean for the multiple directorships of restatement firms is 69.90%, which lesser than that of the control firms (i.e. 76%). The member of audit committee for the restatement firms, which held less directorships in other companies as compared with audit committee in non-restatement firms, have lack of external resources or capabilities. Hence, affecting their performance in monitoring the effectiveness of company operation (Sarkar and Sarkar, 2009).

*Table 2: Logistic Regression of Financial Restatements on Audit Committee Characteristics*

	Predicted Sign	B	S.E.	Wald	Sig.	Exp(B)	VIF
<b>Independent Variables</b>							
INDEP	-	-0.121	1.030	0.014	0.906	0.886	1.081
AUDSIZE	-	-0.202	0.240	0.705	0.401	0.817	1.139
EXPERT	-	0.643	0.751	0.733	0.392	1.903	1.089
AUDMEET	-	0.079	0.105	0.572	0.450	1.082	1.036
DIRECTSHIP	+	-1.156	0.557	4.313	<b>0.038*</b>	0.315	1.047
Constant		1.705	1.484	1.321	0.250	5.504	
Observation		208					
Nagelkerke R <sup>2</sup>		0.132					
<i>Notes: *p &lt; 0.05, two-tailed tests; n = 104</i>							
<i>Model: RESTATEMENT = α + β<sub>1</sub> INDEP + β<sub>2</sub> AUDSIZE + β<sub>3</sub> EXPERT + β<sub>4</sub> AUDMEET + β<sub>5</sub> DIRECTSHIP + ε</i>							

Table 2 presents the regression result of the effect of audit committee characteristics on the incidence of financial restatements. As per Table 2, the results in the model indicate that the adjusted R<sup>2</sup> is 0.132. The adjusted R<sup>2</sup> implies 13.2 per cent of the variation in the incidence of financial restatement is explained by the audit committee characteristics, as well as taking into account the sample size that is 208 companies and the number of variables.

The findings show that only the variable of multiple directorships have significant negative influences over the incidence of financial restatement in Malaysia. The audit committee members who have multiple directorships in other companies can mitigate the occurrence of financial restatements because they can monitor the company by utilizing their skills, experience, and extensive knowledge. Thus, they can make appropriate plans and strategies to enhance the reputation of the company in providing financial information to the stakeholders and raise the company's concern toward public interest.

The other characteristics of audit committee are not statistically significant. Abdullah *et al.* (2010) provided a thorough explanation for this condition and indicated that the establishment of an audit committee in the BOD is a mandatory requirement imposed on PLCs by the regulatory bodies. The audit committee of PLCs should guarantee that the internal control and business operation of firms adhere to the regulatory requirements. In addition, the committee should play their role effectively on behalf of the stakeholders' interest. However, the PLCs are



not required to employ audit committee members with fully independent non-executive directors. This case may create a bias judgment by the audit committee in serving the best interest of the company's shareholders. The managing or finance directors of firms are obliged to sit with the audit committee, and only one audit committee member should have financial expertise. These requirements may impair the effectiveness of the audit committee given that the director can greatly influence the judgment of the entire committee. The committee cannot make a transparent decision for the shareholders' interest, and it lacks of understanding on the financial and accounting practices and procedures that should be presented to the public. The improvement on MCCG (2012) has recently enhanced the role of the audit committee to monitor the financial reporting practices in compliance with the applicable accounting standards and regulations. Thus, all listed companies should have an audit committee whose members are all independent directors and have financial expertise to ensure the BOD's effectiveness as an oversight mechanism within the company.

### Conclusion

This study confirmed that multiple directorships influence financial restatements, conforming to the principles of RDT and supporting the findings of prior literature (Haniffa and Cooke, 2002; Sharma and Iselin, 2006; Sarkar and Sarkar, 2009, Hasnan et al, 2013). Although the other characteristics of the audit committee are determined insignificant, the importance of audit committee independence, size, financial expertise, and meeting frequency cannot be ignored because those criteria are needed to improve the effectiveness of audit committee in executing their roles as well as mitigating other accounting and financial reporting issues (Abbott *et al.*, 2004; Zhang *et al.*, 2007; Choi, Han and Lee, 2014). The results of this study can help regulators and other accounting professionals in enhancing the precautions against fraud criminals engaged in PLCs based on information analyses as well as in formulating new rules and regulations to reduce the possible fraud environments in organizations. Further research should be conducted by employing additional factors that can reduce restatement incidence (e.g., audit quality, internal control effectiveness, and tenure of audit committee).

### Acknowledgments

The authors would like to express their gratitude to the Ministry of Education of Malaysia for funding the research project through the FRGS grant. Our appreciation also goes to the Faculty of Accountancy, Universiti Teknologi MARA and Accounting Research Institute, Universiti Teknologi MARA for facilitating this research project.

### References

- [1] Abbott, L. J., Parker, S., & Peters, G. F. (2004). Audit Committee Characteristics and Restatements. *AUDITING: A Journal of Practice & Theory*, 23(1), pp. 69-87.
- [2] Abdullah, S. N., Mohamad Yusof, N. Z. and Mohamad Noor, N. N. (2010). Financial restatements and corporate governance among Malaysian listed companies. *Managerial Auditing Journal*, 25(6), pp. 526-552.
- [3] Alkdai, H. K .H, & Hanefah, M. M. (2012). Audit committee characteristics and earnings management Malaysian Shariah-compliant companies. *Business and Management Review*, 2(2), pp. 52-61.
- [4] Arthaud-Day, M.L., Certo, S.T., Dalton, C.M. and Dalton, R. (2006). A changing of the guard: executive and director turnover following corporate financial restatements, *Academy of Management Journal*, 49, pp. 119-136.
- [5] Beasley, M. S. (1996). An empirical analysis of the relation between the board of director

- composition and financial statement fraud. *The Accounting Review*, 71(4), 443-465.
- [6] Blue Ribbon Committee (BRC) (1999). Report and Recommendations of Blue Ribbon Committee on Improving the Effectiveness of Corporate Audit Committees. New York: New York Stock Exchange and National Association of Securities Dealers.
- [7] Choi, Y. K., Han, S. H., & Lee, S. (2014). Audit committees, corporate governance, and shareholder wealth: Evidence from Korea. *Journal of Accounting and Public Policy*, 33(5), pp. 470–489.
- [8] Cong, Y., & Freedman, M. (2011). Corporate governance and environmental performance and disclosures. *Advances in Accounting*, 27(2), pp. 223-232.
- [9] Dalton, D. R., Daily, C. M., Johnson, J. L., & Ellstrand, A. E. (1999). Number of directors and financial performance: a meta-analysis. *Academy of Management Journal*, 42(6), pp. 674-686.
- [10] DeZoort, F. T., Hermanson, D. R., Archambeault, D. S., & Reed, S. A. (2002). Audit committee effectiveness: A synthesis of the empirical audit committee literature. *Journal of Accounting Literature*, 21, pp. 38-75.
- [11] Ferris, S. P., Jagannathan, M. & Pritchard, A.C. (2003). Too busy to mind the business? Monitoring by directors with multiple board appointments. *The Journal of Finance*, 58(3), pp. 1087-1111.
- [12] General Accounting Office (GAO). (2003). Financial statement restatements: Trends, market impacts, regulatory responses, and remaining challenges. GAO-03-138. Washington, DC: Government Printing Office.
- [13] Haniffa, R. M. & Cooke, T. E. (2002). Culture, corporate governance and disclosure in Malaysian corporations. *ABACUS*, 38(3), pp. 317-349.
- [14] Hasnan, S., Abdul Rahman, R., & Mahenthiran, S. (2013). Management Motive, Weak Governance, Earnings Management, and Fraudulent Financial Reporting: Malaysian Evidence. *Journal of International Accounting Research*, 12(1), pp. 1-27.
- [15] Nelson, McMullen, D. A. and Raghunandan, K. (1996). Enhancing audit committee effectiveness, *Journal of Accountancy*, 182(2), pp. 79-81.
- [16] S. P., & Jamil, N. N. (2012). An Investigation on the Audit Committee's Effectiveness: The Case for GLCS in Malaysia (February 22, 2012). 2nd Accounting Research Education Conference (AREC), 2012. Available at SSRN: <http://ssrn.com/abstract=2020184>
- [17] Othman, R., Ishak, I. F., Mohd Arif, S. M. & Abdul Aris, N. (2014). Influence of audit committee characteristics on voluntary ethics disclosure. *Procedia - Social and Behavioral Sciences*, 145, pp. 330-342.
- [18] Persons, O. S. (2005). Relation between the new corporate governance rules and the likelihood of financial statement fraud. *Review of Accounting and Finance*, 4(2), pp. 125-148.
- [19] Pierce, J. A., & Zahra, S. A. (1992). Board composition from a strategic contingency perspective. *Journal of Management Studies*, 29(4), pp. 411-438.
- [20] Rickling, M. (2014). Audit Committee Characteristics and Repeatedly Meeting-Beating Analyst Forecasts. *International Journal of Business*, 19(2), pp. 173-191.
- [21] Securities Commission (2002) SC acts tough on errant PN4 directors; offenders will be dealt with. Retrieved from [http://www.sc.com.my/ENG/HTML/resources/press/pr\\_20021212.html](http://www.sc.com.my/ENG/HTML/resources/press/pr_20021212.html)].
- [22] Sharma, V. D., and Iselin, E. R. (2006). Reputation, Tenure and Compensation of Independent Audit Committee Members and Financial Restatements. Paper presented at the American Accounting Association Annual Conference, Washington D.C. Retrieved from [http://works.bepress.com/errol\\_iselin/9](http://works.bepress.com/errol_iselin/9)

- [23] Malaysian Code of Corporate Governance (2012). Securities Commission. Kuala Lumpur.
- [24] Saleh, N. M., Iskandar, T. M., & Rahmat, M. M. (2005). Earnings Management and Board Characteristics: Evidence from Malaysia. *Jurnal Pengurusan*, 24, pp. 77-103.
- [25] Saleh, N. M., Iskandar, T. M., & Rahmat, M. M. (2007). Audit Committee Characteristics and Earnings Management: Evidence from Malaysia. *Asian Review of Accounting*, 15(2), pp. 147-163.
- [26] Sarkar, J., & Sarkar, S. (2009). Multiple board appointments and firm performance in emerging economies: Evidence from India, *Pacific-Basin Finance Journal*, 17(2), pp. 271–293.
- [27] Sun, J., Lan, G., & Liu, G. (2014). Independent audit committee characteristics and real earnings management. *Managerial Auditing Journal*, 29(2), pp. 153-172.
- [28] Xie, B., Davidson, W. N. & Dadalt, P. J. (2003). Earnings management and corporate governance: The role of board and the audit committee. *Journal of Corporate Finance*, 9(3), pp. 295-316.
- [29] Zhang, Y., Zhou, J., & Zhou, N. (2007). Audit committee quality, auditor independence, and internal control weaknesses. *Journal of Accounting and Public Policy*, 26(3), pp. 300-327.

# CONCEPTUAL PAPER: THE RELATIONSHIP BETWEEN THE FACTORS OF ENTREPRENEURIAL COMPETENCIES TOWARDS SMES' BUSINESS PERFORMANCE

KHAW JIA-QI <sup>1</sup>; SHANKAR CHELLIAH <sup>2</sup>

<sup>1</sup>School of Management, Universiti Sains Malaysia

---

**Abstract:** *Entrepreneurship is one of critical importance to the modern economy while business performance is the main concern of the organization nowadays. Business performance is varying from organization to organization. Different organization has different standard of business performance. Nowadays, most entrepreneurs have a major impact in the economy segment. Competency is a fundamental characteristic of the entrepreneurs in delivering superior ability in the work or tasks assigned. This study is carried out to study the factors of entrepreneur competencies towards the business performance among SMEs in Malaysia. It is hard to measure the business performance. Therefore, there are six entrepreneurs' competencies being carried out in this study. They are strategy competency, commitment competency, conceptual competency, relationship competency, opportunity competency and organizing competency. A quantitative method was used in this study for data gathering. All items were using 7-point Likert scale. The content validity of this questionnaire was reviewed by the entrepreneurs in SMEs Malaysia. This study anticipates that the six dimensions of entrepreneurs' competencies are the critical antecedents on the SMEs' business performance which could lead to positive relationship toward the business performance among SMEs in Malaysia. The findings of the research provide an insight towards the organization which could lead the SMEs to identify the effective strategies in improving their business performance. .*

**Keywords:** *Factors of entrepreneur's competency; Business Performance; Entrepreneurs; Strategy Competency; Commitment Competency; Conceptual Competency; Opportunity Competency, Relationship Competency; Organizing Competency*

---

## Introduction

This study is focusing on the SMEs' business performance quality. In addition, entrepreneurs and non-entrepreneurs are separated by their capacity in perceiving on accessible business opportunities that show up before them in the surroundings or by intuition something new and creative thought that can be created into any items or administration which had been existed or yet to be existed. According to Porter (1980), business performance can be achieved by gaining positional advantages within the market through creating and exploiting that market. It is vital to know the factors that affect the performance of SMEs. Li (2009) mentioned that there were individual competencies that will influence the business success in SMEs. The research which focuses on the competency factors is carried out in order to test the effects of competency towards the business performance. Kiggundu (2002) identified several attributes of entrepreneurial competencies which include attitudes, beliefs, knowledge, skills, abilities, personality and behaviour. According to Ahmad, Ramayah, Wilson and Kummerow (2010),

entrepreneurial competencies are used to predict the success of the business of SMEs in Malaysia. Man and Lau (2005) studied the entrepreneurial competencies influential towards the success of the business. A few studies regarding the relationship between entrepreneurial competencies and business performance has been tested and positive result is gained. However, there are still very few research carried out in order to examine the role of entrepreneurial competencies as a mediating link between entrepreneurial characteristics and business performance. Hence, this research attempts to test the effect of entrepreneurial competencies towards the business performance.

## **Literature Review**

### **Business Performance**

Rammer and Brance (1995) defined business performance as the process that takes place in a specific period of time and takes the measurement towards ability, experiences and motivation. Performance is the result that we gain or achieve. Business performance is the most important thing while doing the business. Business performance can strive to improve performance of the organizations in management. From business performance, an entrepreneur can evaluate or access the business level. Performance can be described as a recurrent theme in most branches of management, and it is of interest to both academic scholars and practicing managers. Individual performance is important thing for measuring business. It is because performance is widely acknowledged with its effectiveness, survival and profits. Sonnentag and Frese (2002) highlighted that performance is important towards the individuals working on in their own business. This is due to a job is well when it is accompanied with satisfaction, feeling of mastery, pride and reward with financial and non-financial benefits. According to Atuahene-Gima and Ko (2001) ; Becherer and Maurer (1997) ; Bhuian, Menguc and Bell (2005) and Maatooft and Tajeddini (2011), the ever changing needs and business environment requires the firm to operate in a strategically market orientation. In order to stay in a competitive market and gain advantage in the global market, the firm has to involve in planning and developing framework.

### **Entrepreneur Competency**

According to Bird (1995), entrepreneurial competencies can be defined as the underlying characteristics such as knowledge, motives, traits, self-images, social roles, and skills which result in birth, survival, or growth. Entrepreneurial competencies are also defined as the individual traits and characteristics such as attitude and behavior in order to achieve the success of the business. The entrepreneurial competency consists of competency, literature of competency as well as literature of entrepreneurship. It is not easy to prove one as an entrepreneur through his characteristics. Gibb (1996) mentioned that entrepreneurship plays an important role as it is associated in developing a new business. Entrepreneurs are classified according to their qualities and attributes in the early stage. These cause obstacles towards the researchers in identifying the qualities of the entrepreneurs. Bird (1995) stated that an entrepreneur is the one who start the association and seek for assets and opportunities. In brief, the significance of competencies is learnable and essential in enhancing the learning chance.

### **Strategy Competency**

According to Man, Lau and Chan (2002), strategy competency is defined as setting, evaluating and implementing the strategies in the firm. It is related to identifying the existing market opportunities. This category of competencies requires the entrepreneur to have a vision or a big



picture in their mind for their business, to have clear goals to achieve, or to formulate and implement strategies to achieve these vision and goals. Chandler (1992) recommended that strategy competency works as the linkage between the organization's goals and achieving the long term goals. He also mentioned that strategy competency is the dominant in identifying firm's long-term goals and action in achieving the goals. Strategy competency plays an important role in determining the success of an organization. Jennings (2003) recommended that the changing of the customer's preferences and technologies used in serving them is the main cause towards the changing of market focused strategy. Man (2001) stated that visioning, strategic thinking and goal setting are the elements of strategy competency.

### **Commitment Competency**

Commitment Competency is defined as the reflection of the entrepreneurs' attitude towards the success of the firm. Commitment is a combination of motivation and confidence. Motivation is a person's interest for doing a task properly. Meanwhile confidence is a person that can be able to do a task without much supervision. Commitment competency is important to guide the entrepreneur to move ahead with the business. According to Chandler and Jansen (1992), such competency is the entrepreneurial role that sees to the fruition of a firm. Marshall (2010) stated that commitment competency is the competencies in which defined as the capacity in adjusting one's own conduct towards the needs and objectives of the association as well as elevating the objective in meeting the authoritative issues. It also acts as the hierarchical choices and carries on the trustworthiness. A good example of commitment competency can be seen through the combination of the commitment of a team in achieving the sales. Boyatzis (1982) stated that sustaining the entrepreneur's effort is one of the requirements in commitment competencies. Commitment competency is the competencies in which getting the work done without being asked or forced to do so

### **Conceptual Competency**

Bartram (2000) identified the conceptual competency as the ability to have an innovative and creative mindset. It guides the entrepreneurs in dealing with the situation in which requires new ideas and experiences. Besides that, conceptual competency is the ability in identifying the connections between situations that are not obviously related and also issues in a complex situation. Although it can't be track easily, it is important in determining the success of the firm. Man, Lau and Chan (2002) mentioned that the conceptual competencies are similar to strategic competencies which require a more abstract level of abilities. However, it is unlike as strategic competencies which concerned with a shorter-term perspective and require intuitive responses. These elements are involved in high level of conceptual activities and a reflected through the entrepreneur's behaviour when they learn, make decision, solve uncertainty and enhance the effectiveness in carrying a task in the now or in the future.

### *Opportunity Competency*

Ahmad (2007) identified the opportunity competency as the ability in identifying goods and services that customers want, perceive unmet customer needs, look for products and services that meet customer needs and seize the high quality opportunities. Opportunity competency is one of the competencies in which spotting opportunities, seeking new opportunities and developing opportunities. Opportunity competency is an important factor that can help entrepreneur for the success and sustainability of business. Sohn and Lee (2013) stated that the entrepreneurial desire is the inspiration of opportunity for the business enterprise



De Koning (2003) mentioned that there is a connection between the opportunity development and the ability of the entrepreneurs. Seeking, exploring and developing the existing opportunities in the markets are the elements in this competency. Allison, Chell and Hayes (2000) further stated that the ability to recognize and grab the opportunities is the main characteristics of the entrepreneurs. In conclusion, opportunity competency plays an important role in determining the entrepreneur business performance as it can affect the business performance.

### **Relationship Competency**

Man et al., (2002) recommended that relationship competency as the competencies in which mentioning the concept of cooperation between each other and building the communication and interpersonal skill and strengthens trust between each other. Many researchers point out that relationship competency is the causes of the successful entrepreneur. Smith, Hood and Houghton (2005) mentioned that relationship connection can help in assisting the entrepreneur and small and medium enterprise (SME) in their business developments. Organization with relationship competency can manufacture the connection effectively in order to enhance their quality. On the other hand, Khairuddin (2002) showed that there is a low level of networking among the entrepreneurs. This can lead to problem in identifying the opportunities and organizing planning. Khairuddin (2002) stated that communication power and persuasion power with stakeholder can be subtracted when there are low networking capabilities. He also mentioned that, entrepreneurs without relationship competency can fail in their business as they failed to grab the capital assistance from financial institution, lack of support from the financial institutions and found difficulties in obtaining credit of raw materials from the supplier.

### **Organizing Competency**

Organizing competency relates to the ability to lead, control, monitor, organize and develop the external and internal resources toward the firm's capabilities through the organizing competency of the entrepreneurs. According to Man et al., (2002), organizing competency is the organization of different internal and external human, physical, financial and technological resources including teambuilding. Boyatzis (1982) mentioned that organizing competency is similar to managerial competencies. This group of competencies calls for the ability to lead, control, monitors, organizes, and develop the external and internal resources towards the firm's capabilities through the entrepreneur's organizing competencies in different areas. Besides that, Sophie (2017) found out several elements in organizing competency, for example planning, organizing and monitor the work in order to ensure the goal and achievement are met. Next, identifying and assigning resources for one's self and team in order to meet the firm's objectives. It is then followed by establishing goals and objectives that align with corporate business plan and meeting the target which is set by the firm. Reporting on results to promote accountability and taking appropriate action is also one of the organizing competency behaviours.

### **Proposed Theoretical Framework**

According to Bendary and Minyawati (2015), psychological contracting acts as the mediator of the relationship between the business performance and the entrepreneurial competencies. There are six areas of competencies which are positively related to the performance of the business. They are relationship competency, opportunity competency, conceptual competency, organizing competency, strategic and commitment competency. Competencies of entrepreneurs lead the business to become more successful, and provide the competitive

advantage. Sarwoko (2013) identified that entrepreneurial characteristics and competencies are the main cause of business performance in small and medium enterprises.

Besides that, De Koning (2003) mentioned that there is a connection between the opportunity development and the ability of the entrepreneurs. According to Man (2008), Sarwoko (2011) and Laguardor (2013), the most of the research stated that positively result among opportunity competency and business performance. Saroko (2013) mentioned that the business performance can be affected when there is a slight increase in the entrepreneurial competencies. According to Man (2008), there are five proposed means in differentiating the merchandise and administrations clients need, identify unmet customers need, identifying products that give advantages to the customers, enhancing the chance on grabbing the opportunities, generating new ideas, issues or opportunities and dealing with risk and circumstances.

According to Mushtaq (2010); Madatta (2010) and Baber (2010), the research stated the positive result and no negative result between relationship competency and business performance. The relationship competencies are focused on the good relationship with staff and external partner. Mushtaq (2010) recommended that the relationship competency depicts the positive result which provides knowledge to the entrepreneurs in achieving their goals. Besides, the motivation among entrepreneur will increase and lead them to work more productively. Barber (2010) suggested that relationship competency plays an important role in determining the business performance. Wijaya (2008) identified that relationship competency helps in developing a trust community. In general, it can be concluded that there is a positive relationship between entrepreneur competencies and business performance among SMEs in Malaysia. Based on the past research above, P1, P2, P3, P4, P5 and P6 are developed to understand the relationship between entrepreneur competencies and business performance among SMEs in Malaysia.

*Proposition 1: There is a positive relationship between strategy competency and business performance among SMEs in Malaysia.*

*Proposition 2: There is a positive relationship between commitment competency and business performance among SMEs in Malaysia.*

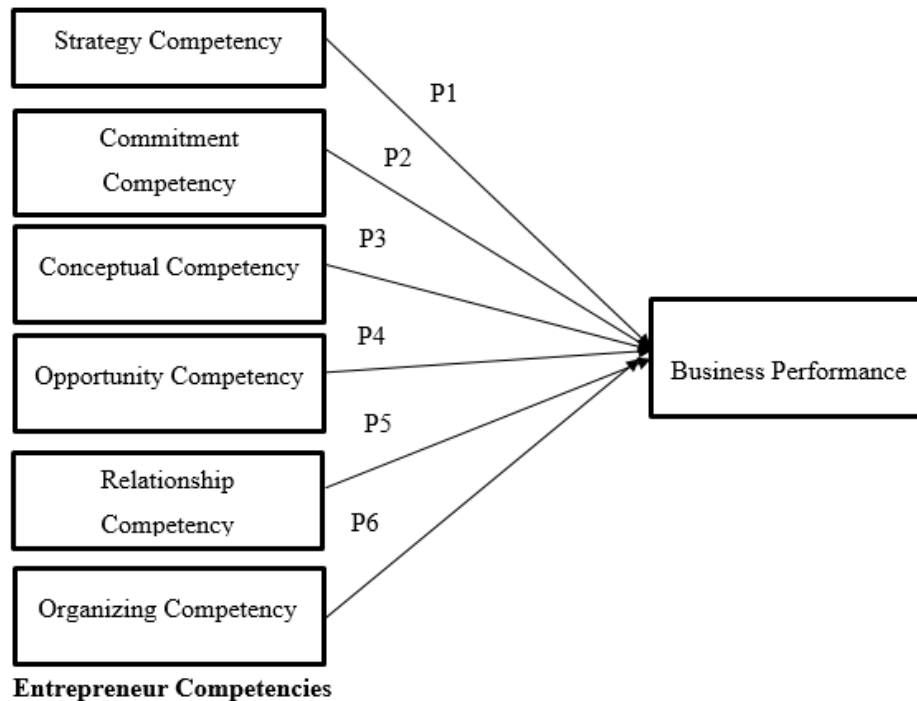
*Proposition 3: There is a positive relationship between conceptual competency and business performance among SMEs in Malaysia.*

*Proposition 4: There is a positive relationship between opportunity competency and business performance among SMEs in Malaysia.*

*Proposition 5: There is a positive relationship between relationship competency and business performance among SMEs in Malaysia.*

*Proposition 6: There is a positive relationship between organizing competency and business performance among SMEs in Malaysia.*

### Proposed Theoretical Framework



*Figure 1 Conceptual Framework of Entrepreneur Competencies and Business Performance among SMEs in Malaysia*

### Methodology

In order to retrieve the literature of the study, academic databases were explored. Areas that are relating to entrepreneurs, entrepreneurs competencies, business performance of the organizations were determined. Databases such as ScienceDirect, utmj.org were explored. Besides that, keywords such as SMEs, Malaysia, entrepreneur competencies, strategy competency, commitment competency, conceptual competency, opportunity competency and relationship competency etc. were used to retrieve literature related to the study. There are several search engine such as Google Scholar and institution databases were used in order to retrieve facts and figures as well as the literature of the study. The research variables that used in the conceptual model were determined and elaborated through scientific research databases. To obtain the facts, figures and estimations about export performance of the SMEs in Malaysia, different types of sources were explored such as industry reports, government reports, market research reports, media reports, and internet sources. To retrieve literature related to variables, only scientific literature of high quality was examined.

### Discussion

The study was conducted to study on Factor of Entrepreneur Competencies towards Business Performance. Independent variables such as strategy competency, commitment competency, conceptual competency, opportunity competency, relationship competency and organizing competency were being carried out in this study. There are several studies being carried out by the scholars in determining the relationship between the factor of entrepreneur's competencies

and business performance among SMEs in Malaysia. For instance, Tehseen and Ramayah (2015) found that the entrepreneurial competencies are related to the performance of venture. This research will use questionnaires as the survey strategy that enables the collection of standardize data from large population. It is also the cheapest way to collect data from the population. The relationship between the factor of entrepreneur competencies and business performances among SMEs Malaysia is examined by collecting the data and information from respondents through the practice of survey strategy using questionnaires. The questionnaires are distributed to the targeted respondents in order to collect the precise data for the purposes.

### Conclusion

This study was carried out in order to determine on how entrepreneur competencies could bring effect towards SMEs' business performance. In conjunction, the result that obtain from this study could bring benefit and act as a guideline for SMEs which keen in entrepreneur competencies in order to improve their business performance. Besides that, this study can also provide the basis understanding of entrepreneur competencies towards their business performance. SMEs could improve their business performance if they able to manage the entrepreneur competencies well. Other than that, this study can also be used as the springing board for further research purpose in the area of entrepreneur competencies and business performance. Last but not least, it is hoped that this study can provide important and useful information to all SMEs that can be business consulting to them.

### References

- Ahmad, N.H., Ramayah, T., Wilson, C., and Kummerow, L.(2010) Is Entrepreneurial Competency and Business Success Relationship Contingent Upon Business A Study of Malaysian SMEs. *International Journal of Entrepreneurial Behaviour & Research*, 16(3), p. 182-203
- Allison, C.W., Chell, E., & Hayes, J. (2000). Intuition and entrepreneurial behaviour. *European Journal of Work and Organizational Psychology*, 9(1), p. 31-43
- Baber, Anne and Lynne Waymon. (2010). *Make Your Contacts Count: Networking Know-How for Business and Career Success*. New York.
- Bartam, D. (2005). The Great Eight Competencies : A criterion-centric approach to validation. *Journal of Applied Psychology*, 90(6), (Special issue: Special Section: Theoretical Models and Conceptual Analyses – Second Installment, p. 1185-1203
- Bendary A. N. and Minyaw E. A. (2015), Entrepreneurial Competencies effect on Small and Medium Enterprises Performance through the mediation effect of Psychological Contracting of Outsourcing, *International Journal of Business, and Economic Development*, 3(2)
- Atuahene-Gima, K., & Ko, A. (2001). *An empirical investigation of the effect of market orientation and entrepreneurship orientation alignment on product innovation*. *Organization Science*, 12(1), p.54- 74.
- Becherer, R.C., & Maurer,J.G. (1997). *The moderating effect of environmental variables on the entrepreneurial and marketing orientation of entrepreneur-led firms*. *Entrepreneurship: Theory & Practice*,p. 47-58.
- Bhuian, S.N., Menguc, B., & Bell, S.J. (2005). Just entrepreneurial enough: The moderating effect of entrepreneurship on the relationship between market orientation and performance. *Journal of Business Research*, 58, p.9-17
- Bird, B. (1995).Toward a theory of entrepreneurial competency. *Advances in Entrepreneurship, Firm Emergence, and Growth*, JAI Press, 2, p. 51-72.

- Boyatzis, R.E. 1982. *The Competent Manager: A Model for Effective Performance*. Wiley, New York.
- Chandler, G.N. and Jansen, E. (1992). The founder's self-assessed competence and venture performance. *Journal of Business Venturing*, 7(3), p.223-236
- Gibb, A. A. (1996). Entrepreneurship and Small Business Management: Can We Afford to Neglect Them in the Twenty-first Century Business School? *British Journal of Management*, 7(4), p.309-321.
- Jennings, D. (2003): Strategic sourcing: benefits, problems and a contextual model, *Management Decision*, 40(1), p. 26 -34.
- Kiggundu (2002) M.N. Entrepreneurs and Entrepreneurship in Africa: what is known and what needs to be done, *Journal of Development Entrepreneurship*, 7(3), 2002, 239-258.
- Li, X. (2009) Entrepreneurial Competencies as an Entrepreneurial Distinctive: *An Examination of the Competency Approach in Defining Entrepreneurs*. Dissertations and Theses Collection. Institutional Knowledge at Singapore Management University, 2009
- Maatooft, A.R., & Tajeddini, K. (2011). Effect on market orientation and entrepreneurial orientation on innovation: Evidence from auto parts manufacturing in Iran. *Journal of Management Research*. 11(1), p.2-30.
- Man, T. W., Lau, T., & Chan, K. F. (2002). The competitiveness of small and medium enterprises: a conceptualization with focus on entrepreneurial competencies. *Journal of Business Venturing*, p.123-142.
- Porter M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*. Free Press: New York, NY.
- Sarwoko E. (2013), Entrepreneurial Characteristics and Competency as determinants of Business Performance in SMEs, *IOSR Journal of Business and Management* 7(3), p.31-38
- Smith, B. and Morse, E., (2005). *Entrepreneurial Competencies: Literature Review and Best Practices*. Ottawa: Small Business Policy Branch, Industry Canada.
- Sonnentag, S., and Frese, M.. (2002) Performance Concept and Performance Theory. In S. Sonnentag (Ed.), *Psychological Management of Individual Performance*. Chichester, UK: John Wiley and Sons
- Tehseen S. and Ramayah T. (2015), Entrepreneurial Characteristics and SMEs Business Success: The Contingent Role of External Integration, *Mediterranean Journal of Social Sciences*, 6(1)
- Wijaya, Megawati (2008), A Dent in Singapore's Financial Hub Dream. *Asia Times Online*



## CRITERIA FOR MODELS OF TERTIARY EDUCATION VENTURES IN MALAYSIA

Jeffrey C L Chiang<sup>1</sup>  
Sheila C Cheng<sup>2</sup>

<sup>1</sup>Professor of Civil Engineering, SEGi University, Malaysia

<sup>1</sup>Associate Professor, Asia e-University, Malaysia

---

**Abstract:** *In the past few decades of nation development, Malaysia has seen the tertiary education system being revolutionalised from having a handful of public universities to expand into hundreds of private universities and colleges, operating side by side with the well-established public universities. Although the public and private universities, coined as institutions of higher learning (IHLs), have different models of operation and financial management, the focus of this paper is on the how to select criteria for best business models to establish and to run a private university or college in Malaysia. The most common model found among all viable models is one which has an established relationship with either a local or foreign institution. The objective of this study is to explore alternate viable education business start-ups which can contribute to the rapid development of Malaysia as an education hub which not only attracts local students but also the international students. This study adopts a qualitative approach with a focus on multiple cases. The selected cases shared a common feature in their business model which are sustainable and exist for several decades. The preliminary findings show that those business model ventures which mirror established institutions stand to gain as a successful start-up, whereas the unorthodox models used tend to be more flexible, lean and able to face and adapt to changing circumstances in the market swings in education demands.*

**Keywords:** *Education, business, venture, models, qualitative*

---

### Introduction

In the words of a well-known academic-turned-politician (Dzulkifli Abd Razak, 2019), he called for an overhaul of the education system in Malaysia, in particular the private higher educational institutions or PHEIs.

Dzulkifli (2019) stated that despite the Private Higher Education Institutions Act (Act 555) being introduced in 1997 to regulate PHEIs (including international branch campuses of well-known universities from abroad), there are still apparent “imperfections” therein. Those weaknesses in PHEIs which he has identified can be categorized into the following:

- (1) PHEIs are based on a for-profit business model, and as such treat the students are customers, or even worse as products moving along an assembly line. The bottom line is their priority and not so much on the process of education in graduating cohorts of students.
- (2) Due to PHEIs placing emphasis on profitability of their education business, hence they are more concerned about “quality” to attract customers, not so much on quality of real education or the proper content of study curriculum or the quality of lecturers and



educators.

- (3) Besides their priority in projecting quality image in attracting students, PHEIs will also focus on ranking of their university in comparison with their competitors – after all the higher is their ranking, then they are likely to boost students enrolment.
- (4) Some PHEIs may not be overly concerned with their ranking, but they will nevertheless place more emphasis on branding and an aggressive marketing strategy to outdo their competitors.
- (5) There are other PHEIs who may even go overboard in not adhering to guidelines set by Malaysia Quality Assurance (MQA) agency, such as recruiting unqualified students, or not providing appropriate teaching curriculum and facilities to their customers, in their quest to reduce spending costs.

On the other hand, the authors felt that PHEIs also did play a substantial role in rejuvenating the education industry by giving the opportunity for many students who could not afford to further their undergraduate studies overseas and unable to be admitted into quota-driven local public universities. The few major big established PHEIs players started off their ventures in humble beginnings and after a few decades of operating in the industry, they are now on par and some have even exceeded the performance of some established public universities.

In this paper, besides looking into the above points, the authors will study the business models adopted by most of the PHEIs in Malaysia. From there, the various criterion on how the owners of the PHEIs have come to adopt certain business venture models which suit their needs and aspirations will be scrutinised. The methodology adopted is based on qualitative analytical approach on multiple case studies. The selected cases are chosen based on their operational size, historical establishment, performance in providing quality education over an extended period of time.

## **Current status in private higher education providers in Malaysia**

### **Stakeholders' expectations**

There are hundreds of private universities and colleges in Malaysia. Every university and programme in Malaysia is different and each student prefers a different programme that fit their education and career goals. As of November 2018, there are 20 public universities and 47 private universities in Malaysia. Besides that, there are 34 university colleges and 10 foreign university branch campuses too (StudyMalaysia.com, 2018). In comparison of student enrolment, the breakdown between public and private higher education institutions in Malaysia are as follows: 618,000 in public HEIs, and 524,000 in private HEIs (Malaysia Education Blueprint 2015-2025). This shows that the private higher education is a major player in the education of university graduates coming out into the workforce now.

There are numerous other private colleges operating with or without licences from the Education Ministry, and their existence give the credence that when a business is doing well, others who are entrepreneurs or in business would want to join in the bandwagon too.

Many school leaving students and their parents place importance and priority in securing the right education for a brighter future and a better career prospects. Hence the decision on which university to study is one of the important decisions they will make in their life. The decision might be influenced by many criteria such as the reputation of the university, the entry

requirement of the course against achieved academic results, career goals, tuition fees, facilities, friends and family influence, and many more.

Besides the customers (in the form of students and parents), the other main stakeholders in the running of a PHEI are the lecturers, industry players and the management or owners of the PHEI itself. These stakeholders want the university to be doing well, churning out good employable graduates, and to the owners, good credit in fee paying as well. The Malaysian Quality Agency (MQA) is the Government agency that governs the quality of education programme delivery in the local universities, both public and private – so they are also one of the stakeholders.

Malaysia has evolved from a production-based to knowledge-based economy in order to stay relevant and compete in the global marketplace. Thus, this paper will give some insights into the current trends in Malaysian higher education and how these affect education policies and practices as well as the performances of the PHEIs. Four main trends are discussed in this study: Entrepreneurship in PHEIs, Teaching and Learning Innovations, Contributions to Society, and the Economic Reality of Private Education. These will have some impacts on the four elements that affect education policy and practices: Employability, Quality Assurance, Academia, and English Language Competency, which will form the mainstays in pursuing successes envisaged in the Malaysia's Education Blueprint 2015-2025.

### **Selected case studies**

The following private universities will be the selected case examples for our study into the business side of operation as well as the entrepreneurship in bringing about success in their operational performances. And these performances shall be measured by their achieved student enrolment numbers and university ranking, where applicable. These selected cases cover a range of non-profit, profit and foreign-local joint venture

Case 1: Universiti Tunku Abdul Rahman, (abbreviated UTAR), is a non-profit, private university in Malaysia known for graduating several notable alumni in the Malaysian Chinese community. The institution was established in June 2002 through the UTAR Education Foundation, a non-for-profit organization. The university consists of 9 faculties, 3 academic institutes, 3 academic centres and 32 research centres. It is ranked top 100 in the Times Higher Education Asia University Rankings 2018 and top 600 in the Times Higher Education World University Rankings 2020, placing it 2nd in Malaysia only after University of Malaya. UTAR is one of the Premier Digital Tech University that recognized by Malaysia Digital Economy Corporation (MDEC). (<https://utar.edu.my/>)

UTAR admitted 411 students in June 2002 for its first intake. As of 2016, the university has grown to an enrolment of 20,490 students. At the start, the university offered only eight honours degree programmes but now offers more than 110 programmes, including foundation, undergraduate as well as postgraduate degree programmes. (<https://utar.edu.my/History-of-UTAR.php>)

Case 2: Monash University is one of the top-ranking universities in Australia, it was ranked at #59 overall by QS World Rankings 2018/2019. The Malaysia campus, located in the central of Sunway township, was opened in 1998. It was the first foreign university in Malaysia. Monash University also has a branch university in Italy, South Africa and a research academy in India.

Monash University Malaysia is currently home to approximately 7,000 undergraduate and postgraduate students. Monash University Malaysia is famous in Business, MBBS and Engineering subjects. Living up to its name, the university also received accreditation from the Australian Medical Council (AMC) for the MBBS programme. It is the first program fully accredited by the AMC that taught outside of Australia and New Zealand (<https://www.monash.edu.my/about>).

Case 3: Taylor's University is one of the premier universities founded in 1969. Taylors offers a range of programs from pre-university, diploma to undergraduate degree. Besides, Taylors has one of the biggest independent centre for Cambridge A Level (CAL), South Australian Matriculation (SAM) and Canadian Pre-University Programme (CPU) pre-university programs in Malaysia. The American Degree Transfer Program (ADP) is also well-known that allows students to apply university in the United States. Taylor's University is a member of the Taylor's Education Group which comprises Taylor's College, Garden International School, Taylor's International School, Australian International School Malaysia, Nexus International School Malaysia, Nexus International School Singapore. (<https://university.taylors.edu.my/en.html>)

**Table 1 – Summary of the three selected cases**

	<b>Universiti Tunku Abdul Rahman, (UTAR)</b>	<b>Taylor's University</b>	<b>Monash University (The Malaysia campus)</b>	<b>Source</b>
Nature of organisation	Non-profit	Profit-oriented	Joint-venture	
Year of establishment	2002	1969	1998	
Facilities	9 Faculties, 3 Academic institutes, 3 Academic centres and 32 Research centres.	16 Schools and four Faculties	8 Schools	
Programmes	110	>80	43	
Student population	Over 26,000 <a href="https://www.tpuniversities.com/universiti-tunku-abdul-rahman-utar/undergrad">https://www.tpuniversities.com/universiti-tunku-abdul-rahman-utar/undergrad</a>	15,000 – 19,999	approximately 6,000 (Malaysia campus) <a href="https://studymalaysia.com/where/profile.php?code=monash">https://studymalaysia.com/where/profile.php?code=monash</a>	UniRank <a href="https://www.4icu.org/reviews/14632.htm">https://www.4icu.org/reviews/14632.htm</a>
Ranking	511-520 (2020)	511-520 (2020)	#75th (2020)	<a href="https://www.studymalaysia.com/education/top-stories/qs-world-university-rankings-2020">https://www.studymalaysia.com/education/top-stories/qs-world-university-rankings-2020</a>

Business models adopted by private higher education providers in Malaysia

### *Taylor's University (Taylors)*

In terms of historical background and milestones travelled, Taylor's University (or Taylors in short) is one of the longest established PHEIs in Malaysia, exactly 50 years since its humble beginning in 1969. Its first campus was located at a building in Jalan Pantai, Kuala Lumpur offering Victorian Higher School Certificate from Australia, for a student population of 345. (<http://www.malaysiacentral.com/education-directory/taylors-university-lakeside-campus-in-subang-jaya-selangor-malaysia/>)

This is very typical of a small business venture into education by a sole or a group of entrepreneurs, putting in capitals to start off without knowing what the future holds in 50 years time. For all the owner knows, the business venture may fail after a few years of operation. The advantage that Taylors has over its other competitors is they have a franchised certificate programme from Australia, and this gave them the edge over their competitors. For many years after their establishment, their brand name Taylors was associated with quality pre-university education from Australia, and they soon have many tie-ups with various reputable universities in Australia. This became the springboard for Taylors as a feeder point to send Malaysian students seeking further studies in Australia, especially in New South Wales and Victoria. These are students who could not make the cut to enter into highly competitive local universities in Malaysia – due to the quota system in place, in terms of racial composition and choices of field of study. Needless to say, the parents of these students could afford to pay a higher tuition fee and living expenses in Australia for their children to obtain more well-recognised degrees which will give them better opportunity in employment after graduation. The then known Taylor's College whose owners have such entrepreneur skills, foresight and intent to persevere in this business, moved into its second campus in PJ New Town in 1985, with an expanded student population of over 1000. Four years later in 1989, the Subang Jaya Campus was launched and two new pre-university programmes were introduced: the Canadian Pre-University Programme (CPU) and South Australian Matriculation (SAM). This was the beginning of the mushrooming of many private colleges and institutions in Malaysia capitalizing on the education market hunger for tertiary education among the hundreds of thousands of high school leavers. Taylors as one of the early pioneers, stood to gain based on their business acumen and entrepreneurship skills. (<http://www.malaysiacentral.com/education-directory/taylors-university-lakeside-campus-in-subang-jaya-selangor-malaysia/>)

By 1990, more programmes were introduced, including the American Degree Programme; Architecture, Quantity Surveying and Construction; Business, Accounting, Marketing and Finance; Cambridge A Level; Computer Science, Software Engineering and IT; Engineering; Hospitality, Tourism and Culinary Arts; and the Taylor's Business Foundation. (<http://www.malaysiacentral.com/education-directory/taylors-university-lakeside-campus-in-subang-jaya-selangor-malaysia/>)

In 2001, the fourth campus in Wisma Subang housing the Taylor's Business School was launched. The following year, Taylor's College [Petaling Jaya](#) (TCPJ) became the fifth campus at Leisure Commerce Square, and Taylor's School of Hospitality and Tourism was relocated from Kuala Lumpur to this new campus. TCPJ also housed the School of [Communication](#), School of Architecture, [Building](#) and [Design](#), and Taylor's School of [Computing](#). In 2004, the sixth campus was launched in Subang Square housing the American Degree Programme. More expansion came with the launch of the seventh campus in [Sri Hartamas](#) (TCSH) in 2008.

This campus was able to accommodate 800 students and ran the Cambridge A Level programme, [South Australian Matriculation](#) programme and [International Baccalaureate Diploma Programme](#). (<http://www.malaysiacentral.com/education-directory/taylors-university-lakeside-campus-in-subang-jaya-selangor-malaysia/>)

Work commenced on the RM450 million Taylor's University Lakeside Campus in Subang Jaya in early 2007 and was completed in 2010. (<http://www.malaysiacentral.com/education-directory/taylors-university-lakeside-campus-in-subang-jaya-selangor-malaysia/>)

In January 2018, Taylor's College was moved to the Lakeside Campus, and that is their present campus now.

The above typified the business thinking and willingness to take the risk by owners of Taylors. Over the years they have expanded their private business venture, by heavy capital investments and prudent spending. And they have strategized themselves well by having a distinct competitive edge at the beginning and over the years they have re-modeled themselves to keep up with the trends as well as their competitors in the market, which are many.

#### ***Monash University Sunway Campus***

In the early 1990s, [Monash University](#) established a partnership with [Sunway University](#). Under this arrangement, Malaysian students would enrol and spend their first year in [Malaysia](#), before transferring to one of Monash's Australian campuses to complete their degree. This is the concept of twinning and credit transfer for students to further their education abroad, if the partner university is overseas. (<https://www.monash.edu.my/>)

Demand increased for these places rapidly and the potential to expand the program was clear. Monash itself had ambitions to develop a comprehensive international campus from the beginning. However, this proposal was complicated for the Malaysian Government, which was hesitant to allow a foreign university to establish itself in Malaysia. Nonetheless, as the strength of Monash in Malaysia grew, the case for a Monash campus became increasingly persuasive. This was way before the concept of international university branch campus took root in Malaysia.

In early 1996, it was reported that the Australian [Prime Minister](#) had been involved in the signing of a memorandum of understanding to establish the campus. (THE, 1996). On 23 February 1998, the Malaysian Government formally invited Monash to develop a comprehensive campus, making it the first foreign university in Malaysia. In July of that year, Monash University's newly founded Malaysia campus opened its doors to its first intake of 261 students. Since then, the campus has expanded rapidly. It developed postgraduate courses within a few years, and began to expand its research capacity.

By 2007, it had 3,300 students, and had established a new, purpose-built, fully independent campus. The University has stated that it intends the campus to eventually hold around 10,000 students and that it will develop its research strengths to make it a research hub of South-East Asia.

The business model adopted by Monash University is very different from Taylors in that they are already a well-established university entity in Australia. The Monash University is their branch campus, but has many linkages and shareholdings with the Sunway Group which owns



the neighbouring Sunway College then, but is now upgraded to Sunway University as recognized by the Ministry of Education.

The university and its Malaysian shareholding partners were able to establish the branch campus successfully, by leveraging on its famous branding in Australia, touting the high quality of tertiary education offered. The business model adopted is that of a high end product which can command a premium fee for students of well-to-do background, or having established sponsors or scholarships to finance their education for the duration of their study at Monash University branch campus in Sunway.

Funding support from the Sunway Group was crucial in conjunction with investment from Monash Australia in kind, in particular the usage of Australian academics and well-established degree programmes already in place. The Sunway Group principally financed the infrastructure and facility. The marketing and publicity campaigns for students are jointly well managed by both sides.

It was a successful partnership by both sides that have managed to give rise to the first international branch campus for an Australian University in Malaysia. In the years since then, various other universities from Australia, UK, China and India have followed suit adopting similar models used by Monash University. Its present student population now is more than double of what they had in 2007, at more than 6,500.

#### ***Universiti Tunku Abdul Rahman (UTAR)***

In July 2001, the [Malaysian Chinese Association](#) (MCA), a prominent organization in the [Malaysian Chinese](#) community as well as a component political party which is part of the Coalition Government of Malaysia, received an invitation from the [Malaysian Ministry of Education](#) to establish a university. [Tun Dr. Ling Liong Sik](#), the then President of the MCA, chaired a committee that drew up a framework for the establishment of the university.

Another committee was formed to compile the necessary documents to receive approval from the local authorities. The second committee was led by the then Principal of [Tunku Abdul Rahman College](#) (TARC), a tertiary education institution also established by the MCA, and it included the Head of the School of Business Studies of the University College, who became the founding Dean of the UTAR Faculty of Accountancy and Management.

The university also established the Faculty of Arts and Social Science, and the Faculty of Information Communication and Technology. Tun Dr. Ling Liong Sik was appointed Council Chairman of UTAR and the then Principal of TARC became the first President and CEO of UTAR.

In June 2002, UTAR opened its doors to the pioneer batch students on its first campus located in Section 13 of [Petaling Jaya](#), on a premises previously owned by the publisher of a local daily called The Star newspaper.

Through the three newly established faculties, the university offered its first eight honours degree programmes. At that time, the Faculty of Accountancy and Management hosted more than 6,000 students and was described as the largest business faculty in a Malaysian private university. However, due to space constraints and the popularity of the courses, the intake was



required to cut-off at a remarkably high intake requirements and many were disappointed having their application rejected. This ultimately resulted in market-driven high calibre graduates strongly demanded by the industry.

An official ceremony was held to launch UTAR on 13 August 2002 at the main hall of the [Tunku Abdul Rahman College](#) (TARC). Attending the ceremony was the fourth [Prime Minister of Malaysia, Tun Dr. Mahathir bin Mohamad](#). The prime minister also officiated the university groundbreaking event at its new campus at [Kampar](#), in the state of Perak.

Over the years since then, various other Faculties were established such as Faculty of Science, Faculty of Engineering and Green Technology, Faculty of Medicine and Health Sciences, Institute of Chinese Studies, and many more. The University is essentially financed and operated by a Board of Trustees appointed by the Board of Governors.

The university also has extensive academic partnerships with other Malaysian institutions and dozens of universities in [United States](#), [United Kingdom](#), [Canada](#), [Australia](#), [Germany](#), [France](#), [Russia](#), [Singapore](#), [China](#), [Hong Kong](#), [Taiwan](#), [South Korea](#), [Spain](#), [Poland](#) and many others. The business model adopted by UTAR is very similar to that of its sister college TARC, now upgraded to Tunku Abdul Rahman University College (TARUC). They are run not really for profit but to bring benefits to the Chinese community which has been sidelined in enrolment into public universities due to the established quota system adopted nationally.

They relied extensively on donations in cash and in kind from individuals and members of the public, in particular successful Chinese business tycoons and other well-known charity organisations, both nationally and internationally. The fact that there are many successful graduates from UTAR contributing to the national economy and development makes this business venture and model a very successful enterprise albeit not intended to generating huge income and profits.

## **Comparative analysis of business models adopted**

### ***From start-ups***

From the start-up point of view, it can be seen that Taylors has a more humble beginning from years back (1969) as a small education business venture operation, whereas Monash Branch Campus has a relative smooth beginning based on an initial success through prior joint collaboration with a huge business entity the Sunway Group. UTAR falls somewhere in between, in that a group of community leaders came together and propose the establishment of the entity – with generous funding and donations from various individuals and groups.

From here we can observe there are three major groupings in entrepreneurship in the setting up of private universities based on how they started off and eventually experiencing successes. Taylors represents those private universities with small set-up and limited financial resources, such as INTI, SEGi, UCSI, HELP, APU, and others. Then over the years they build on their incremental successes, and plough back their earnings to finance an expanded business venture. Monash is the first among many other branch campuses of international universities from overseas, such as Swinburne Sarawak, Curtin Miri, Nottingham in Semenyih, Herriot-Watt in Cyberjaya, Manipal in Nilai and Xiamen in Salak Tinggi, Sepang.

UTAR would represent those local universities which have close ties with local communities, and through some endowment funding or small Government grants, usually managed by a Board of Trustees, they are able to operate the university on below par budget but with attractive scholarships in attracting good students to enroll. Another perfect example would be TARUC in its present set-up.

### ***Financing aspects***

In terms of financing, Monash Branch Campus stood at an advantage because it had the financial resources and backing of its own parent university in Melbourne, Australia, in addition to the majority shareholding of the Sunway Group, its Malaysian partner. Even though it started small by squatting within the premises of Sunway College then, eventually the branch campus was moved to its new location across from Sunway College in 2007. The business model was based on the financial might of its parent Australian university, hence it has the flexibility to expand gradually and nearing to its full student capacity now.

As for Taylors, the business venture fortunes reflected the success story of the principals in the Taylors Group from its humble beginning. The growth of the enterprise depended on the flourishing of the Taylors College student enrolment over the years from Pantai to its present university campus the The Lakeside. Financing the business are based on the owners ingenuity in seeking financial backing and investments based solely on the market projection and the economic situation which allows private education to flourish. It years of success has come with an enhanced image and branding of Taylors as a premier private university in the country. Nevertheless, in times of hardship in recent years of economic downturn the Taylor's Group did not shy away from taking austerity measures by relocating its Subang operation to the nearby Lakeside Campus – basically to reduce costs and to streamline usage of resources, both human and capital.

In UTAR, there is silent motto – austerity and cost control are the keys to success and survival, especially in the competitive market of private education provider and delivery. Hence, it stands to reason that the principal as well as the Board of Trustees are very mindful of financial control and business expansion and resource allocation. Its operation are very similar to a banking institution, where the owners thinking and vision are very conservative and low-risk taking. These are the typical traits of a Chinese business enterprise which tends to avoid untested ventures, but UTAR went all out to seek partnerships locally and overseas to build its image and linkages. These are the strategic moves that will lend to its credibility as well as to shore up its financial strength and resources to face future challenges.

### ***Years of realization***

How long does it take for a new start-up or new business enterprise to recoup its investment? This is the key question that will distinguish the basic differences in the three case models that we are investigating in this paper.

From the above findings, we can adjudge that Taylors and UTAR were very cost-conscious and tend to take low-risk ventures. While Taylors took close to 10 years to realize its potential to establish a full fledge university, UTAR took a shorter route. The reason being the financial resources at hand in UTAR, and the lending hand of donors and keen friendly investments into UTAR by way of the education-conscious Chinese community willing to help out their own. On the other hand, Taylors as a private entity on its own, it relied on the foresight and courage

of its owner to take some calculated risks along a path that paved the way for them to success, although the journey was a longer one.

As for Monash campus, its success was the shortest among the selected three because it had a well-established base to work from due to its long partnership with the Sunway Group in the early 1990s. Nevertheless, it is still a courageous step to be the first international branch campus for an Australian university in Malaysia. Its success paved the way for other international universities to set-up similar branch campuses all over Malaysia.

All of the above case studies into private universities has shown that the landscape of private university as the vehicle of education for school leavers has totally changed the mindset and expectations of all stakeholders principally the students and parents. They stood to benefit by having the opportunity to study locally at affordable costs and having quality education at their doorsteps.

**Table 2 - Summary of comparative analysis of selected cases**

	<b>Universiti Abdul Rahman, (UTAR)</b>	<b>Tunku Rahman, Taylor's University</b>	<b>Monash University (The Malaysia campus)</b>
Start-up	Funding and donations from various individuals and groups	Small education business venture	Joint collaboration with a huge business entity
Development	Supported by local communities, endowment funding or small Government grants	Built on incremental successes, and ploughed back earnings to finance an expanded business venture.	Supported by main campus from overseas
Financing	Student enrolment over the years but with austerity and cost control	Student enrolment over the years	Backing of parent university in Melbourne, Australia, plus its Malaysian partner – Sunway Group
Year of Realization	<10 years	~10 years	<< 10 years

### **Conclusion**

It is timely that this paper is written to give a realistic picture of how the private universities in Malaysia have been operating – depending on which business model they are depicting. In this paper the authors have chosen three distinctive business models which represent the three basic types of private universities in operation in Malaysia.

The UTAR model came about from a political party but it could be from any group or association of like-minded people who wanted to establish a university to benefit a section of the community. The formation and funding of this model institution are based on the willingness of individuals, groups or body corporates in to provide donations and charities, to

establish an endowment fund managed by a Board of Trustees. It became very successful, financially and academically due to its ability to attract well-qualified and outstanding students. And these students became graduates who in turn contributed tremendously to the society as well as to their alma mater.

The Taylors model is a typical entrepreneur start-up from a small beginning, and then progressed over a long period of constant growth, garnering successes and branding along the way and now commands a position as one of the top private university in the country. The willingness to take calculated risks and a measure of austerity measures to tide over economic downturns have enable this institution to be one of the success story in private education business in Malaysia.

On the other hand, the establishment of Monash University Branch Campus is a follow-on progression from the successful partnership with the well-known conglomerate Sunway Group. This joint venture enterprise has no problem in terms of funding and resources to make it a success. But, nevertheless, it is still a calculated risk in seeking approval from the Malaysian Government to form this first overseas university branch campus in Malaysia.

In final conclusion, private university education may take various forms but they would normally fall under the above three broad categories. Their differing paths to eventual success tell us that private university if managed properly and well, will definitely be a major contribution to the nation in terms of providing viable and affordable higher education options to students and parents coming from different segments of the society.

## References

- Abdul Razak, [Dzulkifli](https://www.nst.com.my/opinion/columnists/2018/06/376043/overhaul-both-public-and-private-universities) (June 3, 2018). Overhaul both public and private universities . *New Straits Times* <https://www.nst.com.my/opinion/columnists/2018/06/376043/overhaul-both-public-and-private-universities>
- Ahmad Dahlan, A. R., Ahmad Mukhtar, A., Ahmad@Alias, N. A. and Awang, S. N. (2017). Malaysian University of the Future: A Conceptual Business Model. *International Journal of Computer Science and Information Technology Research*. Vol. 5, Issue 2, pp: (150-166), Month: April - June 2017. ISSN 2348-120X (online) Available at: [www.researchpublish.com](http://www.researchpublish.com)
- Grapragasem, Selvaraj; Krishnan, Anbalagan & Mansor, Azlin Norhaini (2014). Current Trends in Malaysian Higher Education and the Effect on Education Policy and Practice: An Overview. *International Journal of Higher Education*, Vol. 3, No. 1; 2014. [www.sciedu.ca/ijhe](http://www.sciedu.ca/ijhe). doi:10.5430/ijhe.v3n1p85
- MalaysiaCentral.com *Taylor's University Lakeside Campus in Subang Jaya, Selangor, Malaysia* <http://www.malaysiacentral.com/education-directory/taylors-university-lakeside-campus-in-subang-jaya-selangor-malaysia/>
- Ministry of Education Malaysia 2013. *Malaysia Education Blueprint 2013 – 2015 (Preschool to Post-Secondary Education)*. Kementerian Pendidikan Malaysia.
- Ministry of Education Malaysia 2015. *Malaysia Education Blueprint 2015 – 2025 (Higher Education)*. Kementerian Pendidikan Malaysia
- Monash University- Malaysia campus <https://www.monash.edu.my/>
- Norhayati Mohamed (2015). Challenges in Implementation. *Malaysia Education Blueprint 2015-2025 (Higher Education)*. Programme Management Office (PMO), Ministry of Higher Education.

- QS Quacquarelli Symonds Limited 1994 – 2019. Top Universities. *Universiti Tunku Abdul Rahman (UTAR)*. <https://www.topuniversities.com/universities/universiti-tunku-abdul-rahman-utar/undergrad>
- StudyMalaysia.com (July 8, 2019). Student Info & Guide. *QS World University Rankings® 2020*. <https://www.studymalaysia.com/education/top-stories/qs-world-university-rankings-2020>
- Taylor’s University <https://university.taylors.edu.my/en.html>
- THE (January 26, 1996). Australian campus for Malaysia. <https://www.timeshighereducation.com/news/australian-campus-for-malaysia/92334.article>
- Webway E Services Sdn Bhd 1998-2019. *StudyMalaysia.Com* <https://studymalaysia.com/where/profile.php?code=monash>
- Universiti Tunku Abdul Rahman (UTAR) <https://utar.edu.my/>

## EMPOWER THE ECONOMIC GROWTH BY REDUCING THE SANGLARITIS MINDSET

Aditya Tri Nugroho<sup>1</sup>

<sup>1</sup>Faculty Economic, STIE Indonesia Banking School, Indonesia.

---

**Abstract:** *The problem of unemployment and poverty is a classic problem facing developing countries including Indonesia. Every period of national leadership in Indonesia is always faced with both issues. Until the turn of the current national leadership, the problems of unemployment and poverty continue to recur. Many economists of this nation put forward alternative concepts to solve the problem. One alternative to solving the problems of unemployment and poverty is to empower people through entrepreneurship. Promoting entrepreneurship culture in society will be able to help open employment, so that with the absorption of labor will reduce poverty. Therefore, it takes the active role of society to increase economic independence with entrepreneurship.*

**Keywords:** *Entrepreneurs, Poverty, Sanglaritis*

---

### Introduction

The economic development of a country can be seen from several economic indicators. One of them is the unemployment rate. Based on the unemployment rate can be seen the condition of a country, whether the economy is growing or slow and or even experiencing setbacks. In addition to the unemployment rate, it can be seen also the inequality or inequality of income distribution received by a society of that country. Unemployment can occur as a result of the high rate of change in the workforce which is not balanced by the existence of sufficiently large employment opportunities and the absorption of labor that tends to be a small percentage. This is due to the low growth rate of job creation to accommodate workers who are ready to work (Alghofari, 2011).

In 1988, Todaro revealed that economic development is a multidimensional process involving major changes in social structure, public attitudes, and national institutions, as well as accelerating economic growth, reducing inequality and eradicating absolute poverty (Alghofari, 2011). The problem of unemployment and poverty is a classic problem that plagues developing countries including Indonesia. Every period of national leadership in Indonesia is always faced with these two issues. Until the current change of national leadership, the problem of unemployment and poverty continues to recur. Many of the nation's economic experts propose various alternative concepts to overcome this problem.

One alternative to solving problems of unemployment and poverty is to empower people through entrepreneurship. Promoting a culture of entrepreneurship in the community will be able to help open jobs, so that the absorption of labor will reduce poverty. Therefore, the active role of the community is needed to increase economic independence by entrepreneurship (Tjahjono & Ardi, 2008).

In Indonesia, until the end of 2005, an estimated 12,000,000 people were displaced, up almost 11 percent from the previous year. This amount is 11.3 percent of the 2005 workforce of



106,888,000. of the total 12,000,000 unemployment, around 10 percent or almost 1,000,000 are intellectuals who hold higher education degrees (Kasmir, 2006).

From the results of the study, students find it difficult to want and start an entrepreneur because they are not taught and stimulated to try on their own. This is also influenced by the community and family who have always wanted their children to become payday people, aka employees. The mindset that is manifested in the aspirations to become an employee has actually happened in various parts of the world since decades ago. A well-known author of a book on motivation, namely Max Gunther, once criticized the education system in the United States in the 70s, which he said would only give birth to "Sanglaritis" graduates, which meant they had a mental labor force, preferring public servants or private employees. They are less able and willing to create their own jobs. (Kasmir, 2006).

Similar problems can still be encountered in 2018, of course this condition is very alarming added since a decade ago, ASEAN leaders agreed to form a single market in the Southeast Asia region. This is done so that ASEAN's competitiveness increases and attracts foreign investment and can compete with China and India. The establishment of a single market termed the ASEAN Economic Community (MEA) will enable one country to sell goods and services easily to other countries throughout Southeast Asia so that competition will be even more stringent (Wuryandani, 2014). Of course this situation can increase the number of unemployed if the number of jobs is not increased and there is a factor in the number of workforce that will increase due to the MEA.

Wuryandani (2014) revealed several fundamental issues that Indonesia still faces in order to face the 2015 AEC related to unemployment, the workforce, and entrepreneurship. First, there is still disguised unemployment. Second, the low number of new entrepreneurs to accelerate the expansion of employment opportunities. Third, Indonesian workers are dominated by uneducated workers so that their productivity is low. Fourth, the increasing number of educated unemployed workers, due to discrepancies between college graduates and labor market needs. Fifth, the imbalance of labor productivity between economic sectors.

For this reason, the government needs an appropriate regulatory strategy idea related to overcoming the problem of unemployment and poverty by growing the number of entrepreneurship coupled with the presence of AEC which indirectly forces the Indonesian people to expand employment so that the number of unemployed does not get worse. This scientific paper is here to give ideas to overcome problems related to unemployment, poverty, and the mindset of entrepreneurship (entrepreneurship) in educated and uneducated workforce.

### **Unemployment and Poverty**

Job opportunities are the number of people who can be accommodated to work for a company or an agency. "Job opportunities will accommodate all available labor if the available employment is sufficient or balanced with the large number of available labor," (Tambunan, 2001: 60). The factors that influence the expansion of employment opportunities include: the development of the population and labor force, economic growth and policies regarding the expansion of employment opportunities themselves. Labor is one of the most important factors of production besides natural resources, capital and technology. Labor has a very important role in development, namely as a development agent. Labor issues are problems that are so real and close to our environment. In fact, labor problems can cause new problems in the economic

and non-economic fields. High unemployment causes low income which in turn triggers poverty. (Yacoub, 2013). Efforts to reduce unemployment and poverty are equally important. According to the theory, if people are not unemployed, they have jobs and income that are expected to be used to fulfill their daily needs. If life needs are met, then there will be no poverty.

Definition of unemployment is a population who does not work but is looking for work or is preparing a business or a resident who does not look for work because he feels it is impossible to get a job or who already has a job but has not started work (BPS: 2010). So that it can be said that with a low unemployment rate (high employment opportunities) the poverty rate is also low. In general, the definition of labor is related to humans who are able to work to produce goods or services and have economic value that can be useful for the needs of the community. Physically the ability to work is measured by age. People in working age are considered capable of working. According to Law No. 13 of 2003 concerning Labor, the workforce is anyone who is capable of doing work to produce goods and services, both to meet their own needs and for the community. In Indonesia, since 1998 BPS has used the age of 15 years and above as a working age population group. (Yacoub, 2013).

According to Sumarsono (2009: 2-3): "Manpower or Human Resources (HR) involves humans who are able to work to provide services or business ventures. Being able to work means being able to carry out activities that have economic value, namely that these activities produce goods and services to meet people's needs. Physically the ability to work is measured by age. In other words, people who are in working age are considered capable of working. The population group in working age is called labor or manpower. Briefly, labor is defined as a working age population. Manpower or manpower consists of the workforce and not the workforce. Labor force or labor force consists of (1) working groups, and (2) unemployed groups and looking for work ". The unemployment rate according to (Sumarsono, 2009.6), "is the percentage of the number of unemployed people in the workforce. Residents who are looking for work but not having jobs are called unemployed ". Definition of unemployment is a population who does not work but is looking for work or is preparing a business or a resident who does not look for work because he feels impossible to get a job or who already has a job but has not started work (BPS, 2010). Pada 2017 sebanyak 128,06 juta penduduk Indonesia adalah angkatan kerja, dengan penduduk yang bekerja sebanyak 121.02 juta orang (BPS,2017). Dari keterangan tersebut bisa cari tahu berapa jumlah pengangguran di Indonesia pada 2017.

### **Concept of Entrepreneurship and Technopreneurship**

Entrepreneurs come from French which means contractor. The origin of the word is entrepreneurship which means enterprising, willing to try, brave, adventurous, and entrepreneur, which means undertake. The term entrepreneur began to be used in English since 1878, and was understood as a contractor acting as intermediate between capital and labor. In Indonesia alone, entrepreneurs are translated as entrepreneurs, entrepreneurs, and entrepreneurs. In the government environment, the term entrepreneurship is used. (Ciputra, 2008).

In simple terms the meaning of entrepreneurship (entrepreneur) is a person who has a courageous courage in taking a risk to open a business on various occasions. Having the courage to take risks means being mentally independent and daring to start a business. (Kasmir, 2006). Peter F. Drucker said that entrepreneurship is the ability to create something new and

different. (Kasmir, 2006). This understanding implies that an entrepreneur (entrepreneur) is a person who has the ability to create something new, or create something different than ever before. Meanwhile, Zimmerer interpreted entrepreneurship as a process of applying creativity and innovation in solving problems and finding opportunities to improve life (business). (Kasmir, 2006). This opinion is not much different from the opinion above. That is, to create something new or something innovation requires a high creativity and soul innovator. Someone who has the spirit of creativity and innovators certainly thinks to look for or create new opportunities to be better than the previous ones.

By having this ability, one can implement that understanding into real life so that it can increase the number of new businesses that can contribute both to increasing the number of jobs and reducing poverty. The definition of Technopreneurship itself according to Tata Sutabri is the process and formation of a new business that involves technology as its basis, with the hope that the creation of appropriate strategies and innovations can later put technology as one of the factors for national economic development. *technopreneurship.wordpress.com* stating that technopreneurship is still part of entrepreneurship. Technopreneurship is involved in sending an innovative high-tech product or making use of high technology in an innovative way to send its products to consumers or both. For example drug companies. The concept of technopreneurship as revealed above basically integrates technology with entrepreneurial skills (entrepreneurship skills). In the concept of technopreneurship the basis for developing entrepreneurship is based on the invention and innovation in the field of technology. Technology that is understood in this context is not just technology in the form of high tech, but of course it does not always have to be technical. Technology is only defined as the application of knowledge to people's work (human work). That way, accounting, order quantity economics, oral and online marketing, and mentoring are well formulated as well as technology. (Sudarsih, 2013). With the influence of globalization, of course makes the development of technology very rapidly. Therefore the community must maximize the use of technology so that it is not left behind by the ever-expanding era. With the continued development of technology, it will certainly make it easier for humans to carry out various activities, one of which is to use technology in entrepreneurship.

### **Motivation to Create a Jobs (Entrepreneurship)**

As the nation's successor agents students are at the forefront of advancing the country because students are an iron stock, agent of change, agent of social control, and moral force. The role of students is very important for the progress of the nation. Kasmir (2006) revealed the results of interviews and questionnaires with 500 students throughout 2005 in six universities (PT) in Jakarta, each representing lower class, middle class and upper class, showing quite worrying results about motivation for entrepreneurship among students . Questions asked to students are "What will they do after completing their education or after obtaining a bachelor's degree, finding employment (becoming an employee), becoming an entrepreneur, or becoming an employee while entrepreneurship? Most of the 76 percent said they would apply for jobs or in other words become employees (employees). Then, only about 4% answered that they wanted to become entrepreneurs.

This means that the orientation of most students after graduation is only to find work, not to create jobs. Apparently these ideals have been going on for a long time, especially in Indonesia for various reasons. So, it is not surprising that every year the number of unemployed people continues to increase as long as there are no people or students who create new jobs and in the

meantime employment is narrower due to the increasing number of labor force and not accompanied by the increase in work opportunities.

The mindset that is realized in the aspirations to become an employee has actually happened in various parts of the world since decades ago. A well-known writer, namely Max Gunther, once criticized the education system in the United States in the 70s, which he said would only give birth to graduates of "sanglaritis" which meant they had mental labor, namely wanting to become civil servants or private employees. In Indonesia until the end of 2005 an estimated 12,000,000 people were unemployed, up almost 11 percent from the previous year. This amount is 11.3 percent of the 2005 workforce of 106,888,000 people. Of the total 12,000,000 unemployed, around 10 percent or nearly 1,000,000 are intellectuals who hold college education degrees. Then the question is, who is wrong, students, parents, or the government. The answer certainly depends on the angle of view where we look. Each has its own role.

From the results of research, students find it difficult to want and start an entrepreneur because they do not have the knowledge and desire to start a business. This is also influenced by the cultural environment of the people and families who have always wanted their children to become payers (employees). On the other hand, most parents do not have the experience and knowledge to try. Therefore, they tend to encourage their children to find work or become employees. Parents also feel more proud, even some feel free, if their children who have finished college can become employees. And the no less important factor is there is no or difficulty in having capital for entrepreneurship. Meanwhile, the government is not very responsive to change people's mindsets. (Kasmir, 2006) To change the mindset and mentality and motivation that is so embedded in every Indonesian person is not an easy job. For this reason, it is necessary to create a climate that can change the mindset both mentally and the motivation of parents, lecturers, and students so that their children will be accustomed to creating jobs later than looking for work.

### **Sanglaritis Mindset**

Max Gunther said someone who is less able and willing to create their own jobs and prefers to become a civil servant or a private employee is a "sanglaritis" mindset or labor mentality. While entrepreneurs (entrepreneurship) comes from French which means contractor. As long as he said that he is entrepreneur, which means active, willing to try, brave, full of adventure, and entrepreneur, which means undertake. The term entrepreneur began to be used in English since 1878, and is understood as a contractor acting as intermediate between capital and labor. In Indonesia, entrepreneurs are translated as entrepreneurs, entrepreneurs, and entrepreneurs. In government circles, the term entrepreneur is used. (Ciputra, 2008). In a simple sense the entrepreneur (entrepreneur) is a person who berijawa dare to take a risk to open a business in various opportunities. Being brave to take risks means to be mentally independent and dare to start a business. (Kasmir, 2006).

### **Conclusion**

In the process of economic development, the problems of unemployment and poverty are caused by the imbalance in the growth of the number of the workforce with an increase in the number of jobs. The large number of unemployed intellectuals is a very unfortunate and worrying thing caused by frictional and structural unemployment.

As well as the rapid influence of globalization and the policies of the ASEAN Economic Community (MEA) also requires the community to be more advanced and ready to compete in this global economy. The presence of the MEA provides positive and negative influences depending on where people can take advantage of the opportunities available. If the community cannot develop for the better and there is no increase in the number of jobs it will result in problems of unemployment and poverty will also improve. Therefore the community must have motivation and innovation to advance. So the government is encouraged to emphasize the growth in the number of entrepreneurial growth in Indonesia by instilling the mindset for entrepreneurship and providing assistance as a form of business capital for the community.

Society also must balance the development of the times by utilizing the Internet of Things (IoT) as the key to progress so that the work will be more effective and efficient in carrying out productivity in a business. With the increasing number of entrepreneurs and technopreneur, the problem of unemployment and poverty in Indonesia in the era of the ASEAN Economic Community will be overcome.

### Reference

- Alghofari, F., & Pujiyono, A. (2011). Analisis tingkat pengangguran di Indonesia tahun 1980-2007 (Doctoral dissertation, Universitas Diponegoro).
- Badan Pusat Statistik. (2010). Keadaan Angkatan Kerja di Propinsi Kalimantan Barat Tahun 2009. Pontianak: Badan Pusat Statistik. In Y. Yacoub. (Ed). Pengaruh Tingkat Pengangguran terhadap Tingkat Kemiskinan Kabupaten/Kota di Provinsi Kalimantan Barat.
- Ciputra. (2008). Ciputra quantum leap: entrepreneurship mengubah masa depan bangsa dan masa depan anda. Elex Media Komputindo, Jakarta.
- Kasmir. (2006). Kewirausahaan. Jakarta: Raja Grafindo Persada.
- Mankiw, N.G. (2003). Macroeconomics. Fifth Edition. Worth Publishers, New York.
- Pratiwi, E. N., & Mahmudah, R. A. (2013). Peningkatan daya saing tenaga kerja Indonesia melalui korelasi input penunjang tenaga kerja dalam menghadapi MEA 2015. *Economics Development Analysis Journal*, 2(2).
- Sadono Sukirno. (2008). Mikroekonomi: Teori Pengantar. Edisi Ketiga. In In F. Alghofari & A. Pujiyono (Ed). Analisis Tingkat Pengangguran di Indonesia Tahun (pp. 16). Semarang: Universitas Diponegoro.
- Sudarsih, E. (2013). Pendidikan Technopreneurship: Meningkatkan Daya Inovasi Mahasiswa Teknik dalam Berbisnis. In Konferensi Nasional “Inovasi dan Technopreneurship” IPB International Convention Center, Bogor (pp. 18-19).
- Sugiyono. (2010). Metode Penelitian Pendidikan Pendekatan Kuantitatif, kualitatif, dan R&D. in Pratiwi, E. N., & Mahmudah, R. A. (2013). Peningkatan daya saing tenaga kerja Indonesia melalui korelasi input penunjang tenaga kerja dalam menghadapi MEA 2015. *Economics Development Analysis Journal*, 2(2).
- Sumarsono, Sonny. (2009). Teori dan Kebijakan Publik Ekonomi Sumber Daya Manusia. In Y. Yacoub. (Ed). Pengaruh Tingkat Pengangguran terhadap Tingkat Kemiskinan Kabupaten/Kota di Provinsi Kalimantan Barat.
- Syukriah, A., & Hamdani, I. (2013). Peningkatan eksistensi UMKM melalui Comparative Advantage dalam rangka menghadapi MEA 2015 di Temanggung. *Economics Development Analysis Journal*, 2(2).





- Tambunan. (2001) Perekonomian Indonesia. In Y. Yacoub. (Ed). Pengaruh Tingkat Pengangguran terhadap Tingkat Kemiskinan Kabupaten/Kota di Provinsi Kalimantan Barat.
- Tjahjono, H. K., & Ardi, H. (2008). Kajian niat mahasiswa manajemen Universitas Muhammadiyah Yogyakarta untuk menjadi wirausaha.
- Todaro, M. (1988) Pembangunan ekonomi di dunia ketiga. In F. Alghofari & A. Pujiyono (Ed). Analisis Tingkat Pengangguran di Indonesia Tahun (pp. 16). Semarang: Universitas Diponegoro.



## FORECASTING INTERNATIONAL TOURIST ARRIVALS IN MALAYSIA USING SARIMA AND HOLT-WINTERS MODEL

Norliana Mohd Lip<sup>1</sup>, Nur Shafiqah Jumery<sup>1</sup>, Fatin Amira Ahmad Termizi<sup>1</sup>  
Nurul Atiqa Mulyadi<sup>1</sup>, Hanafi Ithnin<sup>2</sup>, Norhasnelly Anuar<sup>1</sup>

<sup>1</sup> Faculty of Computer and Mathematical Sciences, Universiti Teknologi MARA (UiTM), Seremban Campus, MALAYSIA.

<sup>2</sup> Agensi Nuklear Malaysia, Bangi, MALAYSIA

---

**Abstract:** *Tourism can be described as the activities of visitors who makes a visit to a main destination outside their usual environment for less than a year for any purpose. The tourism industry has become one of the influential sector in global economic growth. Thus, the tourism forecasting plays an important role to public and private sectors concerning the future tourism flows. This study is attempt to determine the best model in forecasting the international tourists arrival in Malaysia based on Box-Jenkins and Holt-Winters model. The comparison of the accuracy of the techniques between Box-Jenkins SARIMA and Holt-Winters model were done based on the value of Mean Square Error (MSE), Root Mean Square Error (RMSE) and Mean Absolute Percentage Error (MAPE). The secondary time series data were obtained from Tourism Malaysia Department, which consists of number of tourist arrivals from Singapore, Korea and United Kingdom from year 2013 until year 2017. The findings of this study suggest that SARIMA and Holt-Winters model are suitable to be used in forecasting tourist arrivals. This study found that the Holt-Winters model is the appropriate model to forecast the tourist arrivals from United Kingdom (UK) and Korea. While, SARIMA (1,1,1)(1,1,1)<sub>12</sub> is the appropriate model for forecasting tourist arrivals from Singapore.*

**Keywords:** *Tourist Arrivals, Holt-Winters, Box-Jenkins model*

---

### Introduction

Tourism is one of the major contributing sector for economic growth. The demand of tourism is affected by several factors for example travelling cost, accommodation, climate and so on. The process of forecasting need to be carried on involving these factors. However, this study aims to create the forecasting model based on time series analysis which focused on the previous pattern of tourist arrivals in Malaysia.

Forecasting is one of the main activities in most large-scale business and non-business organizations. Forecasting is the whole process to acquire the methods needed to achieve future value that can be utilized as input to the goals of the firm. As a decision maker, forecasting acts as a scanning device that capture incoming future signals based on previous events or other relevant circumstances that are believed to determine the outcome of events of interest. The information provided allows the firm to engage an appropriate action to change existing plans to satisfy the anticipated environmental change. With this, it can prevent the future losses.

Forecasting techniques can be generally separated into two cases which are qualitative technique and quantitative technique. Qualitative technique known as subjective prediction or

opinion. Generally, it will be used when the data is scarce or insufficient in order to produce a mathematical model. Basically, quantitative technique is statistical and it is easily evaluated with precision using a certain size criterion. This study applied quantitative technique since the data used is a time series where the future value is evaluated from a series of previous data.

In general, time series data is analysed to achieve two main objectives. The main purpose is to diagnose and express the basic structure and phenomenon as described by the observation sequence in the series. The second purpose is based on the data obtained in the first objective that induce the appropriate mathematical model to accommodate the data series and then applies the model to produce the predictive value. The primary target of this study is to compare the two techniques which are Holt- Winters and Box-Jenkins by using Mean Square Error (MSE), Root Mean Square Error (RMSE) and Mean Absolute Percentage Error (MAPE) and later on to determine the best method to forecast tourist arrivals in Malaysia from three countries which are Singapore, United Kingdom (UK) and Korea.

## Literature Review

### *Background Theory*

In 1950's, Brown was proposed exponential smoothing technique which is the most popular time series model. Hyndman (2008) mentioned that there are consists of many types of time series pattern such as trend and seasonality and non-statisticians also can apply exponential smoothing technique which is Holt-Winters easily by using software. For example, the parameter for Holt-Winters model can be obtained by using Solver in Microsoft Excel. Besides, R software also can be used to obtain the parameter (N. A. Elmunim, Abdullah, M., Hasbi, A. M., Bahari, S. A., 2015).

Box Jenkins (ARIMA) is an essential forecasting technique that can produce more accurate forecasts value than other time series models for certain types of data. In 1970, ARIMA (Autoregressive Integrated Moving Average) model was popularized by George Box and Gwilym Jenkins in their very inspiring textbook which is Time Series Analysis: Forecasting and Control. Many forecasters including the authors used the phrases "ARIMA models" and "Box-Jenkins models" just because the forecasting technique described in the text is an ARIMA model. ARIMA model has three components, which each of it helps to model different types of patterns. The "AR" stands for autoregressive. The "I" stands for integrated while the "MA" stands for moving average.

### *The Variable Used to Estimate Tourist Arrivals*

A variable is any item, factor, or condition that can be controlled or changed. There are two types of variable that commonly be used in the research which are independent variable and dependent variable. There are several variables that can be used to evaluate the prediction of tourist arrivals forecasting. According to the article by Dharmaratne (1995), comparison of various techniques of prediction was made to criticize a 'great' one based on an accurate condition. This method included ARIMA models. The number of tourist arrivals that stay longer in Barbados is used as the variable in this article. The variable that used in the research conducted by Chu (1998) is the monthly data of the International visitor that arrivals in Asian-Pacific countries from January 1975 until December 1994 in order to predict the International tourist arrivals in Asian-Pacific countries. Based on the study pursued by Law and Au (1999), the data series had been collected by the price of services, the average rate of hotel, the exchange rate of foreign, the number of residents in Japan, marketing expenses, gross domestic

expenditure and the number of tourists in order to predict the Japanese visitors in Hong Kong. The article by Goh and Law (2002) used the number of tourism demand in Hong Kong to discover whether Box-Jenkins can be estimated the model that contained a stochastic non-stationary SARIMA model and MARIMA could-outperform other normally applied the time series models.

Research conducted by Burger, Dohnal, Kathrada, and Law (2001), used the number of Africa's tourist arrivals from United State (US) to Durban, South Africa based on the time from 1992 until 1998. Also, a study by Lim & McAleer (2001) had been carried out to estimate the total number of tourist arrivals in Australia from a certain country which is Hong Kong, Malaysia and Singapore. The researcher collected data from Australian Bureau of Statistic which is the number of tourist arrivals by quarterly. Additionally, the case study conducted by du Preez and Witt (2003) was to make a comparison of the fit and the performance of the forecasting between the Univariate and Multivariate model in order to obtain the best adequate model. They used the numbers of tourist monthly data to achieve the aim of this study. The article by Shareef and McAleer (2007) mentioned the time series of monthly international visitor that arrived in the Maldives.

Besides, the research compiled by Palmer, José Montaña, and Sesé (2006) used the expenditure of tourism in the Balearic Island (in millions of pesetas) from 1986 to 2000 for each quarter. A study conducted by Chu (2008) examined the ARAR model and its good effect as a forecasting technique for tourist arrivals in the Asian-Pacific. The number of visitors and the type of countries act as variables. Next, Athanasopoulos and Hyndman (2008) had developed statistical models and used to predict the Australian domestic tourism demand. Loganathan (2010) applied the Box-Jenkins model to predict the four-step ahead based on quarterly of the International Tourism demand in Malaysia. The variable that used in the research was the number of International Tourism demand in Malaysia based on quarterly during the period of 1995-2008.

A study have been conducted by Song, Li, Witt, and Athanasopoulos (2011) is to predict the tourists arrival in Hong Kong from a certain country which were from China, South Korea, UK and USA. The researchers selected the monthly data and aggregated the data by quarterly from 1985 (quarter 1) until 2014 (quarter 1). Additionally, according to Kim, Wong, Athanasopoulos, and Liu (2011) the purpose of the study to appraise the performance of the prediction intervals in the context of predicting the tourism. The variable used was the monthly time series data for the total number of tourist that arrived in Hong Kong and Australia. Meanwhile, the variables used in research conducted by Claveria and Torra (2014), was the monthly data of the stay overnight and tourist arrivals from foreign countries to Catalonia for several years, in order to analyse the tourism demand for forecasting performances based on several region. The study conducted by Peng, Song, and Crouch (2014) used the number of international tourism demand due to recognize and determine the impacts of data characteristics and learn characteristics on the estimating the accurateness. Oscar Claveria (2014) used the monthly data of tourist arrivals from January 2001 until July 2012 to predict the future number of tourist.

### ***Applications of Box Jenkins Method for Forecasting Tourist Arrivals***

According to the article by (Huang & Min, 2002), Box-Jenkins model was used to estimate whether Taiwan tourism has recovered totally from the crisis and predicting the volume of tourist arrivals after the quake in several years. The article conducted by Smith, Williams, and Keith Oswald (2002) found that the non-parametric regression with heuristic predict generation methods were suggested to use naïve forecasting approach. The result in the study compiled by Ediger and Akar (2007) mentioned that ARIMA and SARIMA models can efficiently be used for prediction of energy demand. The result in forecasting the power produced by the plant was quite good perfect in the research by Bouzardoum, Mellit, and Massi Pavan (2013). The article conducted by Liang (2014) showed to predict the demand for tourism industry by using the proposed forecasting method and more accurate prediction can be obtained.

Other than that, article performed by Oliveira, Steffen, and Cheung (2017) found that double seasonal ARIMA model was the best skill to know the time series structure of water demands. According to the article compiled by Bas, Ortiz, Ballesteros, and Martorell (2017) found that the higher explanatory power of SARIMA model for the long and short term than MLR model and then considered as the best forecaster of <sup>7</sup>Be air concentrations. Seasonal ARIMA was the best method for predicting the time series of a month of rainfall data since the technique fitted the data well in the article performed by Arumugam and Saranya (2018). Last but not least, engaged in research conducted by Mao, Zhang, Yan, and Cheng (2018) the best model of SARIMA (1,0,0)(0,1,1)<sub>12</sub> showed that TB incidence slightly rises in several months.

### ***The Possibilities of using Holt-Winters Method for Forecasting Tourist Arrivals***

The study conducted by Grubb and Mason (2001) aimed to investigate this problem because it took long lead time for air passenger traffic on the order of ten years. They used Holt-Winters method to generate the future prediction and explored the past behaviour. They do some modifications of Holt-Winters method and get a greatly improved for long lead-time series of forecasting performances. Then, the result is modelling assumption which was to get the particular forecast it obligates the type of historical forecast is more significant than the statistical behaviour of the model error. Besides that, the study that has been carried out for comparison of the performance of numerous simple top-down forecasting methods for predicting the noisy geographic time series to the performance of three methods which is a Naïve method, Holt-Winters method and Box Jenkins method (Huddleston, Porter, & Brown, 2015). This study had been applied in the city of Pittsburgh over the five years which is the comparison modelling performance of produce the forecast in a regularly weeks and patrol level sector of burglaries. The result suggests that simple top-down forecasting method can provide a general-purpose method and give more accurate forecast compare with the naïve method.

According to the study that has been performed by Ferbar Tratar and Strmčnik (2016). The researcher wants to identify which method was the best method for short and long-term heat load forecasting on the three levels, which were monthly, weekly, and daily forecasting bases. The methodology that they used in this study is Multiple and Exponential Smoothing methods. In this method, they considered the value of MSE, MAPE, MARNE and Theil's U-statistics to get the accuracy of forecasting. The result showed that multiple regressions were suitable for daily and weekly short term while the Holt-Winters method suitable for long-term heat load forecasting and monthly short-term heat load forecasting. Moreover, based on the study conducted to air passenger demand at the national case by few researchers (Dantas, Cyrino

Oliveira, & Varela Repolho, 2017). This paper was about the extension of application between Bootstrap aggregating (Bagging) and Holt-Winters method to the air transportation. The objective was to forecast the future demand for air transportation. The resulted proved that Bagging and Holt-Winters method give an improvement in forecast accuracy.

## Methodology

### *Holt-Winters method*

All the exponential smoothing techniques only can distribute with the non-seasonal data except for Holt-Winters. Holt-Winters are more suitable for seasonality data that also can predict the long term forecasting. Holt-Winters consist of two assumptions, which are Multiplicative effect assumption and Addictive effect assumption. Multiplicative effect means if the size of the seasonal variation increase according to the increase level of the data series. Addictive effect means when the absolute size of the variation is the independent of each other. According to N. A. Elmunim, Abdullah, M., Hasbi, A. M., Bahari, S. A., (2015a) the equatorial region in Malaysia is more suitable for Multiplicative effect compared to Addictive effect. This study focused on Multiplicative effect assumption, which contained three basic components: level, trend and seasonality component.

*Level component:*

$$L_t = \alpha \left( \frac{Y_t}{S_t} \right) + (1 - \alpha)(L_{t-1} + b_{t-1}) \quad (1)$$

*Trend component:*

$$b_t = \beta(L_t - L_{t-1}) + (1 - \beta)b_{t-1} \quad (2)$$

*Seasonal component:*

$$S_t = \gamma \left( \frac{Y_t}{L_t} \right) + (1 - \gamma)S_{t-s} \quad (3)$$

The  $m$ -step-ahead forecast calculated as:

$$F_{t+m} = (L_t + b_t \times m)S_{t-s+m} \quad (4)$$

where  $L_t$  is the level component,  $b_t$  is the trend component,  $S_t$  is the seasonal component, and  $Y_t$  is the number of tourists arrival, while  $t$  is the time period for the component and  $s$  is the duration of seasonal.  $F_{t+m}$  is the forecast value for  $m$ -step ahead,  $m = 1,2,3,\dots$ . The smoothing parameter  $\alpha$ ,  $\beta$ , and  $\gamma$  are the level, trend and seasonality whereas the parameter lies in the interval  $[0, 1]$ . Before proceed with those components, this study needs to find all the initial value for every component. Then, it will proceed to find all those component, which are Level, Trend and Seasonality component. Initial value for the *level* component,  $L_0$ . Where  $n$  is represented the total number of month.

$$L_0 = \frac{y_1 + y_2 + y_3 + y_4 + \dots + y_n}{12} \quad (5)$$

Initial value for the first component of trend,  $b_0$ . Where  $s$  is represent the number of seasons.



$$b_0 = \frac{1}{s} \left( \frac{y_{s+1} - y_1}{s} + \frac{y_{s+2} - y_2}{s} + \frac{y_{s+3} - y_3}{s} + \dots + \frac{y_{s+n} - y_n}{s} \right) \quad (6)$$

Initial values of the *seasonal* components,  $S_0$ .

$$S_n = \frac{y_n}{L_0} \quad (7)$$

### ***Box-Jenkins Methodology***

The Box-Jenkins approach is same with the general ARIMA modelling. This approach is introduced by George E. P. Box and Gwilym M. Jenkins. Univariate ARIMA model used the technique of analysing the time series data. At this phase, a simple data analysis carried out to comprehend the fundamental pattern that involved in the time series. The basic pattern can either be trend pattern, seasonal pattern, cyclical pattern and irregular pattern. The analysis conducted by constructing a simple graph of time for the original data obtained. The objective of this process is to ensure if there exist any unusual observations in the graph. If there exist the unusual observations, so this study need to make a decision either want to make transformation or not beneficial to the stationary of the data.

There are consists of two methods to identify if the data series is stationary. Firstly, plot the ACF and PACF pattern from the original data by using E-View 7 Software then observe towards the spike exist. This method is the tricky one process to identify if the data stationary yet because human eyes and minds are different to each other. From this stage, this study can develop ARMA (p,q) model. ARMA model is the mixed of Autoregressive (AR) model and Moving Average (MA) model. The general ARMA model refer to as an AR (p) and MA (q) where p and q refer to the order of the autoregressive and moving average, respectively.

The ARMA model can be written as:

$$y_t = \mu + \phi_1 y_{t-1} + \phi_2 y_{t-2} + \dots + \phi_p y_{t-p} - \theta_1 \varepsilon_{t-2} - \dots - \theta_q \varepsilon_{t-q} + \varepsilon_t \quad (8)$$

where AR model the  $\mu$  and  $\phi_j$ , ( $j = 1,2,3,\dots, p$ ) is the constant term that need to be estimated,  $y_{t-1}$  is the dependent value,  $y_{t-p}$  and  $p^{th}$  is the lagged dependent, and  $\varepsilon_t$  is the error term. Meanwhile, for MA model,  $\mu$  is represent as the mean value which are the fluctuation series, the  $\theta_k$  ( $k= 1,2,3,\dots, q$ ) is the moving average parameters that need to be estimated and the  $\varepsilon_t$  is the error term. This model needs to be applied backward shift operator B written as:

$$(1 - \phi_1 B - \phi_2 B^2 - \dots - \phi_p B^p) y_t = \mu + (1 - \theta_1 B - \theta_2 B^2 - \dots - \theta_q B^q) \varepsilon_t \quad (9)$$

where the first component  $(1 - \phi_1 B - \phi_2 B^2 - \dots - \phi_p B^p)$  represents the AR(p) and the second component  $(1 - \theta_1 B - \theta_2 B^2 - \dots - \theta_q B^q)$  represents the MA(q). Second method is by conducting the Augmented Dickey Fuller (ADF) test and the result will be obtained by using the E-Views 7 software. This study need to perform the first differencing if the data series is not stationary. Since the data consist of the seasonality component, which is monthly, first seasonal differencing needs to be performed. The process of differencing is the procedure of remove the trend pattern from the actual data. The first seasonal differencing can be denoted as ‘D’ and can be defined as:

$$Z_t = y_t - y_{t-12} \quad (10)$$

Then this study needs to perform the first non-seasonal differencing. The first non-seasonal differencing can be denoted as ‘d’ and can be defined as:

$$\Delta y_t = y_t - y_{t-1} \quad (11)$$

Therefore, the SARIMA (p,d,q) (P, D, Q)<sub>12</sub> model can be formulated. This model needs to be applied backward shift operator B written as:



$$\begin{aligned}
 & (1 - \phi_1 B - \phi_2 B^2 - \dots - \phi_P B^P)(1 - B)(1 - \phi_1 B^{12} - \dots - \phi_P B^P)(1 - B^{12})y_t \\
 & = \mu \\
 & + (1 - \theta_1 B - \theta_2 B^2 - \dots - \theta_q B^q)(1 - \theta_1 B^{12} - \dots - \theta_q B^q)\varepsilon_t
 \end{aligned} \tag{12}$$

Where  $(1 - B)$  represents the first order non- seasonal differencing and  $(1 - B^{12})$  represented the seasonal differencing.

### *Validation of the models*

From the several possible of SARIMA model, this study should choose the best model by validating all the possible models using the statistical test. There have three common statistical tests that can be used to validate the SARIMA model which are Akaike's Information Criterion (AIC), Bayesian Information Criterion (BIC) and Durbin Watson test.

The last evaluation to select the appropriate model in this study will based on three measurements which are Mean Square Error (MSE), Root Mean Square Error (RMSE) and Mean Absolute Percentage Error (MAPE).

The MSE is given by:

$$MSE = \frac{\sum_{t=1}^n e_t^2}{n} \tag{13}$$

Where,  $e_t$  is the different between the actual value at the time  $t$  and the fitted value at time  $t$ . While  $n$  is the number of forecast error terms that produced by the model.

The RMSE is given by:

$$RMSE = \sqrt{\frac{\sum_{t=1}^n e_t^2}{n}} \tag{14}$$

Where,  $e_t$  is the different between the actual value at the time  $t$  and the fitted value at time  $t$ . While  $n$  is the number of forecast error terms that produced by the model.

The MAPE is written as:

$$MAPE = \sum_{t=1}^n \frac{|(e_t/y_t) * 100|}{n} \tag{15}$$

Where  $n$  is indicated as the value data points and  $\left| \left( \frac{e_t}{y_t} \right) * 100 \right|$  is indicated as the absolute percentage error that had been computed on the fitted values for a particular predicting method.

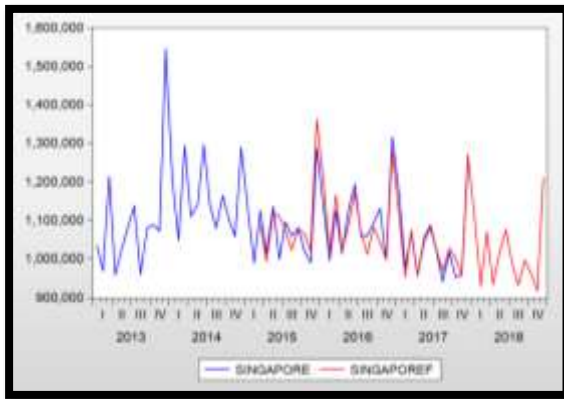
### *Analyses and Results*

The first purpose of this study is to determine the best model between Holt-Winters and Box Jenkins method. A good forecast model is the model that has the lowest value of MSE, RMSE and MAPE.

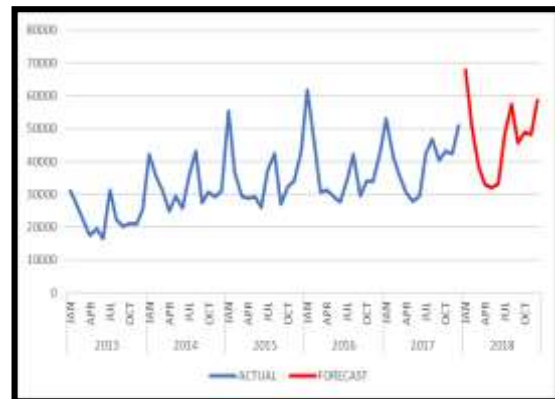
**Table 1: The summary result of MSE, RMSE and MAPE for Holt-Winters model and Box Jenkins model**

TOURIST	Model	MSE	RMSE	MAPE
SINGAPORE	Holt Winters	9069368666	95233	6.8052
	SARIMA (1,1,1)(1,1,1) <sub>12</sub>	1531449606	39133	2.692
KOREA	Holt Winters	33090835	5752	11.8989
	SARIMA (0,1,1)(0,1,0) <sub>12</sub>	229560073	15151	36.2130
UK	Holt Winters	14826529	3851	9.4840
	SARIMA (1,1,0)(0,1,0) <sub>12</sub>	39916327	6317	16.4603

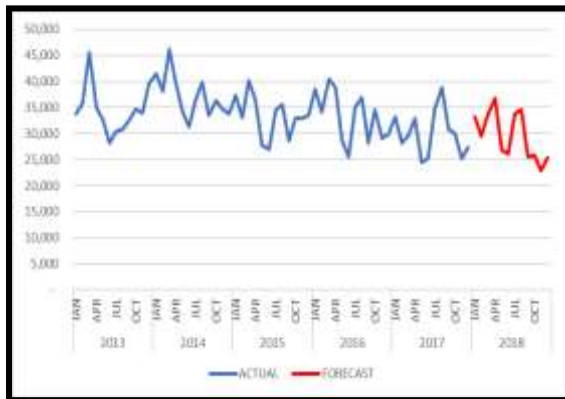
Table 1 illustrated the summary result of MSE, RMSE and MAPE for Holt-Winters and Box Jenkins method in forecasting tourist arrivals. For Singapore, the model of SARIMA (1,1,1)(1,1,1)<sub>12</sub> has the smallest value of error for MSE, RMSE and MAPE. Therefore, SARIMA (1,1,1)(1,1,1)<sub>12</sub> is the better model compared to Holt-Winters in order to forecast the tourist arrivals from Singapore. The Holt-Winters model has the smallest values of error for MSE, RMSE and MAPE for tourist arrivals from Korea and United Kingdom. Therefore, it can be concluded that the Holt-Winters model is the best model to forecast the tourist arrivals from Korea and United Kingdom.



(a)



(b)



(c)

**Figure 1 (a)-(c): Actual Value versus Forecast Value of tourist arrivals from Singapore, Korea and United Kingdom respectively**

According to figure 1(a), the blue line represents the actual data while the red line represents the forecast data for tourist arrivals from Singapore based on SARIMA (1,1,1)(1,1,1)<sub>12</sub> model . The graph shows the small changes between actual line and forecast line. From the observation, the pattern between actual and forecast value are nearly same. It is because the fluctuation is repeated in December. Figure (b) and (c) shows the blue line represents the actual data while the red line represents the forecast data for tourist arrivals from Korea and United Kingdom respectively. Figure (b) illustrates the trend of forecasting value is decreasing and increasing steadily throughout the year 2018 for tourist arrivals from Korea. While in figure (c), the trend of forecast value is upward and downward throughout the year 2018 for tourist arrivals from United Kingdom.

### Conclusion and Recommendation

This study focused on two models in order to implement the data series which are Holt-Winters Trend and Seasonality and SARIMA model. The models can deal with time series data that consists of seasonality. Through this implementation, the comparison between these two models are conducted based on error measurements which are MSE, RMSE and MAPE. From the results, it can be proved that the Holt-Winters model also can be used in forecasting tourist arrivals. Hence, the Holt-Winters model are the appropriate model to forecast the tourist arrivals from United Kingdom and Korea. While, the SARIMA (1,1,1)(1,1,1)<sub>12</sub> is the appropriate model for forecasting tourist arrivals from Singapore. From the observation, it is very difficult to get the actual value of tourist arrivals since it related with the unpredicted factors such as nature disasters, economic factors and political factors. Nevertheless, this study can cater these problems in forecasting the number of tourist arrivals by analysing the previous patterns of the data. The study reveals the fact that the Holt-Winters Trend and Seasonality also can be used for time series forecasting in the cases that related with the tourist arrivals.

After all, forecasting plays the important roles in the tourism planning. Thus, it is important to ensure the forecasting is keep in track on what will happen in the future because we will never know whether the forecast value will be correct or vice versa. To find the exact value of forecasting is quiet difficult because the value sometimes can be too far from the actual data. In order to prove the statement, the future studies can be done for the other method that related

with ARIMA model such as Fuzzy Seasonal ARIMA model (FSARIMA) or for the different types of data series.

## References

- Arumugam, P., & Saranya, R. (2018). Outlier Detection and Missing Value in Seasonal ARIMA Model Using Rainfall Data\*. *Materials Today: Proceedings*, 5(1, Part 1), 1791-1799.
- Athanasopoulos, G., & Hyndman, R. J. (2008). Modelling and forecasting Australian domestic tourism. *Tourism Management*, 29(1), 19-31.
- Bas, M. d. C., Ortiz, J., Ballesteros, L., & Martorell, S. (2017). Evaluation of a multiple linear regression model and SARIMA model in forecasting <sup>7</sup>Be air concentrations. *Chemosphere*, 177, 326-333.
- Bouzerdoum, M., Mellit, A., & Massi Pavan, A. (2013). A hybrid model (SARIMA–SVM) for short-term power forecasting of a small-scale grid-connected photovoltaic plant. *Solar Energy*, 98, 226-235.
- Burger, C. J. S. C., Dohnal, M., Kathrada, M., & Law, R. (2001). A practitioners guide to time-series methods for tourism demand forecasting — a case study of Durban, South Africa. *Tourism Management*, 22(4), 403-409.
- Chu, F.-L. (1998). Forecasting tourism demand in asian-pacific countries. *Annals of Tourism Research*, 25(3), 597-615.
- Chu, F.-L. (2008). Analyzing and forecasting tourism demand with ARAR algorithm. *Tourism Management*, 29(6), 1185-1196.
- Claveria, O., & Torra, S. (2014). Forecasting tourism demand to Catalonia: Neural networks vs. time series models. *Economic Modelling*, 36, 220-228.
- Dantas, T. M., Cyrino Oliveira, F. L., & Varela Repolho, H. M. (2017). Air transportation demand forecast through Bagging Holt Winters methods. *Journal of Air Transport Management*, 59, 116-123.
- Degiannakis, S., Filis, G., & Hassani, H. (2018). Forecasting global stock market implied volatility indices. *Journal of Empirical Finance*, 46, 111-129.
- Dharmaratne, G. S. (1995). Forecasting tourist arrivals in Barbados. *Annals of Tourism Research*, 22(4), 804-818.
- du Preez, J., & Witt, S. F. (2003). Univariate versus multivariate time series forecasting: an application to international tourism demand. *International Journal of Forecasting*, 19(3), 435-451.
- Ediger, V. Ş., & Akar, S. (2007). ARIMA forecasting of primary energy demand by fuel in Turkey. *Energy Policy*, 35(3), 1701-1708.
- Elmunim, N. A., Abdullah, M., Hasbi, A. M., & Bahari, S. A. (2017). Comparison of GPS TEC variations with Holt-Winter method and IRI-2012 over Langkawi, Malaysia. *Advances in Space Research*, 60(2), 276-285.
- Elmunim, N. A., Abdullah, M., Hasbi, A. M., Bahari, S. A., (2015a). The Comparison Holt-Winter Models for Forecasting the Ionospheric Delay Using GPS Observation. *Indian J. Radio Space Phys*, 44, 28-34.
- Ferbar Tratar, L., & Strmčnik, E. (2016). The comparison of Holt–Winters method and Multiple regression method: A case study. *Energy*, 109, 266-276.
- Goh, C., & Law, R. (2002). Modeling and forecasting tourism demand for arrivals with stochastic nonstationary seasonality and intervention. *Tourism Management*, 23(5), 499-510.

- Grubb, H., & Mason, A. (2001). Long lead-time forecasting of UK air passengers by Holt–Winters methods with damped trend. *International Journal of Forecasting*, 17(1), 71-82.
- Huang, J.-H., & Min, J. C. H. (2002). Earthquake devastation and recovery in tourism: the Taiwan case. *Tourism Management*, 23(2), 145-154.
- Huddleston, S. H., Porter, J. H., & Brown, D. E. (2015). Improving forecasts for noisy geographic time series. *Journal of Business Research*, 68(8), 1810-1818.
- Hyndman, R. J., & Khandakar, Yeasmin. (2008). Automatic Time Series Forecasting: The Forecast Package for R. . *Journal of Statistical Software*, 27(3), 1-22.
- Kim, J. H., Wong, K., Athanasopoulos, G., & Liu, S. (2011). Beyond point forecasting: Evaluation of alternative prediction intervals for tourist arrivals. *International Journal of Forecasting*, 27(3), 887-901.
- Law, R., & Au, N. (1999). A neural network model to forecast Japanese demand for travel to Hong Kong. *Tourism Management*, 20(1), 89-97.
- Lazim, M. A. (2013). Introductory Business Forecasting A Practical Approach 3<sup>rd</sup> Addition. *Book*, 53-55.
- Liang, Y.-H. (2014). Forecasting models for Taiwanese tourism demand after allowance for Mainland China tourists visiting Taiwan. *Computers & Industrial Engineering*, 74, 111-119.
- Lim, C., & McAleer, M. (2001). Forecasting tourist arrivals. *Annals of Tourism Research*, 28(4), 965-977.
- Loganathan, N. a. Y. I. (2010). Forecasting International Tourism Demand in Malaysia Using Box Jenkins Sarima Application *South Asian Journal of Tourism and Heritage*, Vol. 3, Number 2
- Mao, Q., Zhang, K., Yan, W., & Cheng, C. (2018). Forecasting the incidence of tuberculosis in China using the seasonal auto-regressive integrated moving average (SARIMA) model. *Journal of Infection and Public Health*.
- Oliveira, P. J., Steffen, J. L., & Cheung, P. (2017). Parameter Estimation of Seasonal Arima Models for Water Demand Forecasting Using the Harmony Search Algorithm. *Procedia Engineering*, 186, 177-185.
- Oscar Claveria, E. M. a. S. T. (2014). Tourism Demand Forecasting with Neural Network Models: Different Ways of Treating Information. *International Journal of Tourism Research*, 17(5), 492-500.
- Palmer, A., José Montaña, J., & Sesé, A. (2006). Designing an artificial neural network for forecasting tourism time series. *Tourism Management*, 27(5), 781-790.
- Peng, B., Song, H., & Crouch, G. I. (2014). A meta-analysis of international tourism demand forecasting and implications for practice. *Tourism Management*, 45, 181-193.
- Shareef, R., & McAleer, M. (2007). Modelling the uncertainty in monthly international tourist arrivals to the Maldives. *Tourism Management*, 28(1), 23-45.
- Smith, B. L., Williams, B. M., & Keith Oswald, R. (2002). Comparison of parametric and nonparametric models for traffic flow forecasting. *Transportation Research Part C: Emerging Technologies*, 10(4), 303-321.
- Song, H., Li, G., Witt, S. F., & Athanasopoulos, G. (2011). Forecasting tourist arrivals using time-varying parameter structural time series models. *International Journal of Forecasting*, 27(3), 855-869.



# PARTICIPATION OF TEAM BUILDING AMONG EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY IN CHINA

Lu Yu Ying<sup>1</sup> and Jane Teng Yan Fang, PhD<sup>2</sup>

<sup>1</sup> Faculty of Management and Economics, Sultan Idris Education University Malaysia  
Email: 422343253@qq.com

<sup>2</sup> Faculty of Management and Economics, Sultan Idris Education University Malaysia  
Email: jane.tyf@fpe.upsi.edu.my

---

**Abstract:** *The present study examined the factors affecting the participation of team building among employees in information technology university industry in China. This study focuses on investigating the participation of team building. Three main constructs that are personal characteristics, team characteristics and types of rewards are the independent variables. Moreover, type of activities has been adopted as moderating factor to show how it affects the relationship of independent variables and participation of team building. The quantitative approach is adopted for the present research. A number of 384 employees among information technology industry will be chosen as sample. The Statistical Package for the Social Sciences (SPSS) version 20.0 will be used to analyze the data. In addition, the relationship between dependent variable and independent variables will be examined by Pearson Correlation; the moderation effect on the relationship will be examined by Multiple Regression. Finally, a model on the factors influencing the participation of team building in specific context will be proposed. Hence, the conceptual paper aims to highlights the framework for this investigation. Consequently, the results yielded provide valuable information for participation of team building among employees in information technology industry in China.*

**Keyword:** *Team building, Information Technology Industry, China*

---

## Introduction

Team building is revealing its importance in commercial world due to the significant benefits it can bring to the organization, such as improvement of productivity, cohesion, effectiveness and profitability (Fapohunda,2013). Through team building, the members of the team can work together to achieve the organization goals. The team building also contributes on decreasing the turn-over rate of the organization and creating a collaborative and cooperation working environment.

Even though the benefits of team building are various, some organizations cannot get expected results. One of the main reasons is that the involvement of employees during the team building is low (Heap, 1996). The Information and technology industry in China invest a lot in team building in order to improve the productivity, competitiveness and effectiveness of the organization. But, through the feedback of team building, most of the companies in information and technology industry in China did not get the satisfied results due to the low involvement of team building. So, what are the determinations that contribute to the high involvement of



team is urgent issue to be solved. This study aims at finding out the factors that influence the involvement of team building in information and technology industry in China.

## Literature Review

### **Involvement of team building**

Team building is a specific intervention to address issues relating to the development of the team or improve the productivity and skills of the participants. The involvement of team building is main factor that decides the success of team building, it measures in which level the team building participants are willing to join the team building project. The participant involvement is also foundational element in creating a positive team culture. However, the involvement of team building is complex result that is affected by various factors. According to Richardson, Vandenberg and Richardson (2005), there are four interconnected principles for a high-involvement work Self-motivation and adaptability system, that is power, information, knowledge and rewards. the high level of employee involvement requires all the four elements that the organization should provide.

On the other hand, Bowen and Ostroff (2004) mentioned that the involvement of activity not only require the organization's effort but also the participant's efforts. Employee involvement with other human resource management practices cannot be viewed in a vacuum (Kim, 2002). To ensure the successful implementation of high-involvement systems, management needs to ensure that virtually every major feature of the organization is designed differently and the activity is designed in the proper way considering the characteristics of participant (Kim, 2002).

### **Self-motivation and adaptability**

Together with adaptability, self-motivation is viewed in the literatures as key elements for involvement of group activity (Schlechty, 2001; Woolfolk & Margetts, 2007). Self-motivation in the work place is defined as the power that enforce the employees to take action and move forward.

The self-motivation will drive the participants to perform positively and accomplish the group objective (Russell, Ainley & Frydenberg, 2005; Ryan & Deci, 2009). If the self-motivation is in the higher level, the employee will be very ambition and want to improve himself/herself, in contrast, if the self-motivation is in lower level, employee will lack of ambition to take part in the activity positively. According to Ryan and Deci (2000), self-motivation is the indispensable part for the participant of group activity.

There are various of definition for the adaptability in the workplace (Ployhart & Bliese 2006). In the early years, Cameron (1984) stated that adaptation is the process that people adjust himself to fit the new environment in the organization. Adaptability is crucial for organizational effectiveness and efficiency in this ever-changing precarious environment. Besides, Cameron noted that the adaptability is the ability that employee could make good action in the adaptability process. The adaptability of employees could be formed in the long and complex process. However the high level of adaptability could not help the individual to perform well but also the organization to accomplish the goal (Heifetz et al. 2009). Organizational adaptation or building adaptive institution is not an easy activity. The team building is often conducted in the new environment, so the adaptability will play positive role to improve the effectiveness of

team building such as the involvement of the employees during the team building (Savickas & Porfeli, 2012).

### **Size and leadership**

Team size is one variable that has been paid surprisingly little attention during the implementation of team building. Most of the organization only consider the financial aspect to decide how many people should be input in the team building. However, the team size actually will make great influences on the result of teambuilding.

The large group size will provide the organization more diversities, such as different skills and problem-solving methods, but it also makes more conflict. On the other side smaller group also has its own advantages and disadvantages. Group size is a factor in participation, awareness of others, technology choice, rapport, commitment and participation. So, when organizations are conducting team building, they should take the group size as a serious consideration.

### **Leadership**

The leadership is essential element for the productive team. A leader in the company will provide the right direction for the members and ensure the activity will be apply in the right direction (McGrath, 1962). Often, in one team leader will plays the role in collecting the suggestions of other members and cooperate with them to make the right decision. If there is no leader in a team, the decision-making process will be very complex and time wasted. Leader is also the good example for other members to understand what should do.

The leadership in the team will affect the effectiveness of the team building, as it will influence the involvement of participants. As the leadership has the supervision function which will supervise the other members in the team to act positively. Developing high levels of involvement of employees provides significant organizational benefit in almost every conceivable organizational metric. Leaders who are engaging their followers are making a measurable difference in their workplace. A preferred leadership providing clear and right direction for the followers. (Turner & Muller, 2005).

### **Financial and non-financial reward**

In the work place the financial rewards could be given in different ways but almost for one purpose that is to encourage the employees to make more contribution to the company. Financial rewards are given in the different kinds approach such as pay, transportation facility, bonuses, pensions and health insurance. Often, employers prefer to give financial payment in the form of commission and salary.

Financial rewards such as remuneration have traditionally been a defining feature of the employment relationship. In order to improve the performance of employee and encourage employees to join the activities of organization, it is necessary for organization to understand how to give financial reward in the proper way. Participant join the team building in different purpose, some of them are not willing to, then the proper financial reward will be attractive for them to involve in the team building actively.

besides the financial reward the non-financial reward is also indispensable for companies to encourage the employees. The non-financial reward could also be given in different approaches such as the opportunity for personal development and workplace flexibility. Gregory (2005)

has mentioned that some employees are willing to forfeit high wages for non- financial rewards such as workplace flexibility. Therefore, beside financial element, non-financial rewards are also very important attributes to improve the performance of employee.

The performance of employees during the team building could be measured by the involvement of employees in the team building. Employee involvement is based on the employee attitudes, opinion, and opinions about the activity and these attitudes and opinions are built internally by the firm. So, the organization should take proper action to make intervention on these aspects.

### **Indoor and outdoor activities**

The indoor activity applies in the team building means that the activity such as games and tutor that are hold indoors. Typically, it consists of a one (or more) day programme focused on improvement of interpersonal relations, improved productivity or better alignment with organizational goals.

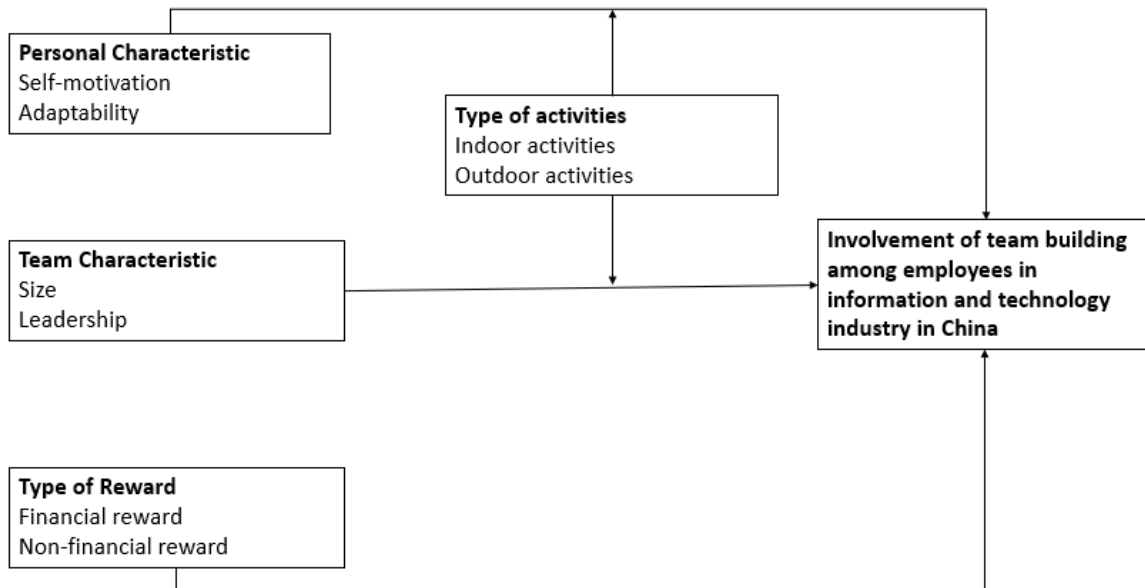
In the team building practices, the indoor activities are often used to accomplish the goal. Due to the different personality of employees, the indoor activity has various level attractions on employees. For the people who like the indoor activities will involved in the team building more. In the contrast, for those who do not like indoor activities will show less interest in the team building, as a result they will perform negatively.

Businesses are spending hundreds of millions of dollars each year on outdoor experiential training (OET) (Weaver, 1999). An examination of the typical objectives of OET programs is team building. Outdoor team building activities are often conducted to attract participants attention, increase their involvement and in order to accomplish the goal of team building. From the previous study, the outdoor activities are more attractive for the people who like team work and open to cooperate with others. For the people who prefer silence, the outdoor activities seem lost its charm.

### **Conceptual Framework**

Based on the literature review, the conceptual framework of this study is proposed to collect the data. There are mainly five parts of the framework: 1) personal characteristic; 2) team characteristic; 3) types of reward; 4) types of activity; 5) involvement of team building among employees in information and technology industry in China. The personal characteristic contains two domains which are self-motivation and adaptability; the team characteristic contains two domains which are size and adaptability; the types of reward contains two domains which are financial reward and non-financial reward; the types of activities contains two domains which are indoor activities and outdoor activities. All the domains are assumed significant, the research investigated the factors affecting the involvement of team building among employees in information and technology industry in China. The personal characteristics, team characteristics and types of the reward are independent variables; type of activities is moderate variable' involvement if team building among employees in information and technology industry in China is dependent variables. Then the conceptual framework is proposed for the current study.

**Figure 1: Conceptual Framework**



## Methodology

This research employed a quantitative method research with cross sectional survey design. The quantitative method is used to investigate the relationship among variables.

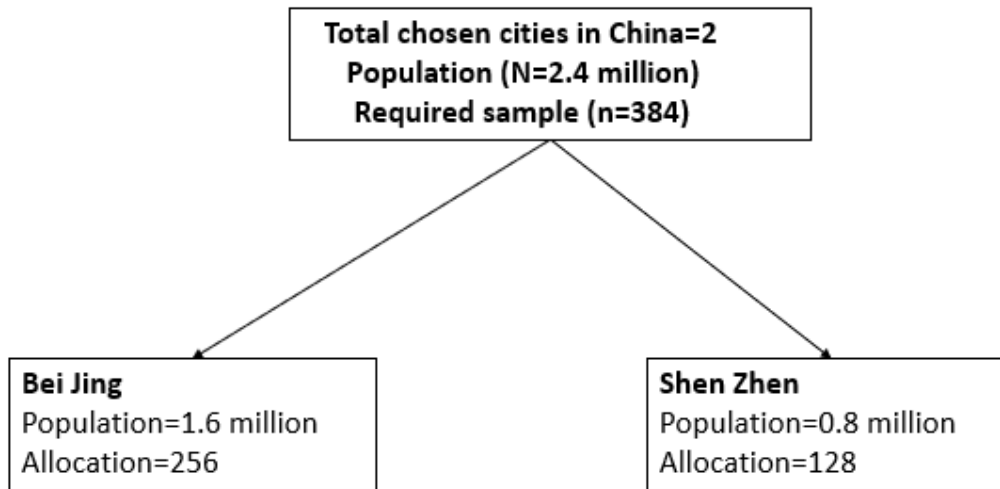
### Data collection method

The structure questionnaire is used to collect the data. The questionnaire contains a number of usually closed questions that the research participants themselves can answer the questions; hence this is also known as a self-completion or self-administered questionnaire. The questionnaire could be administrated by different means such as by post, telephone, internet and face to face.

### Population and sample

Population of the study is considered of employees in information and technology industry in three cities of China, namely Bei Jing and Shen Zhen. The reasons for choosing these two cities are, they are high developed information and technology industry; they are very representative cities in China. A total of 2.4million employees were found worked in information and technology industry in Bei Jing and Shen Zhen. Based on simple size form of Krejcie and Morgon (1970). At 95% confidence interval, 384 is decided as sample size for a population of 2.4 million employees worked in information and technology industry in Bei Jing and Shen Zhen. The process of sampling allocation is explained through a flow chart in Figure 2.

**Figure 2: Sample Allocation**



### **Instrumentation**

The questionnaire contains two sections. The section A is designed to gather the respondent's demographic information on age, gender and level of education. The B contains items on leadership, size, self-motivation, adaptability, financial support, non-financial support, indoor activity, outdoor activity as well as the involvement of employees in formation and technology industry in China.

Section A contains 3 items

Section B 54 items

6 items on involvement of employees in information and technology industry in China

6 items on leadership

6 items on size

6 items on financial support

6 items on non-financial support

6 items on indoor activity

6 items in outdoor activity

6 items on self-motivation

6 items on adaptability

### **Method of analyzing data**

Generally, many studies use the Statistical Package for the Social Sciences (SPSS) version 20.0 as the statistical tool to test and examine the structures and hypotheses of studies. In this study, firstly, the descriptive frequency statistics will be tested by using SPSS. This could help to represent a large volume of data, especially the demographic data trends. Secondly, the One Way ANOVA will be applied in this study to analyze the differences between two or more groups. The p-value ( $p < 0.05$ ) will be used to test the statistical significance (Hair et al., 2010). Thirdly, the hypotheses in this study will be tested by using SPSS. This software could estimate the relationship between the latent variables as well as the relationship between the latent variables and their indicators. So, pilot study will be conducted to analyze the validity and reliability of measurement model. And then the path coefficients will be used to determine the relationships between variables. Additionally, stepwise multiple regressions will be used to gather the significant components of factors in terms of contributing towards establishing the

dominant factors and their influence so that a model can be proposed. In short, this method is suitable for testing the hypotheses in this research

### Conclusion

The study sought to explore the factors affecting the involvement of team building among employees in information and technology industry in China. The involvement of team building is decided by many factors. The information and technology industry in China should make the influencing factor into consideration to make the effective team building and improve the involvement of participants. The results yielded of current study will provide valuable information for effective team building among employees in information and technology industry in China. Future research is needed to expand the effectiveness of team building based on the factors of the framework in this paper.

### Reference

- Fapohunda, T. (2013). Towards Effective Team Building in the Workplace. *International Journal of Education and Research*, 1(4), 1-12.
- Heap, N. (1996). Building the organizational Team. *Industrial and Commercial Training*, 28(3), 3-7.
- Richardson, H.A. and Vandenberg, R.J. (2005). Integrating managerial perceptions and transformational leadership into a work-unit level model of employee involvement. *Journal of Organizational Behavior*, 26 (5), 561-589.
- Bowen, D. & Ostroff, C. (2004). Understanding HRM Firm Performance Linkages: The Role of the Strength of the HRM System. *Mendeley Journals*. 29(2), 203- 221.
- Kim, S. (2002): Participative Management and Job Satisfaction: Lessons for Management Leadership. *Public Administration Review*, 62 (2), 231-241.
- Schlechty, P. C. (2001). *Shaking up the schoolhouse*. San Fransisco, USA: Jossey-Bass Publishers.
- Woolfolk, A., & Margetts, K. (2007). *Educational psychology*. NSW, Australia: Pearson. Prentice Hall.
- Russell, V. J., Ainley, M., & Frydenberg, E. (2005). Student motivation and engagement. *Schooling Issues Digest*. Australian Government, Department of Education, Science and Training.
- Ryan, R. M., & Deci, E. L. (2009). Promoting self-determined school engagement: Motivation, learning, and well-being. In K. R. Wentzel & A. Wigfield (Eds.), *Handbook on motivation at school*. (171-196). New York: Routledge
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25, 54-67.
- Ployhart, R. & Bliese, P. (2006). Individual adaptability (I-ADAPT) theory: Conceptualizing the antecedents, consequences, and measurement of individual differences in adaptability. *Advances In Human Performance and Cognitive Engineering Research*, 6, 3-39.
- Cameron, K. (1984). Organizational adaptation and higher education. *Journal of Higher Education*, 55(2), 122-144.
- Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Boston, Massachusetts, USA: Harvard Business School Publishing.
- Savickas, M.L., & Porfeli, E.J. (2012). Career adapt-abilities scale: Construction, reliability, and measurement equivalence across 13 countries. *Journal of Vocational Behaviour*, 80, 661–673.





- McGrath, J. E. 1962. Leadership behavior: Some requirements for leadership training. Washington, DC: U.S. Civil Service Commission, Office of Career Development.
- Turner, J. R., & Muller, R. (2005). The Project Manager's Leadership Style as a Success Factor on Projects: A Literature Review. *PMI Project Management Journal*, 36(1), 49-61.
- Gregory, E. (2005) Introduction: an example of the problem. In J. Conteh, E. Gregory, C. Kearney and A. Mor-Sommerfeld (Eds) *On Writing Educational Ethnographies: the Art of Collusion*. Stoke on Trent: Trentham Books. 43-44.
- Weaver, A. And Atkinson, P. (1994) *Microcomputing and Qualitative Data Analysis*. Avebury: Aldershot.
- Krejcie, R.V., & Morgan, D.W., (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*.

## PRELIMINARY STUDY OF MALAYSIAN STREET FOOD ACCEPTANCE IN THAILAND

Sabeetha, S.<sup>1</sup>, Hasimah, H. A.<sup>1</sup>, Syed Abdul Bari, S. O.<sup>2</sup> and Shahril Faizal, A. J.<sup>2</sup>

<sup>1</sup> Malaysian Agricultural Research & Development Institute, Serdang, Malaysia, Email: [sabeetha@mardi.gov.my](mailto:sabeetha@mardi.gov.my)

<sup>2</sup> Ministry of Agriculture and Agro-based Industry, Putrajaya, Malaysia.

---

**Abstract:** *The preliminary study of Malaysian food acceptance was conducted in the Malaysia Street Food Lover programme in conjunction with Malaysia Fest event held in Bangkok, Thailand from 20 to 23 June 2019. This study attempts to measure Malaysian food acceptance and popularity of the food among Thailand respondent. Beside of that, this study aims to analyse the factors that influencing choice of the food. The questionnaire was given after the respondent had finished eating and being helped by a trained enumerator. Among 429 respondents from Thailand, 254 of them knew about Malaysian food before the event. In addition, social media is the best platform of publicity to promote the event compare to others. Presentation of food including authenticity, price and description of food are the most factors that influence respondent to spend here. Other than that, almost half of respondents highly satisfied with Malaysian food taste. For the desire continue buying Malaysian food, more than half of respondents agreed to buy again. The most favourite and popular Malaysian food is Nasi lemak, Satay and Roti Canai. As conclusion, level of acceptance of Malaysian food among Thailand respondents is well received and that has several factors influenced the preference of the food.*

**Key words:** Malaysian food, street food, gastronomy, food acceptance, food preference

---

### Introduction

Street food is defined as ready to eat food or drink that located in a street by food truck, vendor or hawker. In certain areas, the street food market is readily prepared as an initiated from the government as tourist attraction. For the first time, Ministry of Agriculture (MOA) of Malaysia takes the street food programme as a challenge to bring the local entrepreneur and Malaysian street food to Bangkok, Thailand. Beside of experience and knowledge, this is known as kicked start to expand their overseas market. The Malaysian food acceptance study was conducted in the Malaysia Street Food Lover programme in conjunction with Malaysia Fest event held in Bangkok, Thailand from 20 to 23 June 2019. Objectives of the study were to determine the Malaysian food acceptance and popular among visitors.

### Literature review

Nowadays, street food is among the options of food choice. People are willing to purchase the street food items due to several reasons, such as more reasonable price, delicious food, quick served and some of them want to try the new cuisines. Mak et al. (2012) explains that there has five factors influencing the food preference. There are cultural and religious, socio-demographic, motivational, personality and past experience.

The cultural and religious factor is almost important to certain person who practices their religious orders. As example, Muslims only eat Halal food and Orthodox Jews will choose the

kosher food. For demographic factor, variables like age, gender, education level and so on are important element involved in food choice (Kim et al. 2003). Aging people with the higher income and educational level are more concerned about the healthy food (Kim et al. 2009).

Physical, cultural, interpersonal and status are the motivational factors that affect people food choice (Fields, 2002). Corresponding of this point, some people enjoy experimenting new food and trying to escape from routine with the new experience. Apart from that, the personality characteristic also related to affect the food preferences. Tarik Sengel et al. 2015 has examined that the neophobia people may reject to try unfamiliar foods, while the neophilia always curious to taste new foods. The past experience also affects the food preference of people. The experienced person might be willing to try or avoid the food regarding on their last experience of the food. It can influence their food choice.

Wolf (2002) explained food tourism involving the travel experience for searching and choosing the selected place of cuisine. National and regional food is important as attraction for promotion to tourism due to visitors always choose the authentic production of the food. Thus, promotion of the national and popular cuisine to other countries is one step forward of tourism and business segment.

## **Methodology**

This methodology used in this study was based on the random selection respondent with certain criteria and the survey was conducted in the Malaysia Street Food premise in Bangkok. The respondent was chosen and the questionnaire was handed after finished their meals and being informed by a trained enumerator. The questionnaire was ready in both languages (Thailand and English) and the questionnaire was verified by the committee of agroculinary division in MOA. Total questionnaire was 15 questions consisting of responds about socio-demographic characteristics of respondent, open-ended questions, yes or no answers and answers choices based on a 5-point Likert scale to determine the perception. All forms collected were organised and the descriptive analysis, the variance analysis (ANOVA) with multiple post hoc comparisons were analysed using the SPSS for Windows 19.0 program (IBM Corporation, Armonk, NY, USA).

## **Results and Discussion**

The socio-demographic frequency of the countries for gender, age and education level involved 716 respondents was shown in Table 1. From the survey, 429 of respondents were from Thailand and categorised as highest number of respondent. Most of respondents are around 21 to 49 years old and holding the tertiary education (at least diploma or degree).

**Table 1: Socio-demography criteria of respondent among country at Malaysia Street Food Lover (MSFL) 2019, Bangkok, Thailand**

Socio-demographic criteria	Thailand (n=429)	Malaysian (n=120)	Asean (exc. Thai&Mas) (n=77)	Asia (exc. Asean) (n=54)	Others (n=36)	Total (N=716)
<b>Gender</b>						
Men	184	70	37	26	15	<b>332</b>
Female	208	49	39	28	21	<b>345</b>
Others	37	1	1	-	-	<b>39</b>
<b>Age</b>						
< 20	45	13	7	3	1	<b>69</b>
21- 49	354	97	68	45	30	<b>594</b>
> 50	30	10	2	6	5	<b>53</b>
<b>Education</b>						
PhD/Master	83	28	14	9	14	<b>148</b>
Degree/Dip	272	67	45	15	12	<b>411</b>
High School	42	45	10	7	4	<b>75</b>
Others	32	13	8	23	6	<b>82</b>

From the survey on table 2, almost two thirds of respondents knew about Malaysian food before coming to MSFL, Bangkok 2019. In addition, social media – whether Facebook, bloggers and others related is the best medium of publicity to promote MFSL as the majority of respondents followed the update of MSFL. Other than that, presentation of the food, the name of the food and the price were three important factors that influenced the respondent to buy Malaysian food here (Table 3).

**Table 2. Total respondent among country that knew about Malaysian Food and factor of promotion for Malaysia Street Food Lover (MSFL) Bangkok 2019**

Country	Know Malaysian Food		Publicity/ promotion			
	Yes	No	Social media	Hotel /travel agency	Friend	Others
Thailand	254	175	227	7	113	82
Malaysia	107	13	57	1	36	26

Asean (exc. Thai&Mas)	61	16	28	4	20	25
Asian (exc. Asean)	24	30	10	12	15	17
Others	18	18	11	2	10	13
<b>Total</b>	<b>464</b>	<b>252</b>	<b>333</b>	<b>26</b>	<b>194</b>	<b>163</b>

**Table 3. Factor that influencing the respondent among country to choose before buying the food at MSFL Bangkok 2019**

	Factor to choose before buying the food					Total
	Price of food	Name of food	Presentation of food	Portion of food	Others	
Thailand	90	112	147	19	61	<b>429</b>
Malaysia	42	36	28	6	8	<b>120</b>
Asean (exc. Thai& Mas)	28	24	19	4	2	<b>77</b>
Asian (exc. Asean)	11	14	18	6	5	<b>54</b>
Others	5	8	17	1	5	<b>36</b>
<b>Total</b>	<b>176</b>	<b>194</b>	<b>229</b>	<b>36</b>	<b>81</b>	<b>716</b>

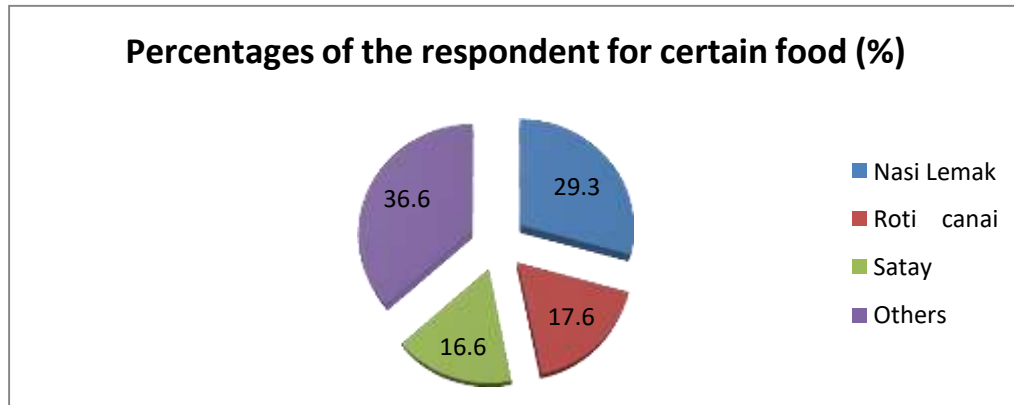
As shown on table 4, the mean level of satisfaction of respondents for the most variables using the Likert scale was at scale 3, which is the average value. Location of the events showed the highest scale, which is the slightly satisfied. Variety, price and presentation of foods provided a significant difference and interaction in the mean number of the satisfaction level of variables among respondents (p less than 0.05).

**Table 4. Means of satisfaction level of respondents among MSFL variables (Likert scale (1: very dissatisfied and; 5: Very satisfied))**

	Thailand (n=429)	Malaysian (n=120)	Asean (exc. Thai&Mas) (n=77)	Asia (exc. Asean) (n=54)	Others (n=36)	Total (N=716)	Statistic (p)
Location	3.86	4.17	4.23	4.35	4.22	4.01	0.691
Activity	3.67	3.78	3.86	4.00	3.86	3.74	0.153
Cleaness	3.71	3.89	3.73	3.57	3.92	3.74	0.444
Service	3.72	3.87	3.96	3.80	4.06	3.79	0.202
Variety of foods	3.83	3.78	3.91	4.28	4.28	3.88	<b>0.01*</b>
Taste of food	3.58	3.78	3.73	3.91	4.03	3.67	0.081
Price of food	2.90	3.06	3.38	3.56	3.89	3.08	<b>0.047*</b>

Presentation of food	3.66	3.64	3.58	3.83	4.17	3.69	<b>0.016*</b>
Food quality	3.63	3.55	3.58	3.98	3.97	3.66	0.060
Portion of food	3.55	3.67	3.66	4.06	4.22	3.66	0.307

p < 0.05 showed that has significant difference among variables



**Figure 1. Percentages of respondents on returning to buy Malaysian food again**

Figure 1 show that most respondent are willing to buy nasi lemak, roti canai and satay again, which is categorised as popular Malaysian food. The reason for this might be attributed to the fact that this food always available in all places in Malaysia and most of the respondent familiar with the name of the food

**Conclusion**

As conclusion, the level of acceptance of the Malaysian street food in Bangkok, Thailand is well received. Most of the visitors were averagely satisfied with the food and others factor that contributing to the event. In addition, Nasi Lemak, Roti Canai and Satay were selected as a popular Malaysia food that respondents willing to buy again.

**References**

Fields, K. (2002). Demand for gastronomy product: motivational factors. In Hjalager, A. Richards, G. (eds.), *Tourism and Gastronomy*. London:Routledge, 37-50.

Kim, S., Lee, C., Klenosky, B. (2003). The influence of push and pull factors at Korean national parks. *Tourism Management*, 24, 169-180.

Kim, Y.G., Eves, A., Scarles, C. (2009). Building a model of local food consumption on trips and holidays: a grounded theory approach. *International Journal of Hospitality Management*, 28, 423-431.

Mak, A.H.N., Lumbers, M., Eves, A., Chang, R.C.Y. (2012). Factors influencing tourist food consumption. *International Journal of Hospitality Management*, 31, 928-936.

Tarik, S., Aysen, K., Gurel, C., Fusun, I. D., Suna, M. E., Mehtap, B. (2015). Tourists’s approach to local food. *Procedia-Social and Behavioral Sciences*, 195, 429-437.

Wolf, E. (2002). White Paper on Culinary Tourism: A Tasty Economic Proposition. Oregon: International Culinary Tourism Task Force.



## THE DEVELOPMENT OF EMERGENCY STATE IN MALAYSIA

Mohd Rizal Yaakop

School of History, Politics and Strategic Studies, Faculty of Social Sciences and Humanities, Universiti Kebangsaan Malaysia, 43600 UKM Bangi Selangor, Malaysia, Tel: +603-89215829,  
E-mail: rizaly@ukm.my.

---

**Abstract:** *Contrary to common approaches to Malaysian politics such as ethnic approach, class approach and cultural/identity approach, this paper approaching Malaysian politics from a security perspective and argues despite creating political security, the history of emergency and crises had premised Malaysian politics of insecurity and fear. This article applies the methodology that tries to understand the historical and political development of Malaysian crises and emergencies by utilising declassified primary data from British National Archive and various secondary data such as books, journals and newspapers. The result shows since the state independence in 1957 until the collapse of communism in 1989, the need to protect the state from the communist insurgencies and subversive elements has generated emergency law as a form of extra-legal responses towards any acts which were considered prejudicial to national security. Malaysia is still under a prolonged state of emergency. The enactment and continuation of emergency law and regulation adopted by the government to maintain political order and stability in this country had become important elements in Malaysian politics. The existence of emergency law and the declaration of emergency state provide the government and the authorities under it with exceptional power which decide the shape of politics in this country. The ultimate political power enjoyed by them was nonetheless given by the Constitution of the state.*

**Keywords:** *Communist insurgencies, Emergency, Political insecurity*

---

### Introduction

The understanding of political security in Malaysia is also challenging since ‘political sector is the widest sector and is therefore also a residual category’ (Buzan 1998). There is a risk that the category will become less coherent than most of the others because it is produced by subtracting from other sectors and because that all security is political. However, it is considered coherent as long as it is made up of those cases in which the threats themselves are predominantly political in form. Furthermore, despite the theoretical problems and controversies pertaining to the operational utility of the concepts of security and politics, they are interrelated; for instance, in relation to threats to state boundaries, state institutions, and the governing regime. This characteristic is also part of the traditional understanding of security, which is associated with preserving the state and the struggle for power. Hence, the state has become a main unit of analysis in security studies, especially during the cold war.

Secondly, ‘Security’ has a powerful emotional and political appeal with an enormous possible range of substantive meanings, which explains its tremendous political potency (Buzan 1991). Labelling something as a security issue imbues it with a sense of importance and urgency that

legitimises the use of special measures outside of the usual political process to deal with it. In this case, security threats can also be an effective tool of conventional power politics in Malaysia. The question of how a security threat is manipulated for political purposes is not only an academic one, but is, to all intents and purposes, a practical one. Within security policy research, it is primarily the so-called Copenhagen School (CS) that thought that the items on the political agenda of the day – any day – have no intrinsic significance; they are there merely because effective political actors want them to be there. So, the argument goes, it is with security, only security has long succeeded in being lifted to such privileged heights that it is above and beyond the agenda. The aim of the CS, therefore, is to bring security back to the arena of debate with a new, broader notion of security.

### **The Emergency**

As a result of crises, five declarations of emergency had been declared. First in 1948 to weaken the Malayan Communist Party (MCP). Second, in 1964 due to a conflict with Indonesia. Third, in 1966 the emergency was restricted to the State of Sarawak to deal with the constitutional impasse caused by the dismissal of the Chief Minister of Sarawak. Fourth, in 1969 to deal with ethnic conflict. Fifth, in 1977 to the State of Kelantan, due to worsening Central and State relations. The following section discusses these in detail.

The first emergency was declared due to arising communist problem in Malaya. As the failure of the MCP in 1948 to carry out its constitutional struggle became clear, the movement shifted to a militant posture. Some of the MCP members began to destroy rubber plantations and economic as well as industrial targets. The British then banned the MCP after the killing of three European planters, which led the British to declare an Emergency (British Public Record Office). This action was due to the British view that the Communist insurrection in Malaya was part of the regional revolution instigated by the external Communist movement (Brimmell 1969; Hanrahan 1954). Stockwell (1993: 66) argued that the declaration of Emergency determined the British government way in handling a heavy pressure from certain pressure groups, which represented planters and tin miners' interest. The Government, led by Prime Minister MacDonald was certain of the connection between Malayan lawlessness, the MCP activities and the Communist global strategy that he asked the permission to outlaw the MCP.<sup>1</sup> Be this as it may, the MCP militant strategy was a threat to political security as noted by Short (1975) the resurrection of the MCP in 1948 was perceived as a Chinese challenge to Malay political power that had been legitimized by the Federation of Malaya Agreement of 1948 (Andaya 1982). In addition, the British government also reported that the Chinese instigated most of the trouble in Malaya as they opposed to the regime of the Chinese National Government (British Public Record Office).

The British Government introduced Emergency Power Regulations to crush Communism. These allowed for detention without trial, in which the civil legal code took second place to military necessity. The existence of the Emergency was a reason for granting, not withholding independence. After independence, the Communists could no longer claim convincingly that they were engaged in an anti-colonialist struggle. To be precise, the Emergency in itself determined the speed or the manner of Britain departure from Malaya. Although Malaya gained its independence from Britain, the British legacy remained in terms of the Communist problem, a new form of political system and change in the form of society. As noted by Hack (2001: 108) and Harper (1999: 55) the communal strife and the Emergency had put the British in a position where they could deliver security and effect a gradual decolonization according

to their design. The Malayan Emergency lasted another twelve years until 31<sup>st</sup> July 1960. However, the effective defeat of the Communist insurgency by the British and colonial army, police and security services had been achieved by 1958. This year witnessed an unprecedented level of MCP surrenders (Ramakrishna 1999: 242).

The second declaration of Emergency can be seen as Internal Security Act (ISA), a new version of 1960 Emergency Law was invoked during the Indonesian Confrontation in 1963. The landing of regular Indonesian troops in Malaya led to the proclamation of security areas on 11<sup>th</sup> August, 1964. These covered the area directly threatened—the territorial water and adjacent lands up to two miles from the low water mark of the States of Malaya and Singapore. Within a month, the proclamation covered all areas of the federation, including Sabah and Sarawak (Singh 1981: 40). A full state of emergency was declared in September 1964. Although the threat from Indonesia ceased in less than two years, the state of emergency proclaimed on 3<sup>rd</sup> September 1964 was never revoked. Confrontation thus had a major effect in creating a permanent securitization of Malaysian politics. The 1964 Declaration of Emergency of the Confrontation period was never revoked.

The third emergency, although limited to a single state, also proved to be equally long lasting. In September 1966, the Deputy Prime Minister made a statement on the proclamation of Emergency in Sarawak as an addition to the national Confrontation Emergency. This proclamation was to enable parliament to meet in emergency session. In this session, the Government introduced legislation to enable the Governor of Sarawak to convene Sarawak's Council Negri (Sarawak legislative body) and also to give power to the Governor to dismiss the Chief Minister, who no longer commanded majority support in the Council (Foreign Affairs 1966: 58). The Government argued that the Emergency was due to the problem of Communist activities and Communist organization in Sarawak. Further, the Federal Minister claimed that the ability to contain the Sarawak Communist movement was important to political stability throughout the Federation. In addition to the Communist threat, there were also certain political parties which were not averse to making use of the Communists to further their political ends.

The fourth emergency was due to the ethnic riot of the 13 May, 1969. It marked a climax of communal dissatisfaction as the riot and was precipitated by Chinese political gains in urban area. It put at centre stage a Malay nationalist discourse that emphasized the economic and cultural weakness of Malays. The incident was stimulated by Malay anger during the election campaign for the 1969 parliamentary and state assembly elections in Peninsular Malaysia, when opposition leaders showed little respect for the Alliance's governing status and prerogatives, and the DAP spoke on issues calculated to offend Malay sensitivities. The matter became worse when both the Alliance and the opposition parties indulged in open, public and heated debate. The Malays were taken aback by this decline in UMNO fortunes. In turn, the Chinese celebrated, holding 'victory' processions throughout Kuala Lumpur. In these circumstances, Malay street gangs had clashed with Chinese secret societies, culminating in the May 13<sup>th</sup> riots (Von Vorys 1973). The incident was also a result of some socio-political issues. As noted by a Government Report upon it, the 13 May tragedy was due to differences in interpretation of the constitutional structure by the different races in the country, and the growing political encroachment of the immigrant races against certain provisions of the Constitution which relate to Malay language and the position of the Malays, principally Articles 152 and 153; the incitement, intemperate statements and provocative behaviour of certain racialist party members and supporters during the 1969 General Elections; the part played by

the MCP and secret societies in inciting racial feelings and suspicions; and the anxious, and later desperate, mood of the Malays as a result of racial insults and threats to their future survival and well being in their country (The May 13 Tragedy Report 1969: ix).

Finally, the 1977 Emergency was declared in Kelantan to deal with a political crisis caused by the struggle of the ruling party at the federal level to impose on the state a Chief Minister of its own choice. Before the emergency, the PAS party agreed to join the Alliance government in 1972. The terms of agreement were reached in September 1972 between Prime Minister Tun Abdul Razak Hussein and the PAS leader, Datuk Mohamed Asri (Means 1976: 406). It was acknowledged that Kelantan would stay a PAS stronghold, but Umno would have a share in the state's PAS-dominated government. PAS then joined the coalition government, with Asri as land development minister, while a number of PAS leaders were appointed to lesser federal posts. Participation in the BN coalition appeared to benefit PAS leaders more at the federal than at the state level as Umno-PAS rivalries intensified in Kelantan, leading eventually to PAS's decision to remove the incumbent Menteri Besar Mohamed Nasir for defying party instructions in 1977. A "no-confidence" motion was tabled in the Kelantan state assembly and Mohamed Nasir called for the dissolution of the state assembly. His supporters demonstrated in the streets, and violence and looting erupted which led the Federal government to declare a state of emergency.

Overall, five separate emergencies have been declared in the country, one pre-independence, the others post-1957. On the national level, the first was declared in 1948 at the start of a twelve-year Communist insurgency and was lifted in 1960. The others, declared in 1964, 1966, 1969 and 1977, have not been lifted (Das 1996). Out of these four Proclamations of Emergency, only two Proclamations were justified by the grave emergency conditions of the time, namely, to deal with the Indonesian Confrontation and the May 13 riots. However, all sets of conditions giving rise to the four Proclamations of Emergency have long ceased to exist.

In short, as a result of crises in Malaysia, the ruling regime opted to continue with the application of emergency laws. However, the limit of what should be securitized had been blurred since the ruling regime had interpreted almost all forms of threat as a threat to national security. As long as this understanding exists, Malaysia will continue to institutionalise emergency measures as a tool to achieve political stability.

### **Emergency Law**

Before independence, the Malayan government led by the British had full power to make any kind of law to deal with subversion and with any emergency, provided it had the necessary majority in the legislature, because there was nothing in the constitution to restrict its power. The legislature could pass any law it thought fit, and so it had passed the Emergency Regulation Ordinance, 1948. The executive was thus empowered to make drastic emergency regulations. Even then, the Government took twelve years to end the emergency that began in 1948. Many of these regulations would not have been constitutional if made after independence, and the 1957 constitution recognized this by expressly providing as a temporary measure that regulations made under the 1948 Ordinance continued in force after independence, notwithstanding that they were inconsistent with some provisions of the constitution.

However, many restrictions were imposed by the constitution on both the legislature and the executive, and Government was no longer free to do what it liked when dealing with subversion



or with an emergency. The framers of the 1957 constitution themselves, however, recognized that to deal with these two matters, both the legislature and the executive had to be armed with special powers if the state was to survive. They thus inserted two articles, namely Article 149 giving Parliament special powers to deal with subversion, and Article 150 giving the executive and Parliament special powers to cope with an emergency. The special powers conferred by Articles 149 and 150 overlapped, but were quite distinct. Article 149 empowered Parliament to make laws against subversion irrespective of whether or not an emergency had been proclaimed, while the special powers conferred by Article 150 could be assumed only after an emergency had been proclaimed. During an emergency proclaimed under Article 150, the executive authority of the Federation extended to any matter within the legislative authority of a state and to the giving of directions to a State Government or a state officer or authority (Hashim 1972). Article 150(2A) of the Malaysian Constitution clearly states that the *Yang di Pertuan Agong* may issue a Proclamation even when a previous Proclamation is in operation. The *Agong* also is immune from judicial review under Article 150(8)(a) of the Malaysian Constitution (The Constitution of Malaysia 2002). As a result of a series of emergencies, Malaysian politics is based on its own unique historical experience, in the way the state and society developed before and after the independence, and the legacy of the crisis period that was inherited by the political leaders. In this context, the Malaysian ruling regime had a long history of securitizing security issues to achieve certain political goals. It was evident that proclaiming emergency rules as well as setting security in political agenda has stood the regime in good stead. It is a well-developed political tool with an authoritarian pedigree. It was a useful instrument to adopt with reference to state building and maintaining political power. The strategy was earlier adopted during the Tunku administration, mainly as the basis to form a new federation, aiming to bring Borneo territories under the Peninsula control and to merge them into the Federation of Malaysia. At the same time, the Malay leaders secured their position by securitizing Singapore and Indonesian threats to freeze the development of the opposition parties.

The regressive measures taken since independence mostly stem from the legislation which impacted on constitutional liberties. Under the emergency provisions of the Constitution, once a state of emergency was proclaimed, the executive might invoke powers to override constitutional provisions. The NOC reports on the 13 May, 1969 riots, explained that such emergency provision was considered as an entrenched provision as a result of agreement between all the communities in Malaysia. It was also the failure of this entrenched provision, which might lead to ethnic problems and riots. As the report explained:

Those who believe in the democratic tradition tend to think in terms of fundamental political liberties, freedom of speech, freedom of assembly and freedom of association. This belief, however, has never accepted the theory that any person can advocate treason or sedition or what comes to the same thing, the abolition or advocating the overthrow of constitutional government by force, fraud or subversion (The May 13 Tragedy Report).

However, the application of emergency law changed after the 13 May 1969 riots occurred; the government once again tightened the security belt by amending the ISA to undermine any subversive elements. Following the 1969 rioting, the act was amended, widening the concept of sedition to cover matters with 'a tendency...to promote feelings of ill-will and hostility between different races or classes of the population of Malaysia' and prescribed the questioning

of any matter, right, status, position, privilege, sovereignty or prerogative established or protected by the provisions of Part III of the Federal Constitution. The Sedition Act, sections 3(I) (e) and (f). Part 3 of the constitution dealt with citizenship, primarily the conditions required for non-Malays. Article 152 established Malay as the national language, although it also guaranteed that using, teaching, or learning any other language cannot be prohibited or prevented. Article 153 obliged the government ‘to safeguard the special position’ of *bumiputras*; at the same time ‘the legitimate interests of other communities’ must also be respected (Crouch 1997: 82).

In 1971 the constitution was amended to extend the application of the Sedition Act to Parliament itself and thus removed parliamentary privilege from discussion of these subjects and other issues considered sensitive. When the Parliament was reconvened after 1969 riots, a White Paper was issued which proposed a series of constitutional amendments designed to achieve two main objectives: first, to remove sensitive issues from the realm of public discussion and second, to redress the racial imbalance in certain sectors of the nation’s life. To accomplish the first objective, the government prohibited any questioning of sections of the Constitution especially on the powers and status of the Malay Rulers, citizenship rights, Malay special rights, the status of Islam as the official religion and the status of Malay as the sole national language. In pursuit of the second objective, the government expanded the Malay special rights to ensure more Malays entering professions where they were grossly underrepresented (Means 1976: 402).

In 1980, the Malaysian Supreme Court ruled that while the Court could not revoke a proclamation of emergency which suspended the rights of its cities, the Court might advise cabinet members to revoke the proclamation and argued that failure to do so would be an abuse of their discretion (Chowdhury 1989: 62). As a result, two parallel legal regimes existed in Malaysia—laws were made under the general regime and also under the emergency regime. In Malaysia, the judicial review of the proclamation of a state of emergency was extremely limited because of amendments to the Constitution in 1981 (Tan and Thio 1997: 665). The Official Secrets Act was another law tending to restrict the issues that the opposition could raise against the government. Before its amendment in 1986, the act covered the unauthorized publication of any information in the hands of the government, no matter how significant or widely known (Crouch 1996).

Following the 1989 amendments to the act that virtually eliminated the possibility of court challenges to detention, the government was no longer compelled to attempt to establish a credible link between a particular detention and a threat to national security. Most important, amendments to the ISA in 1989 have removed even the smallest of safeguards to the Act. Section 8B(1) reads:

There shall be no judicial review in any court of, and no court shall have or exercise any jurisdiction in respect of any act done or decision made by the Yang d-Pertuan Agong or the Minister in the exercise of their discretionary power in accordance with this Act, save in regard to any question on compliance with *any procedural requirement* (emphasis added) in this Act governing such act or decision ([www.law.qub.ac.uk](http://www.law.qub.ac.uk)).



### Politics of Insecurity

For the major part of its life, therefore, Malaysia has existed under a continuous state of Emergency or more accurately under overlapping proclamations of Emergency. It is evident from the colonial experience and especially from the Emergency period that political power in Malaysia would be communally based, in the hands of the dominant Malay community. The challenge for politicians in this period lay thus in the task of inventing and implementing a political system and social order that would prevent communal clashes and enhance stability. The ruling regime required more than military security to substantiate its claim to legitimacy. The Emergency gave the British colonial power the opportunity to deflect the forces of revolt by establishing a political party system. In 1949, the Emergency was indirectly responsible for the creation of the MCA. The Alliance Party has its roots in a local electoral pact between the branches of the UMNO and MCA in 1952. The UMNO-MCA alliance won nine of the twelve seats in the Kuala Lumpur municipal election on 16 February 1952. In 1954, the Malayan Indian Congress (MIC) was accepted as a third partner of the Alliance. The success in the formation of the Alliance also assisted in speeding up independence, which was initially planned to take place only after the end of the Emergency. Independence, therefore, was based on the ability of the local elite to promote political security. From a military security point of view, Malaya was still threatened with the Communist insurgency and no one was expecting the transfer of power before 1960. British protection was considered necessary because, as mentioned by H.S. Lee, the United Kingdom government could not afford to see Malaya overrun by the Communists (British Public Record Office). The MCP main agenda was to topple the Malayan government and to establish a Socialist Republic.

During 1960s, the first Prime Minister Tunku succeeded in sustaining political security. Tunku and his deputy, Razak eliminated communist political influences. Several leaders of *Party Rakyat* and Socialist Front were accused of being Communist sympathizers, who aimed to establish a Socialist republic in Malaysia. During the period after the Indonesian Confrontation, the Labour Party was accused of being a vehicle of Communist infiltration, which contributed to internal conflict, and it suffered the departure of many moderate leaders, especially the English-educated moderates, in 1967 and 1968 (Vasil 1971: 204). With many of its leaders arrested under the ISA, the party broke down and decided to boycott the 1969 election. Tunku's leadership was then taken by Razak who had to face the 1969 ethnic riots and opted to use the armed forces to restore order by force. The riots had transformed the political system into an interim regime which ruled for two years. An Emergency was declared and parliament was closed. According to Cheng Teik, 'Razak's modification of the usual rules of the game and decision to use Emergency power might have been necessary to gain political stability. It also indicated that in general, the Malays, whether inside or outside UMNO, had not yet fully conditioned themselves to accept shifts in power that appeared as transfers of power from them to the immigrant races' (Teik 1971: 40). After the establishment of the National Operation Council (NOC) after the 1969 riots, although the Tunku declared his commitment to democracy explicitly, Razak was more prone to continue the emergency measures until he achieved a comprehensive form of political security. In achieving this, Razak referred to the idea of income distribution to the return to democracy. He explained that democracy could not work in Malaysia in terms of political equality alone. The democratic process must be spelt out also in terms of more equitable distribution of wealth and opportunity (Straits Times 1969). At one point, in order to achieve this, Razak even implied that an indefinite postponement of the restoration of democracy was necessary (Teik 1971: 33).

The Razak's leadership skillfully set security issues on the top of political agenda by using the threats of Communism and communalism in order to solve the intra-party conflict in UMNO. The prospect of accusation as a Communist sympathizer and the detention under the ISA allayed many fears in the state. The Razak's administration securitized the radical political movement to tackle some of his political opponent despite the emergence of a real Communist threat. In this case, the ISA was intended to justify the detention of political threats rather than for Communist and subversive purposes.

The foundation of the Malaysian leadership in using ISA was based on a specific political interest. This was an authoritarian measure taken apparently for the benefit of political security. A few cases in the period of 1970s and early 1980s can be shown here. In Sarawak, a leading member of SNAP, Datuk James Wong, was detained in December 1974, in this case under the Preservation of Public Security Regulations because of his alleged support for Brunei's claim to Limbang (New Straits Times 1975). Others detained during the 1970s included the University of Malaya anthropologist Syed Husin Ali from 1974 to 1980; the PSRM leader Kassim Ahmad from 1976 to 1981; the Muslim youth leader Anwar Ibrahim from 1974 to 1976; two DAP members of parliament, Chan Kok Kit and Chian Heng Kai. Invoking the ISA in mid-1976, Ghazali arrested A. Samad Ismail and televised his confession about sundry plots and schemes. In November, he jailed two government members, Abdullah Ahmad and Abdullah Majid, for the same reason. They were detained in an operation which Ghazali Shafie claimed was necessary to thwart a Communist conspiracy aimed at influencing senior UMNO leaders. The arrest was followed by the detention in Singapore of Hussein Jahidin, a Malay newspaper editor who 'confessed' to being a pawn in an elaborate plot inspired by A. Samad Ismail (Case 1996: 126). Local leaders of PAS, detained after peasant demonstrations in Kedah in 1980; and leaders of the Airlines Employees Union arrested after industrial action taken by Malaysian Airlines System workers in 1978 to 1979. In 1987 some Non Governmental Organization leaders, such as Aliran's president, Chandra Muzaffar, members of environmental groups, and Christian social-welfare activists, as well as DAP and PAS politicians, were also detained. In 1987 Raja Tan Sri Khalid Raja Harun was detained under the ISA for questioning about loans approved by the Perwira Habib Bank during his period as a bank director. The high court ordered his release on the grounds that the application of the ISA was unlawful because the case did not involve national security. Harold Crouch (1997: 80) argues that in justifying the use of the ISA, the police claimed that corruption in the bank had caused anger in the armed forces, which could have then threatened security because the bank was partly owned by the military pension fund.

Apart from the proclamation of the Emergency and the institutionalization of the security policy, the Internal Security Act (ISA) has often been used to stifle legitimate dissent. The continued implementation of the ISA became the excuse for the authorities to govern the country on a permanent emergency basis. The ISA was undoubtedly one important reason why Malaysia was permanently under multiple states of emergency, for the ISA was not an ordinary piece of legislation to be used under ordinary circumstances. Since emergency was a condition which permitted issues to be securitized to achieve certain political purposes, the ruling regime had continued the condition so that security would always be on the top of the political agenda. The permanent state of emergency had provided the backdrop to justify the continuation of an extraordinary law like the ISA. Today, the arguments in support of the ISA in essence rest on those of cultural relativism. Framed in terms of 'Asian values', the country's leaders have argued that in the country's social context, it is more important to preserve social harmony and

collective welfare than to uphold a ‘western’ notion of human rights which focuses on an individual’s rights against the state (Faruq 1999). As a result of the amendment of the emergency law, the opposition parties had no greater power than that of rallying some support in certain constituencies. The opposition had failed due to the detention of their leaders under ISA.

### **Politics of Fear**

Despite addressing the need for political security, emergency law has been used to safeguard certain interest of the elite and retrospectively will create a culture of fear among the masses. The closer analysis of this law shows that the application of emergency laws for the sake of security bears several handicaps. First, the ruling regime also had been very much influenced by the events of Malaysia under Communist threats in the 1960s to the extent that they would not compromise on the issue of political security. However, this phenomenon created a set of norms and values that could be exploited by leaders as they might securitize almost everything to achieve political aims. This is no surprise as the security policy itself covers a wide area of human life. Malaysia’s national security policy has six main objectives. They are preservation of the Constitution, including recognition of the Sultans, Islam, the Special Rights of the Malays and the rights of other races; preservation of national unity and harmony; economic development as an integral component of security; vigilance against internal threats to security; protection of sovereignty and territorial integrity; and promotion of a stable and peaceful local, regional and global environment (Tan 2002: 26).

Second, although the emergency measures and national security policy permitted the government to maintain and consolidate its rule but it as well also permitting UMNO to strengthen its position vis-à-vis the other parties. UMNO power also means BN hegemony as the government was under the control of the Malays’ political leaders and the military leaders. BN hegemony was then achieved as the NSC was under the control of the Malays’ political leaders and the military leaders. Malaysia also set up a police and armed forces which were subservient to civil political leaders. To balance with the military body, the police force was much more developed, with paramilitary forces, which were able to back the government in case of a military coup. By such means, political power was concentrated substantially in the hands of the Malay leadership. Malaysia also set up a police and armed forces which were subservient to civil political leaders. To balance with the military body, the police force was much more developed, with paramilitary forces, which were able to back the government in case of a military coup. By such means, political power was concentrated substantially in the hands of the Malay leadership.

Third, the emergency laws also established politics of fear, which enlarged the gap between the communities especially, Malays and the Chinese. The Malays feared rule by the Chinese and doubted an absence of identification of the Chinese with the local culture. Since colonial period, the Chinese were stereotyped either as Communist or a sympathizer of the Communist cause. This preconceived attitude further alienated the Chinese from the political and social order in Malaysia (Islam 1989: 178). This political culture influenced the later multi-ethnic society in Malaysia. Since Malaysia was a multi-cultural state, the policy makers and the ruling regime made security decisions based on the norms and values of the society. As Katzenstein (1996: 2) notes, security interests are defined by actors who respond to cultural factors. According to Jeshurun, the process of formulating and implementing security policy in Malaysia faced some difficulties as a result of the early state development. Nevertheless, it was

the Malay historical experience that has materially informed the process of building a national consensus on threat perception and has shaped the evolution of a distinct strategic culture. Hence, the Malays had more influence over the strategy, formulation and implementation of security policy (Jeshurun 1999: 225).

Fourth, after the 1969 ethnic riots, a Malay-majority government started imposing more ‘pro Malay’ policies, especially in the weakest economic sector (Bernasek 1997: 96). The riots had led to the NEP (New Economic Policy) with the aim of securing Malay hegemony in the political and economic sphere over the Chinese. This resulted in the post-1970 affirmative action programmes, as embodied within the NEP that sought to elevate the position of the Malays by giving them special treatment in areas of education, employment and access to ownership of assets. With the NEP, the Malays became an important ethnic category that was institutionalized and was critical in the distribution of developmental benefits to poor people (Baharudin 2001:362). The NEP was seen as a prerequisite to political stability and thus the retention of UMNO’s political control and hegemony. The NEP had become a source of fear to the non-Bumiputra groups as they felt that they were victimized by their own government.

Fifth, it is argued that emergency laws and actions would have restored political order and communal harmony. However, at the same time they actually provided substantial political benefits for the dominant group in the government, which was able to use emergency powers to strengthen their position against the opposition, to strengthen the ruling party against its coalition partners, and consolidated the power of ruling regime and his supporters within ruling party. It is also argued that by the time that emergency was practiced; the political system might had undergone substantial change in an authoritarian direction.

It is worth noting that, although the international situation had changed, the Malaysian leaders still relied on emergency laws. Due to the mixed character of previous security threats, Malaysian leaders believed that political stability was best maintained by sacrificing some political freedom for the benefit of national security. More importantly, the emergency law provided legal legitimacy for the ruling regime to rule. One might argue that Malaysia has now entered an era of new politics, identified with the reducing problem of communalism and the formation of two- party system. However, the failure of the opposition coalition, which championed the course of inter-communal parties, led the Malaysian government to the view that the problem with ethnicity and communalism was still not ended. Furthermore, the communal threat continues to be part of the security problem as long as people live in uncertainty and fear of each other’s motives. Enhancing one’s security could mean diminishing other’s security. This scenarios can retrospectively create politics which based on fear. The task for Malaysian leaders is to balance and weigh the importance of security concerns on a moderate basis, rather than adopting a straightforward approach which might cause racial disharmony and fear of political exploitation and hegemony. In this respect, Ex-Prime Minister Tun Mahathir explained that although emergency laws is still relevant it should not be permitted to use against any opposition whimsically and unfairly. According to him, ones should not fear the domination of others in Malaysia simply because the government opted to continue with ISA. What get wrong was when such security laws was used to penalized political oppositions which not in favour or share different political belief.<sup>ii</sup>

In short, emergency could be exploited by leaders as they might securitize almost everything to achieve political aims. The same can permit certain party to strengthen its position vis-à-vis



the other parties. Such conditions will establish politics of fear, which enlarged the gap between community. The law was also feared as it only favour certain ethnic group and used to benefit certain group.

### **Conclusion**

The main conclusion of this chapter is that political security is an important topic in Malaysia and it is always an issue in Malaysian politics. In order to gain political security, the political leaders have manipulated security threats and used them for political purposes. This issue has been discussed by scholars who wish to broaden and deepen the security concept to cover not only the nature of the threat but also the utility or the practical understanding of the concept. For those working within this area, it is important to analyse various forms of security threat, ranging from military to political, economic, social and environmental security. However, any analysis should take into consideration the political security issues of the Third World states. The security of these states is different from that of developed nations because their security is both military and non-military and mostly about the threat to the sovereignty and legitimacy of the state itself. In the case of Malaya/Malaysia, the security issue refers to a vast range of problems, from Communist threat to communalism, as well as concerns over the security of the ruling regime, apart from the state itself. Therefore, in Malaysia, no treatment of security can be isolated from its political and social underpinnings. In this chapter, a broader approach to security has been taken, following the line of argument previously discussed. This has been done to clarify the scope and problem of the thesis, which is the issue of political security, the interplay of security threats and the way the ruling regime securitized the issues. It is important to recognize and identify security issues in the first ten years of Independence (the crises period). They help to provide an insight into present political problems and explain the relationship between security issues and politics. It needs to be stressed here although Malaysia did not face any major external threat after the end of Confrontation, there were other forms of combined threats of Communism and communalism. For instance, ethnic conflict, specifically the riots of 13 May 1969, threatened the viability of the state and society in Malaysia. The impact of the crisis period was the continuation of emergency measures to achieved political stability and to strengthen the regime in power. The Malaysian state, through its central decision makers, formulated emergency law that were rooted in its own unique historical experience, in the way the state developed after the attainment of independence, and in the institutional, constitutional, political, and social structures inherited from the colonial era. By analyzing the period of the early Malaysia, this articles notes that this period was critical as some of the security problems were inherited from the British administration in Malaya, for instance the problems of Communism and communalism. Major security problem such as the Communist insurgency, as well as other subversive elements related to it could give us understanding on the reason behind the continuation of the emergency law. In this respect, such security problems posed threats to the sovereignty and legitimacy of the state as well as its political stability. This has qualified such threats to be tackled by exceptional means. To the ruling regime, these security threats were the main challenges to Malaysian political security, which critically shaped the thinking about the survival of the state and nation. Hence, the emergency law was seen as imperative to sustain political stability and security.

In short, as a result of crises in Malaysia, the ruling regime in Malaysia opted to continue with the application of emergency laws to protect political security. However, the limit of what should be regarded as part of security matters had been blurred since the ruling regime had interpreted almost all forms of threat as a threat to national security. The Emergency period

and the enactment of Emergency law was planned to bind the different communities and classes together. The overwhelming electoral victory of the ruling party destroyed all Communist claims to represent the popular will. By winning the 'heart and minds' of the Malayan people and by adopting a constitutional means to achieve independence, the government was able to protect Malaya's political security. As long as this understanding exists, Malaysia will continue to institutionalize emergency measures as a tool to achieve political stability. As a result of a series of security threats in the 60s, the Malay ruling regime decided to adopt a strategy of political hegemony to control the state. The other important impact of the crisis period was the continuation of emergency measures to achieve political stability and to strengthen the regime in power. Emergency law was not without exceptional faults. A few of its handicaps were discussed in this article. Despite Malaysian politics is still relied on emergency law such as ISA, the misuse of such laws may create racial disharmony and will create politics which based on fear. People who feel fear cannot act but just to defend their own interest by defending their rights and honor. Politics should be based on mutual agreement and negotiation in a descent and civilized manner.

### Reference

- Andaya, B.W and Andaya, L.Y., *A History of Malaysia* (Hound mills: Macmillan, 1982), p.257
- Baharudin, S.A., 'A History of Identity, and identity of a history: The Idea and Practice of Malayness in Malaysia Reconsidered. *Journal of Southeast Asian Studies* 32.3 (2001), p.362
- Bernasek, A, Hagen J. 'Who gets maternity leave? : the case of Malaysia.' In *Contemporary Economic Policy* 15.2 (1997): p.96
- Brimmell, J.H., *Communism in Southeast Asia* (London: Oxford University Press, 1969); Hanrahan, G., *The Communist Struggle in Malaya* (New York: Institute of Pacific Relations, 1954).
- CAB 129/28, CP (48) 171, 'The Situation in Malaya': Cabinet memorandum by Mr Creech Jones, 1 July, 1948
- Case, W., *Elites and Regimes in Malaysia: Revisiting a Consociational Democracy* (Clayton: Monash Asia Institute, 1996) Pp.126-28
- Chowdhury, S.R., *Rule of Law in a State of Emergency* (New York: St. Martin's Press, 1989), pp. 62-63.
- Crouch, H., *Government and Society in Malaysia* (New South Wales: Allen & Unwin, 1997), p.80
- CO717/167/52849/2/1948, f302, (Declaration of emergency), inward telegram no. 641 from Sir E Gent to Mr Creech Jones, 17 June 1948. Cited in Stockwell, A.J. (ed) *Malaya: Part II The Communist Insurrection, 1948-1953* (London: HMSO, 1995), p.19
- CO 537/3746, no.19 'Future political and economic developments in Malaya': note by CO Eastern Department, Sept, 1948.
- CO/1030/72, Memorandum by Col. H.S. Lee, a member of the Malayan delegation to secretary of state for Colonial, 31 Jan 1956.
- Crouch, H., *Government and Society in Malaysia* (New South Wales: Allen & Unwin, 1997), pp.82-83
- Crouch, H., *Government and Society in Malaysia* (Singapore: Talisman Publishing Pte. Ltd, 1996)
- Das, C.V., 'Government & Crisis Powers: A Study of the Use of Emergency Powers under the Malaysian Constitution and parts of the Commonwealth' in *Malaysian Current Law Journal*, 1996.



- Faruq, S.S., 'Human rights and the Constitution'. In: Rachgan and Tikamdas (eds.) *Human Rights and the National Commission* (Kuala Lumpur: Suhakam, 1999), note 6.
- Foreign Affairs* (Kuala Lumpur: Ministry of Foreign Affairs), Vol. 1-3, 1966, p.58
- Hack, K., *Defence and Colonization in Southeast Asia. Britain, Malaya and Singapore 1941-1968* (Richmond, Surrey: Curzon Press, 2001), pp.108-142
- Harper, T.M., *The End of Empire and the Making of Malaya* (Cambridge: Cambridge University Press, 1999), pp.55-148
- Hashim, M.S., *An Introduction to Constitution of Malaysia* (Government Printer: Kuala Lumpur, 1972)
- Internal Security Act, Section 8(1), Laws of Malaysia. (Available Online) <http://www.law.qub.ac.uk/humanrts/emergency/malaysia/mal7.htm>
- Islam, M.N., *Pakistan and Malaysia: A Comparative Study in National Integration* (New Delhi: Sterling Publishers Private Ltd., 1989), p.178
- Jeshurun, C., 'Malaysia: the Delayed Birth of a Strategic Culture'. In: Booth, K. (ed.) *Strategic Cultures in the Asia-Pacific Region* (London: MacMillan Press Ltd., 1999), pp. 225-247
- Katzenstein, P.J., *The Culture of National Security* (New York: Columbia University Press, 1996), p.2
- Means, G.P., *Malaysian Politics* (London: Hodder and Stoughton, 1976), pp. 402-403
- Ramakrishna, K. 'Content, Credibility and Context: Propaganda, Government Surrender Policy and the Malayan Communist Terrorist Mass Surrenders of 1958', *Intelligence and National Security*, 14(4), (Winter 1999), pp.242-66.
- Short, A., *The Communist Insurrection in Malaya, 1948–1960* (London: Frederick Muller, 1975)
- Singh, A., *The Emergency Laws in Malaysia* (Singapore: Quins Pte Ltd, 1981), pp. 40-41
- Soon, L.T., 'Malaysia: The May 13 Incident', in *Australia's Neighbours* Vol.4 no. 65 (July-August 1969), p.1
- Stockwell, A.J., 'A Wide Spread and Long-Conducted plot to overthrow the Government in Malaya?' *Journal of Imperial and Commonwealth History* 21, (3) (September, 1993), pp.66-88.
- Stockwell, A.J., *British Policy and Malay Politics during the Malayan Union Experiment, 1942–1948*, Monograph 8 (Kuala Lumpur: Malaysian Branch of the Royal Asiatic Society, 1979).
- Straits Times*, 10 November, 1969
- Straits Times*, 4/3/1975.
- Tan, A., *Malaysia's Security Perspectives*. Working Paper No. 367, Strategic and Defence Studies Centre, The Australian National University, Canberra, 2002, p.26
- Tan, K and Thio, L.A., *Constitutional Law in Malaysia and Singapore*, (Singapore: Butterworths Asia, 1997), p. 665.
- Teik, G.C., *The May Thirteenth Incident and Democracy in Malaysia* (London: Oxford University Press, 1971), p.33
- The Constitution of Malaysia* (Kuala Lumpur: Government Printer, 2002)
- The May 13 Tragedy: A Report* (Kuala Lumpur: The National Operations Council, 1969), p.ix
- U.S. Department of State: <http://www.state.gov/r/pa/ei/bgn/2777.htm>.
- Vasil, R.K., *Politics in A Plural Society: A Study of Non-Communal Political Parties in West Malaysia* (London: Oxford University Press, 1971), p.204
- Von Vorys, K., *Democracy Without Consensus: Communalism and Political Stability in Malaysia* (Princeton: Princeton University Press, 1973)

## THE ENTREPRENEURIAL BEHAVIOUR OF MUNTOK WHITE PEPPER SMALLHOLDERS

Rufti Puji Astuti<sup>1</sup>, Novyandra Ilham Bahtera<sup>2</sup>, Eddy Jajang Jaya Atmaja<sup>3</sup>

<sup>1,2,3</sup>Agribusiness Department, Bangka Belitung University, Bangka, Indonesia

Email: [ruftipuji24@gmail.com](mailto:ruftipuji24@gmail.com)<sup>1</sup>, [novyandra.ib@gmail.com](mailto:novyandra.ib@gmail.com)<sup>2</sup>, [eddyjajangjaya@gmail.com](mailto:eddyjajangjaya@gmail.com)<sup>3</sup>

---

**Abstract:** *Muntok white pepper is one of export commodities in Indonesia that is planted by smallholders in rural area. The development constraint of the pepper are the low level of entrepreneurial competitiveness as smallholders are considered as non-business oriented. It can lead to the non-optimal development of muntok white pepper farming activity and slowing down the production growth. The objectives of the study are: 1) to identify the entrepreneurial characteristics of smallholders in the farming activity, 2) to identify the characteristics of business environment in the farming activity and 3) to analyse the influence of entrepreneurial characteristics and the business environmental factors towards the entrepreneurial behaviour of smallholders. Survey was used to collect data using structural equation modelling (SEM) and smart partial least squares (PLS) to analyse the data. The study discovered that there were four entrepreneurial characteristics and three business environmental characteristics of smallholders that supported the pepper farming activity. The entrepreneurial characteristics were risk-taking ability, opportunity response, innovative thinking and work motivation. While the business environmental characteristics were political issue, government policy and input availability. There were differences on entrepreneurial and business environmental characteristics between independent smallholders and member of smallholders group. In the aspect of entrepreneurial characteristics, the risk-taking ability and opportunity response were dominated by the independent smallholders while innovative thinking and work motivation were dominated by the member of smallholders group. In the aspect of business environmental characteristics, the independent smallholders were more on political issue while member of smallholders group were mainly on government policy and input availability. Furthermore, the study found that both entrepreneurial and business environmental characteristics affected positively significant the entrepreneurial behaviour of smallholders. The entrepreneurial behaviour of both independent smallholders and the member of smallholders group were mainly influenced by the business environmental characteristics. Its behaviour was shown from affective, cognitive and psychometric to innovate. The study explained that the white pepper farming activity had potential contribution on increasing the potential entrepreneurs. The entrepreneurial behaviour can be developed by maintaining the motivation to independent smallholders as well as creating the healthy business environment that can provide opportunity to express the entrepreneurial behaviour. The entrepreneurial training program should be well-prepared and adjusted with the psychological characteristics of white pepper smallholders*

**Keywords:** *Business Environmental Characteristics; Entrepreneurial Behaviour; Entrepreneurial Characteristics; White Pepper Smallholder*

---

## Introduction

Pepper is one of the Indonesian export and prioritized commodities. Prior to 2017, Indonesia is most produced pepper in the world. Indonesia fulfils 19% of the consumers need on pepper while Vietnam is 27% (Sulaiman *et al.*, 2018). The role of Indonesia in fulfilling the need of consumers on pepper in the world is getting weak with only 14% in 2018, decreasing 3 % from previous (FAOStat, 2018).

Bangka Belitung Islands Province becomes one of the main white pepper producers in Indonesia that can contribute in export activity. The province can produce 38% of pepper production in Indonesia (Perkebunan, 2016). The pepper production in the province is known as muntok white pepper.

In the province, the white pepper farming activity is culturally planted. In South Bangka, there are 16,343 households out of 54,099 households in the province that involve with white pepper farming activity (BPS, 2013). It is clear that white pepper is planted in the form the smallholder's plantation.

Although white pepper is one of export commodities, the farming activity is run by independent smallholders (Heryanto & Nugraha, 2018). The large scale estate owned by both private and government company cannot be found in Bangka Belitung Islands Province (Provinsi Kepulauan Bangka Belitung Dalam Angka, 2017). It is unsurprisingly that a lot of people in the province make the white pepper farming activity as their source of income.

The increase performance of white pepper farming activity is undeniable so the existence of white pepper in the province can affect significantly towards the welfare of smallholders. The development of white pepper farming activity is still far from the optimal. The productivity of white pepper becomes the main issue which requires to be solved. Heryanto & Nugraha (2018) argues that the reducing of white pepper productivity is due to the ecology and social issue in the field of economic especially in the decision making ability of smallholders during the stage of declining price. As the social, economic and technological agent, human being both in the short or long run affect the environment (Folke, 2006). It is vivid that it requires the healthy business environment, well-educated human being and positive economic growth to make muntok white pepper great again.

The endeavour of government in the development of white pepper is endless. However, entrepreneurial skills in developing the farming activity is inadequate acquired from the training alone. It also needs the existence of healthy business environment so that smallholder is able to form the business network that can lead to the creation of similar business activity (Hadisoegondo, 2006). The entrepreneurial environment is all but not limited to customer, supplier, competitor, creditor, economy, social, politic, technology and ecology. However, not all of the mentioned entrepreneurial environment have the same role in influencing the creation and the development of smallholder entrepreneur (Wulandari, 2009). Thus, the identification of the external support requires to conduct the research on identifying the environmental characteristics that affect the smallholder's entrepreneurial behaviour in the white pepper farming activity.

## Research Method

### *Location and Time of Study*

The identification on the entrepreneurial behaviour of white pepper smallholders focused on the behaviour of smallholders in farming activity. Three regencies were decided as the location of the study: South Bangka, Central Bangka and West Bangka. Those three regencies were the top three white pepper producers in Bangka Belitung Islands Province.

### *Type and Source of Data*

Primary and secondary data were used to collect the data. The primary data was taken from the observation and interview using questionnaire while the secondary data was collected from the Statistics Indonesia.

### *Sampling*

Simple random sampling was applied as the sampling method of the study. There were 115 respondents of the study. The population of the study was all white pepper smallholders in Bangka Belitung Islands Province.

### *Data Collection Method*

Observation and survey were applied as the data collection method. It also used the questionnaire to collect the data.

### *Data Processing and Analysis Method*

Both qualitative and quantitative were used to analyse the data. The qualitative data was analysed using descriptive analysis for non-parametric as it related with the general profile of white pepper smallholder. Nazir (2003) argued that the descriptive analysis was used to describe the situation, condition and phenomena of the particular issue. The study used the descriptive analysis to describe the entrepreneurial characteristics, the condition of business environment and the entrepreneurial behaviour of white pepper smallholders.

The quantitative data was processed using Microsoft Exel 2010 and analysed using Structural Equation Modelling (SEM) with smart Partial Least Squares (PLS). SEM was believed to be able to describe all relationships between construct and direct model (Wijanto, 2008). Two variables were used to analyse the data: entrepreneurial behaviour as the endogenous latent variable and entrepreneurial characteristics as the exogenous latent variable. The business environment was also used as the indicator variable.

There were five indicators of entrepreneurial characteristics of smallholders that could be observed: innovation, motivation, risk-taking ability, experience and responding towards the opportunities (Dirlanudin, 2010; Puspitasri, 2013; Nursiah *et al.*, 2015). Whereas the business environment was observed by five indicators which were input availability, government policy, political condition, farmer group as well as extension and training whereby affective, cognitive and psychometric were the three indicators to understand the entrepreneurial behaviour (Dirlanudin, 2010; Bygrave & Zacharakis, 2010; Alma, 2010; Puspitasri, 2013; Nursiah *et al.*, 2015).

Two steps were conducted to analyse the data: Outer and Inner Model. Outer model analysis was used to explain the relationship between indicator variables and latent variables while the inner model was used to explain the relationship amongst the latent variables. The evaluation of measurement model used the loading factor score ( $\lambda$ ). If the loading factor score ( $\lambda$ ) was above 0.5, it considered as valid. Next, significant test was conducted based on parameter's estimated coefficient by using resampling method such as bootstrapping.

## Results and Discussion

### *The Profile of the White Pepper Smallholder*

The respondents were derived from three regencies in Bangka Belitung Islands Province. They were South Bangka, Bangka and Central Bangka. The white pepper smallholders were seen from the family member status, age, experience and educational attained.

The white pepper farming activity was conducted by both the independent smallholders and farmer group. Both non farmer group and farmer group were the respondents of the research. The farmer groups were Mapuk Indah, Kamboja, Banjar Lestari, Sudi Mampir, Subur Makmur, Banjar Dua, Lalang Luar, Masirak, and Bina Tani Mandiri while the name of the villages were Air Gegas, Bencah, Serdang, Petaling and Desa Nibung.

Five groups of age were decided to identify the age of the respondents. There were only 4.3 % of smallholders with age above 65 years old. The most dominated group of age in the study was 36-45 years old.

In the educational attained, 50.4 % of respondents only held primary school while only 5% graduated as bachelor degree. The rest were junior high school, senior high school and diploma with 6.2%, 35.7% and 2.7 % respectively.

Furthermore, the experience in the farming activity also played an important role in the success story of white pepper smallholder. Almost three-fourth of respondents were having enough experience in farming activity with above 10 years of experience. There was only 35 out of 115 respondents who were below 10 years of experience.

### *The Entrepreneurial Characteristics of Muntok White Pepper Smallholders*

The entrepreneurial characteristics were the individual factor that determined the entrepreneurial behaviour of white pepper farming activity. As the internal factor, the entrepreneurial characteristics were formed by both natured and nurtured. The characteristics of smallholders were observed from five variables: innovation, risk-taking, motivation, experience and responding to opportunities. The result showed that there were four out of five variables that were valid and reliable. They were innovation, risk-taking, motivation and responding to opportunities.



**Table 1. The Contribution of Manifest Variable Reflecting the Latent Variable based on Loading Factor and T-value Variable**

Latent Variable	Manifest Variable	Status of Pepper Smallholder			
		Group		Independent	
		Loading Factor	T- value	Loading factor	T- value
Entrepreneurial Characteristics	Innovation	0.741	4.552	0.523	2.875
	Motivation	0.797	6.128	0.529	14.074
	Risk-taking	0.539	2.827	0.771	2.156
	Responding to opportunities	0.819	5.025	0.695	2.544
	Input Availability	0.866	14.908	0.527	2.672
	Political condition	-	-	0.848	5.368
Environment	Smallholder togetherness	-	-	-	-
	Policy	0.859	15.037	-	-
	Affective	0.873	25.278	0.928	67.009
Entrepreneurial Behaviour	Cognitive	0.898	21.868	0.919	43.007
	Psychometric	0.608	6.128	0.772	14.074

The analysis of SEM illustrated that in general the entrepreneurial characteristics of white pepper smallholders were reflected by some indicator variables: innovation, motivation, risk-taking and responding towards opportunities. The loading factor scores of all four indicator variables were above 0.5 (Table 1). The study discovered that the entrepreneurial characteristics between two groups of respondents were different. The independent smallholders were considered as braver in taking risk but less ability in responding the opportunities, less motivation and less innovation than the farmer group smallholders. The different entrepreneurial characteristics of smallholders could be seen at figure 1 and 2. The independent smallholders were braver in taking risk but less responding towards the opportunities, less motivation and less innovation than the farmer group smallholders.

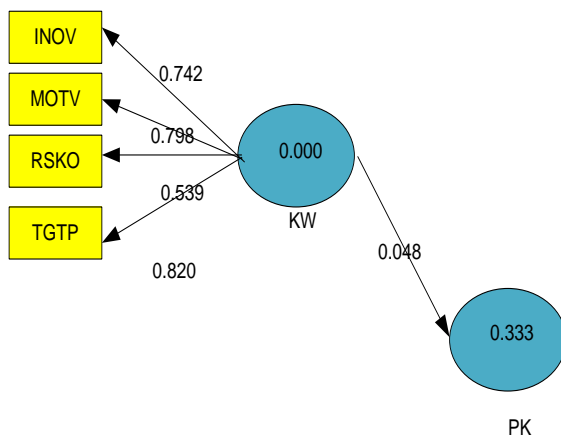


Figure 1. Entrepreneurial Characteristics of Farmer Group Smallholders

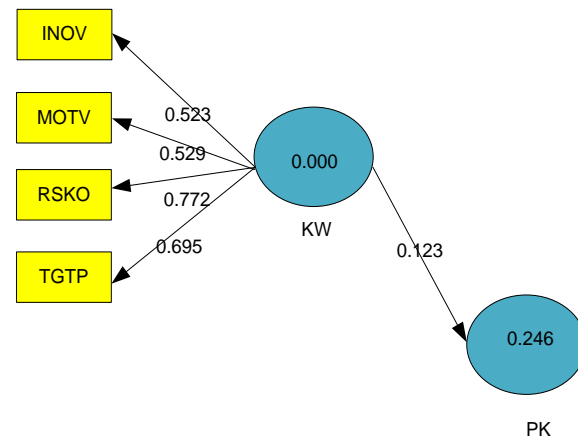


Figure 2. Entrepreneurial Characteristics of Independent Smallholders

Innovation played a vital role in shaping the entrepreneurial behaviour. Innovation was believed as the element that could improve the available resource or create the new one. The innovation loading factor score of farmer group smallholders was bigger than the independent smallholders one with  $\lambda=0.741$  and  $\lambda=0.523$  respectively. It indicated that the farmer group smallholders were more innovative in white pepper farming activity than the independent smallholders. It was due to the technological extension and training programs were more often involved by farmer group smallholders than independent smallholders.

The willingness to innovate was driven by the motivation and responding towards opportunities. The farmer group smallholders were very responsive in utilizing the opportunity as it was shown from the score of loading factor ( $\lambda=0.819$ ). The motivation led to maintain, run and develop the white pepper farming activity. The smallholders considered that there were tremendous benefits in joining the farmer group such as easy to access information, better acquiring transferable technology and knowledge with the experienced colleague and easier access on the subsidized seed and fertilizer.

The risk-taking ability also determined the entrepreneurial characteristics. The study found that independent smallholders were more on risk taker than the farmer group smallholders in the white pepper farming activity. The loading factor of independent smallholders in the risk-taking ability was higher than the farmer group smallholders with  $\lambda=0.771$  and  $\lambda=0.539$  respectively. Most of the time, independent smallholders run the farming activities without receiving any transfer technology and subsidized fertilizer. They also often took the production risk due to inability on the access of subsidized fertilizer as it mostly prioritized to farmer group smallholders. On the other hand, the farmer group smallholders were considered as risk averse. Majority of smallholders' motivation to join with the farmer group was not as their own want but just to get access on the government program. The results were in line with Harun (1996) and Hadi (2011) that in Lombok the farmer group smallholders were the same motivation with white pepper smallholders in joining with the group.

### ***The Entrepreneurial Environment of White Pepper Smallholders***

Being an entrepreneur was a choice as it required the courage to face the uncertainty. Entrepreneurship was defined as a person's skill to respond the environmental change through identifying the opportunity to gain the high working performance (Wulandari, 2009). Pearce & Robinson (1991) argued that the external environment was a situation that can be strength or weakness and influenced someone's decision to act and compete in business. Economic, social, political, technological and ecological factors were examples of external environment.

Entrepreneur had activities in a dynamic environment (Haryani, 2017). It was uneasy for entrepreneur to rely only on the environment. Thus, the role of government in creating the supportive external environment condition on the entrepreneurship activity. The external factor in this study was understood as the behaviour-formed factor that derived from far environment. The factor of business environment was part of the factors affected the behaviour. It was derived from four indicators: input availability, government policy, the solidarity of smallholders and political condition. The result of SEM analysis found that only two indicator variables in strongly reflected the environmental condition: input availability and political condition. On the other hand, the solidarity of smallholders and government policy were otherwise. The result of SEM in the different use of model discovered that there was different on the environmental condition with two groups in the white pepper farming activity. The white pepper activity of the independent smallholders received support on the input availability and political condition. While the white pepper farming activity of farmer group smallholder were supported with the input availability and government policy.

The white pepper farming activity was run by smallholders in vary villages in the province. The environmental identification that supported the white pepper smallholders to have entrepreneurial behaviour was to analyse the model separately for both independent and farmer group smallholders. The study also revealed that there was different form of support from external environment condition towards the white pepper smallholders. The independent smallholders and member of farmer group smallholders gained the environmental support such as input availability. The independent smallholders were lack of support from government policy while the member of farmer group smallholders were the opposite. This difference could be seen from the score of loading factor (Table 1). The score was considered high as it was 0.5 above. This could also be seen at figure 3 and 4.

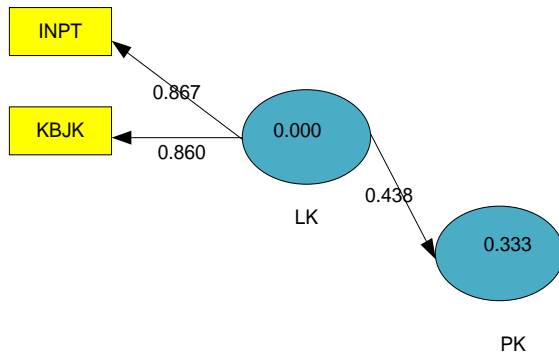


Figure 3 Environmental Characteristics of Farmer Group Smallholders

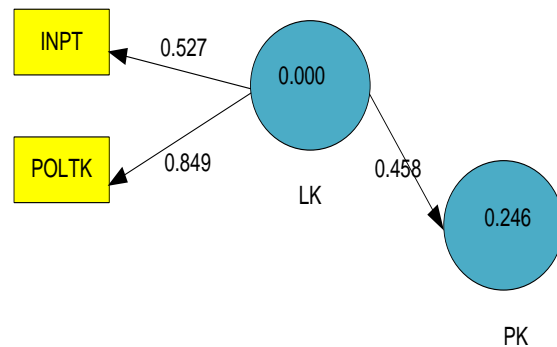


Figure 4. Environmental Characteristics of Independent Smallholders

Input had a crucial role in determining the success process of white pepper farming activity. It should be supported with the availability and the ability of smallholders to access the input. The study revealed that input availability positively reflected the good environmental condition for both farmer group and independent smallholders with the loading factor score  $\lambda=0,866$  and  $\lambda=0,527$  respectively. It was obvious that the farmer group smallholders received more input availability than the independent smallholders.

The political condition was part of external factor that also contributed to the success of white pepper farming activity. The study found that the political condition was only valid to the independent smallholders with the score of loading factor  $\lambda=0.848$ . It was considered as high score. It meant that the support of political condition was only experienced by independent smallholders in doing the white pepper farming activity.

The loading factor score of political condition was invalid in supporting the farming activity of farmer group smallholders. They assumed that the free seed program needed guidance and control in transferring technology. Furthermore, the program was considered as beneficial in reducing the production cost. Hence, to maintain the benefit it required the training on improving the managerial skills on the program so they could be more creative.

The study further revealed that the government policy affected the environmental characteristics of farmer group smallholders ( $\lambda=0.860$ ) while the independent smallholders were on the other way around (Table 1). Surprisingly, the smallholders' solidarity had no significant contribution towards both type of smallholders. The score of loading factor on the government policy was considered as high but it was still less benefit gained by smallholders. It was due to inexistence of the financial access, as a result; they were demotivated (Table 1). Ferediouni (2010) stated that the reason of Iranian people in starting new business was due to the environmental factor. Loan access and ease of doing business were emphasized to be taken into account. On the other hand, the different results were found that government policy and smallholders' solidarity influenced significantly towards the business environment to tempe craaftmen in Bogor (Nursiah *et al.*, 2015), integrated plant and livestock business in Limapuluh Kota (Rahmi *et al.*, 2016) and to the broiler chicken livestock in Jawa Barat (Burhanuddin *et al.*, 2018).

The insignificant contribution of smallholders' solidarity towards the environmental condition to support the entrepreneurial behaviour indicated that the white pepper smallholders still faced difficulties. One of them was organisational issue which required to be taken into account seriously. As it found that there were a lot of inactive farmer group in the field. The interaction amongst smallholders was also considered as low. They had no regular schedule on the process of farming activity such as planting, fertilizing and harvesting. All were done individually and conducted based on their own interest and schedule. It occurred as plenty of smallholders' motive in involving with the farmer group was just to get facility on the subsidized fertilizer. Thus, it required the training and extension to develop the solidarity and collaboration among the smallholders through forming the well-organized farmer group. The farmer group was established not only for the media to get subsidized fertilizer but also to motivate each other, share the resource and solve the problem to achieve the goal of organization. Pichardo *et al* (2012) argued that to establish the effective farmer group it required the collaboration and credibility among the smallholders. It was vivid that the farmer group should be reorganized.

### ***The Entrepreneurial Behaviour of White Pepper Smallholders***

The ability of entrepreneur in facing the dynamic environmental change was shown from the behaviour of daily routines. Supartha (2005) stated that attitude and behaviour of a person in facing the environmental change was a form of entrepreneurial ability. The identification of behaviour could be done through the attribution theory of Fritz Heider in Walgito (2010) who stated that the condition of internal and external factor determined a person's behaviour. It could also be conducted through the approach of entrepreneurial behaviour model adopted from Delmar (1996) who stated that there were two factors that could determine the entrepreneurial behaviour: Individual and environmental factors.

The entrepreneurial behaviour could be formed and observed both directly and indirectly (Bygrave & Zacharakis, 2010). It began with the process on the aspect of cognitive, affective and psychometric. The knowledge (cognitive) and mentality (affective) could not directly be observed while the skills (psychometric) was otherwise (Bird, 1996). The entrepreneurial behaviour of smallholders was on the smallholders' behaviour in the farming activity. The identification of entrepreneurial behaviour was broken into two types of smallholders: farmer group smallholders and independent smallholders. The SEM-PLS' results on the entrepreneurial behaviour's model showed that affective, cognitive and psychometric influenced positively significant towards the entrepreneurial behaviour.

The study found that the model analysis was different for two types of smallholders in terms of dominant behaviour. The score of loading factor of farmer group smallholder was higher than the independent smallholders (Table 1). It showed that smallholders had entrepreneurial behaviour in farming activity. The affective was dominated by independent smallholders whereas cognitive was dominated farmer group smallholders. The results were in line with Nursiah *et al* (2015) who also found that affective, cognitive and psychometric contributed in the tempe craftsmen.

In general, the entrepreneurial behaviour of white pepper farming activity was valid. It was reflected by affective, cognitive and psychometric. Table 1 figured the score of loading factor gaining from each indicator variable of farmer group smallholders were  $\lambda=0,873$ ,  $\lambda=0,898$ ,  $\lambda=0,608$  and of independent smallholders were  $\lambda=0,928$ ,  $\lambda=0,919$ ,  $\lambda=0,772$  for affective,



cognitive and psychometric respectively. It was vivid that the loading factor score of entrepreneurial behaviour was dominated by cognitive. Furthermore, based on the comparison of factor loading score of independent smallholders were more vary than farmer group smallholders one.

The white pepper farming activity were conducted by both farmer group smallholders and independent smallholders. The study discovered that there were different form of entrepreneurial behaviour between farmer group smallholders and independent smallholders. The entrepreneurial behaviour of independent smallholders more dominantly reflected by affective while the farmer group smallholders were the cognitive one. The contribution on the entrepreneurial characteristics and environmental factor towards the entrepreneurial behaviour of both type of respondents was also different (Table 2).

**Table 2. The Effect of Entrepreneurial Characteristics and the Environment towards the Entrepreneurial Behaviour**

Hypothesis	Status of White Pepper Smallholders			
	Farmer Group Smallholders		Independent Smallholders	
	Original Sample	t-value	Original Sample	t-value
Kw ->Pk	0.483	4.506	0.243	2,32
KL->PK	0.271	2.433	0.45	4.837
*significant				

The entrepreneurial behaviour of white pepper smallholders was influenced by the entrepreneurial characteristics and environmental factors (Nursiah *et al.*, 2015). The result of the study explained that there was a different contribution of factors that affected the entrepreneurial behaviour of smallholders. Risk-taking ability was one of variable that can affect the influence of entrepreneurial characteristics (Ahmad, 2016). The positive parameter's estimated coefficient of business environment and entrepreneurial characteristics explained that the entrepreneurial behaviour of smallholders was getting vary. Astuti *et al* (2016) the positive parameter's estimated coefficient illustrated the more vary in the entrepreneurial process.

The conducive business environment determined the creation process of entrepreneur. It can provide business opportunity in the future. It could also lead to development of potential business (Haryani 2017). The result in line with Nursiah *et al* (2015) and Rahmi *et al* (2016) that found that the external factor affected positively significant towards the form of entrepreneurial behaviour.

A driving factor in creating the entrepreneurship was consisted of internal and external factors (Bygrave 2004). The internal factor can create the new entrepreneurship through the entrepreneurial characteristics: risk-taking ability. Nursiah *et al* (2015) argued that the entrepreneurial behaviour could lead to the well performance of activity. The entrepreneurial

behaviour could always grow and develop. One of the ways to do so was by the improvement of the motivation (Puspitasari, 2013).

Setiana (2005) explained that affective was a person's attitude in responding a social phenomenon that could influence the society behaviour. The entrepreneurial behaviour was not only seen from the attitude but also knowledge and skills. The study found that there was a weak contribution from the psychometric and skills. It was used to create innovation product. However, due to some constraints, the innovation was just the change on the use of the new production and change the use of input regularly. Surprisingly, the innovation objective was just to survive the business, to reduce the diseases, to do efficiency of production cost and to improve the production.

### **Conclusion**

There are four entrepreneurial characteristics of white pepper smallholders which are risk-taking ability, willing to innovate, having motivation and responding towards opportunities. Two types of smallholders have different entrepreneurial characteristics. The independent smallholders are dominant at the risk-taking ability and responding towards the opportunity while the farmer group smallholders are dominant at willing to innovate and having motivation. There are three identified entrepreneurial characteristics which are political condition, input availability and government policy. The input availability was dominated by the two types of smallholders but political condition was dominated by independent smallholders while the governmental policy was dominated by farmer group smallholders. The smallholders' characteristics and environmental factor influence positively significant towards the entrepreneurial behaviour of white pepper smallholders. The entrepreneurial behaviour of white pepper smallholders is shown from attitude (affective), knowledge (cognitive) and skills (psychometric) to innovate the farming activity. Finally, the entrepreneurial behaviour of independent smallholders is dominantly influenced by environmental factor while the farmer group smallholders is dominantly influenced by the entrepreneurial characteristics of white pepper farmer.

### **Acknowledgement**

We thank to The Ministry of Research, Technology, & Higher Education for the financial support on the process of fieldwork activities under the scheme of Penelitian Dosen Pemula / Research Grants for Beginner Lecturer. We also would like to thank LPPM (Lembaga Penelitian dan Pengabdian Masyarakat / Institute for Research and Community Services) of Bangka Belitung University for the moral and administrative support so that the research can run well.

### **References**

- Alma, B. (2010). *Kewirausahaan Edisi Revisi*. Bandung. Alfabeta.
- Ahmad, M. Y. (2016). Identifikasi faktor determinan perilaku kewirausahaan ada kelompok tani okiagaru farm desa ciputri kecamatan pacet kabupaten Ciajur. *Jurnal Agroscience*. Vol 6(01).
- Astuti, R. P., Pambudy, R. Burhanuddin. (2016). Dampak Tata Ruang Wilayah terhadap Aktivitas Kewirausahaan dan Pertumbuhan Usaha Peternakan Ayam Broiler di Provinsi Jambi. *Jurnal Tataloka*.18(2):67-75.
- Badan Pusat Statistik [BPS]. 2013. Data Sensus Pertanian Provinsi Bangka Belitung.
- Walgitto, B. (2010). *Pengantar Psikologi Umum*. C.V. Andi Offset, Yogyakarta

- Bird M. J. (1996). *Entrepreneurial Behaviour*. McGraw-Hill Irwin, Singapore.
- Burhanuddin, Pambudi, R. & Wahyudi, A. F. (2018). Analisis karakteristik kewirausahaan dan adopsi inovasi petani kopi di provinsi lampung. *Jurnal Agribisnis Indonesia*. Vol 6(02):73-84.
- Bygrave, W. D. (2004). *The Portable MBA in Entrepreneurship*. Third Edition. John Willey & Sons Inc., New Jersey.
- Bygrave, W. D. & Zacharakis, A. 2010. *The Portable MBA in Entrepreneurship: Fourth Edition*. New Jersey (US): John Willey & Sons Inc.
- Delmar, F. (1996). Entrepreneurial Behavior and Business Performance. Dissertation. Ekonomiska Forsknings Institute. Stockholm.
- Dirlanudin. (2010). Perilaku Wirausaha dan Keberdayaan Pengusaha Kecil Industri Agro: Kasus di Kabupaten Serang Provinsi Banten. [Disertasi]. Bogor (ID): Institut Pertanian Bogor.
- Folke, C. (2006). Resilience: The emergence of a perspective for social-ecological systems analyses. *Global Environmental Change*, 16(3), 253–267.
- Heryanto, M. A. & Nugraha, A. (2018). Analisis Sistem Sosial-Ekologi Lada Putih Provinsi Kepulauan Bangka Belitung. *Jurnal Agribisnis dan Sosial Ekonomi Pertanian UNPAD*. Vol 3 (02)
- Haryani, S. (2017). Pengaruh Lingkungan Kewirausahaan Terhadap Pengembangan Wirausaha Di Kabupaten Sleman. *Jurnal Ekonomi dan Keuangan*. vol 1 (01);24-43/
- Hadisoegondo, S. (2006). Upaya Penumbuhan Wirausaha Baru: Masalah dan Pendekatannya. *Jurnal INFOKOP* 29: 48-62.
- Hadi, A. P. (2011). Pemanfaatan Kelembagaan Pondok Pesantren Bagi Penyuluhan Pertanian dan Pengembangan Agribisnis. <http://kelembagaandas.wordpress.com/agus-purbathin-hadi/>. [6 Okt 2011]
- Mukti, G.W., Rasmikayati, E., Kusumo, R.A.B. & Fatimah, S. (2018). Perilaku Kewirausahaan Petani Mangga Dalam Sistem Agribisnis Di Kabupaten Majalengka Provinsi Jawa Barat. *Jurnal Pemikiran Masyarakat Ilmiah Berwawasan Agribisnis*. Vol 4(1): 40-56.
- Nazir, M. (2003). Metode Penelitian. Jakarta (ID): Ghalia Indonesia.
- Nursiah, T., Kusnadi, N. & Burhanuddin. (2015). Perilaku Kewirausahaan Pada Usaha Mikro Kecil (UKM) Tempe Di Bogor Jawa Barat. *Jurnal Agribisnis Indonesia*.3(2):145-158.
- Pichardo, R. D., Cecillia, C. G, Patricia, L. P. & Gerard, M. (2012). From Farmers to Entrepreneurs: The Importance of Collaborative Behaviour. *Journal of Entrepreneurship* 2012 21: 91.
- Puspitasri. (2013). Pengaruh Perilaku Kewirausahaan Petani Anggrek terhadap Kinerja Usaha: Kasus di Kecamatan Gunung Sindur dan Parung, Kabupaten Bogor, dan Kecamatan Serpong, Kota Tangerang Selatan. [Tesis]. Bogor (ID): Institut Pertanian Bogor.
- Rahmi, K., Baga, L.M. & Fariyanti, A. (2015). Pengaruh perilaku kewirausahaan petani terhadap kinerja usaha pada sistem integrasi tanaman dan ternak, kabupaten lima puluh kota.[Tesis] Bogor (ID): Institut Pertanian Bogor.
- Robinson, P. B., Stimpson, D.V., Huefner, J. C. & Hunt, H. K. (1991). An attitude approach to the prediction of entrepreneurship, *Entrepreneurship Theory and Practice*, 15(4), 13-31.
- Setiana L. 2005. *Teknik Penyuluhan dan Pemberdayaan Masyarakat*. Bogor : Ghalia Indonesia.
- Sulaiman, A. A. & Darwis, V. (2018). Kinerja Dan Perspektif Agribisnis Lada Dalam Upaya Meningkatkan Kesejahteraan Petani. *Jurnal Perspektif* Vol. 17 (1):52-66
- Sumantri B. (2013). Pengaruh Jiwa Kewirausahaan Terhadap Kinerja Usaha Wirausaha Wanita Pada Industri Pangan Rumahan di Bogor. *Jurnal Manajemen Teknologi*. 12(3), 2013.

- Suparta, N. (2005). Pendekatan Holistik Membangun Agribisnis. Cetakan I. Denpasar : CV. Bali Media Adhikarsa.
- Wijanto, S. H. (2008). *Structural Equation Modelling dengan Lisrel 8.8: Konsep dan Tutorial*. Yogyakarta (ID).Graha Ilmu.
- Wulandari, A. (2009). Pengaruh pengaruh lingkungan eksternal Dan lingkungan internal terhadap orientasi Wirausaha dalam upaya meningkatkan Kinerja perusahaan. *Jurnal Pengembangan wiraswasta* vol. 11 (2 ): 142 – 152

# THE LEGEND OF “KANCRA BODAS FISH” OR “GOD-FISH” IN CIBULAN KUNINGAN WEST JAVA INDONESIA AS SUSTAINABLE TOURISM DEVELOPMENT STRATEGIES

Elvi Citraesmana <sup>1</sup>, Wahya <sup>2</sup> and Fatimah Djajasudarma <sup>3</sup>

<sup>1</sup> Senior Lecturer of English Studies Program at Faculty of Cultural Sciences; Universitas Padjadjaran

<sup>2</sup> Senior Lecturer of Indonesian Studies Program at Faculty of Cultural Sciences; Universitas Padjadjaran

<sup>3</sup> Professor Emeritus of Linguistics at Faculty of Cultural Sciences, Universitas Padjadjaran

---

**Abstract:** *Kuningan society believes that kancra bodas fish or well-known as God-fish is a sacred fish. They believe that this God-fish is an incarnated of Prabu Siliwangi's troops. It is said that Prabu Siliwangi was a very wise and fair leader. The people at that time loved him so much and obeyed all his rules also gave him a respect. However, not all the member of Prabu Siliwangi's society respected and obeyed the rules, there were troops who considered as against his rules and intended to do a cope to his legal government. Those rebel troops were then being cursed and turned out to be fish. Those God-fish still exists up to now. This legend has its own magical attractiveness to the tourists who come and visit Cibulan-Kuningan. This article is aimed at describing how the legend of Kancra Bodas fish or God-fish could raise a sustainable tourism development strategies.*

**Keywords:** *God-fish, Prabu Siliwangi, sustainable, tourism, strategies*

---

## Introduction

Indonesia has many tourist destination whether offering culinary, scenery, or culture trip, however if we search for the tourist destination in Indonesia as the keywords, there are listed only 15 the most beautiful places to visit in Indonesia as culture trip see <https://theculturetrip.com> > asia > indonesia > articles > the-10-most-beautiful... The places which this website offered are Dieng Plateau, Borobudur Temple, Komodo National Park, Raja Ampat, Mount Bromo, Ubud, Lake Toba, Tana Toraja, Tanjung Puting National Park, Derawan Islands, Bangka Belitung Islands, Wae Rebo Village, Lombok, Nusa Islands, Bukittinggi. In my assumption, whether those places are recognized by International visitors or those places have a good tourism development strategy.

This article discusses the place which is probably still untouchable by International visitors, yet they have a potential to sell the their story legend to attract more visitors both domestic and International tourist to come to this place.

Kuningan consists of 18 districts. Cibulan is located in Jalaksana district, Maniskidul village office. Based on information in book guidance published by Kuningan district local Government - Education and Culture Service, in Kuningan there are 143 sites consisted ancient graveyard, statues, and legend waterfall.





Picture 1. Sites Map in Kuningan District

Cibulan is one of tourist destination located about 7 km from the center of Kuningan. In this destination, visitors could go swimming along with the fish. Swimming with fish is one effort to attract more visitors to come. There are two swimming pools built in 5 hectares consists of two big pools sized 35 x 15 square meters with depth about 2 meters, while the second pools sized 45 x 15 square meters divided into two pools with depth of 60 cm and 120 cm each.

The uniqueness of those pools are they contain of Kancra bodas fish (*Labeobarbus Dournesis*) or well-known as God-fish. These fish are benign, people could go swimming along with fish. Also it is believed that if people could touch this fish they will have blessed by God. Visitors could swim and touch the fish, however they cannot take the fish out of pool to be consumed. Local people believe if they take the fish out of the pool they will be having cursed or get the accident.

Other story said that the amount of God-fish neither decrease nor increase. There are none of them ever count the amount of fish but this is a kind of the belief of local people. The faith of local people to the story legend of Prabu Siliwangi and also the existence of God-fish offer new benefit and new perspective to the tourism industry in especially Kuningan district. The prohibition of not taking the fish out of the pool and prohibited to consume by people teach the local people to maintain the existence of fish ecology in this area.



Picture 2. The gate of Cibulan tourist destination



Picture 3. Cibulan's swimming pool contain the God-fish

As cited from <https://kuninganmass.com> > business > tourism > objek-. it is said that tourist destination in Kuningan tries his best effort to compete in National tourism. This effort has not only positive side but also negative side. The positive side is that this effort has good impact to the income of people in Kuningan, on the other hands, the old people tend to be worried that this tourism development strategies would destroy the ecosystem and ecological lives of the environment. The legend of Kancra bodas fish or well-known as God-fish gives a good insight for tourism industries in order to sustain the ecological system also the local wisdom whether for native people or non-residence one.

## Literature review

### *The concept of sustainability*

The term of sustainable is still arguing by many scholars. As cited in Sustainable Tourism. Theory and Practice (2008) this terminology is still evolving especially in tourism sector both internal and external. Why is it so difficult to define the terminology of sustainability? According to Mowforth and Munt (2016) the different meanings of sustainability terminology is caused by different perspective between individuals, organizations and social groups. The transnational corporation has different interpretation of sustainability from those of communities and activists. In the transnational corporation's point of view, the sustainability still concerns of controlling the customer's buying habit. This sustainability is a kind of buying product which is based on their concern for the environment. Meanwhile, communities and activists strongly argue and against the concept of sustainability proposed by transnational corporation. They are suspicious that this corporation hides something behind the concept of sustainability. So that is why they struggle to resist the destruction of the countryside (Mowforth and Munt, 2016).

Furthermore, Mowforth and Munt (2016) also had difficulties in defining the word sustainability. According to them, the term of sustainability containing a contested concept i.e. a concept constructed both socially and politically in which it shows the attentiveness and values for those involved. Mowforth and Munt try to explain the meaning of sustainability in a broader context. Based on Mowforth and Munt's understanding how to define the word sustainability depends on different ideas in which this word is used, whether sustain advantage in tourism industry, sustain used by social classes to preserve particular holidays, or sustain used by 'host' communities in order to deny the access to the outsiders. Based on those perspectives, we can say that the word sustainability is "*a concept charged with power*" also "*a direct reflection of the explicit and implicit connections that people make*" (Mowforth and Munt, 2016; Williams, 1988: 15).

### ***Sustainability in tourism***

Other interpretations of sustainability are still contrast between environmentalists and industrialists. To environmentalists sustainability concerns of natural resources, the necessity to maintain and keep safe natural environment, while to the industrialists the meaning of sustainability is the chance to get bigger financial gain, to make less of costs, gain customers and keep hold of market share (see Mowforth and Munt, 2016: 6). World Bank and International Monetary Fund (IMF) have their own perspectives of the representation of tourism and sustainability. They have a keen different opinion from local communities in the countries in which the law of local government should be put in (Mowforth and Munt, 2016: 7).

Based on the theorists, there are three notions that are fundamental to the analysis of new tourism: globalisation, sustainability and development (Mowforth and Munt, 2016: 48). We have discussed the inequitable nature of general capitalist growth (Allen and Massey, 1995; Daniels et al., 2001; Smith, 1984) and deduced that globalisation and sustainability are concurrent universalistic discussion (Mowforth and Munt, 2016: 34).

According to Rist (1997) the source of sustainability derived from Western craze for ecology and environmental matters. The term of sustainability is also interpreted in economic, cultural and social field. In line with Rist, Mowforth and Munt (2016) also believe that “*sustainability is a crucial part of the ideology of the New World Order and all the trends and tendencies that are associated with it.*” In addition, the term ‘sustainability’ in the field of tourism has been taken over by many sides in order to give moral goodness, and qualification to tourist activities. The practice of tourism bears the new forms of tourism and the sustainable tourism has spread all over the world as the attractive tourist destination.

### ***Folklore and legend***

Legend is part of folklore. There are various form of folklore such as myths, folktales, legends, folksongs, proverbs, riddle, games, dances and many others. In this subsection, we should discuss the understanding between folklore and legend since they are inseparable. We cannot understand legend unless we view folklore in a particular way.

One of folklorist, suggests that folklore should be taught by teachers to students so teachers would understand their students better and by teaching folklore students would understand about world and human condition (Dundes in Bronner, 2007). According to Dundes folklore offers insight into instruction, since “*folklore is an essential way that cultural knowledge and wisdom is passed down from generation to generation and from peer to peer*” (in Bronner, 2007). Furthermore, Dundes believes that folklore could develop tolerance and students could learn their own cultural traditions.

Based on Dundes’s opinion children’s folklore is not something to be kept but rather to make into public. Since, folklore is a kind of people’s reflection or people’s own description. Dundes also describe the difficult situation during African, Americans and Vietnamesse Civil Rights movement and the Vietnam war into folklore. He tried to explain using the alternative answers whenever he described the presence of Cold War into the riddle joke of “what’s black and white and red all over?” Dundes also argued that the conflict emerged in Cold War was due to “*ethnic and international tension grounded in cultural misunderstanding.*” so, Dundes hoped that by teaching folklore, teachers would give the best insight of cultural understanding for their students.

Dundes's career as folklorist proposed the principles of modern concept of folklore. In Dundes's opinion that folklore should be constantly created "*anew contemporary life*". He said that "*it is not a relic of the past, as many people believe, but an expression of present-day issues.*" According to Dundes, there should be the need for cross-cultural research as the purpose in order to form an international folkloristics. He also objected to the tendency of dividing folklore into national categories. In his opinion, it might lead to difficulties in declaring that traditions belong to distinctive and unique location.

Based on the argumentation of Dundes, it is understood that folklore holds the key to the local wisdom in which this local wisdom should be passed on from generation to generation. By learning folklore, it is hoped that next generations have a good insight of their native story and knowing them as part of their mother's or native cultures. Folklore is the way people describe themselves and bring out the evidence through legend. Legend is the story which is supported by the physical evidence. Such as the legend of God-fish in Cibulan, Kuningan, West Java, Indonesia.

### ***The legend of Kancra Bodas fish or God-fish as Sustainable Tourism Development Strategies***

Kancra bodas fish or well-known as God-fish is a sacred fish for Kuningan society, especially to the people who live in Maniskidul village and surround. This belief is not only emerged in Maniskidul village but also to the people of Kuningan West Java. This fish is still believed as the blessing fish. Kuningan people also believe that if someone touch this fish, he has a blessing from the God.

Recently, this legend has been spread out outside Kuningan and this legend also is registered as one of the popular tourist destination in Indonesia. People usually go to Kuningan and visit Cibulan as the place where the legend of God-fish emerged. There are lots of legend story in Cibulan. As we visited this place, we interviewed one of the caretaker in order to dig the information of Prabu Siliwangi as it is believed that Prabu Siliwangi was the leader in that district.

Deriving from the legend, based on the story of the caretaker that God-fish is the incarnation of Prabu Siliwangi's troops who betrayed him and acted against his rules. Those betrayal troops was cursed and incarnated into fish. Those fish still exist up to now. Even though, God-fish is incarnated of the betrayal troops, Kuningan people still believe that those fish cannot be fishing since they are sacred. The people also believe that if they take this fish they will be having accident.

Based on that story, we can see that legend is part of folklore. Folklore is a crucial way that cultural knowledge and wisdom is passed down from generation to generation and from peer to peer (Bronner, 2007). The legend story of God-fish also is part of cultural knowledge and local wisdom which is passed down to next generation. The purpose of this is to teach the next generation how to obey and respect the prohibition that occurs in their own area.

The legend of Kancra bodas fish or God-fish is one of Indonesian district government efforts to sustain the existence of God-fish. The existence of God-fish along with the legend of Prabu

Siliwangi bring about the interesting story to the tourism industry in order to attract the tourist not only to come and visit but also to learn about the historical story of Prabu Siliwangi.

### Conclusion

The legend of Kancra bodas fish or well-known as God-fish is the effort of Indonesian local government to maintain the existence of God-fish as the sustainability tourism development strategies. Offering the story legend as one of the tourist destination also will attract more visitors to come. Through the story legend there are four important factors which will be beneficial for Cibulan tourist destination, that is the increasing numbers of visitors, maintaining the existence of God-fish, teach the younger or next generation and visitors to learn and practice the local wisdom into their daily lives and also pass down this story legend to the next generation so this story legend still persists in the society whether inside or outside Kuningan society.

### References

- Culture Trip Ltd.* (2019, June 11). Retrieved November 15, 2019, from Culture Trip Guide  
Web site: <https://theculturetrip.com/asia/indonesia/article/the-10-most-beautiful>
- Kuninganmass.com.* (2019, March 10). Retrieved November 15, 2019, from Kuningan (Mass)  
Web site: <https://kuninganmass.com>
- Ateljevic, I., Pritchard, A., & Morgan, N. (2007). *The Critical Turn in Tourism Studies. Innovative Research Methods.* Amsterdam: Elsevier.
- Bronner, S. J. (2007). *The Meaning of Folklore. The Analytical Essays of Alan Dundes.* Utah: Utah State University Press.
- Kebudayaan, P. K. (2017). *Warisan Tempo Dulu. Fakta dan Data Situs-situs Kabupaten Kuningan.* Kuningan: CV. Banyu Wening Leading Victory.
- McKercher, B., & Cros, H. d. (2002). *Cultural Tourism. The Partnership between Tourism and Cultural Heritage Management.* New York: Routledge.
- Mowforth, M., & Munt, I. (2016). *Tourism and Sustainability. Development, Globalisation, and New Tourism in the Third World.* New York: Routledge an imprint of Taylor and Francis Group.



# THE IMPLEMENTATION OF *STRATEGIC MANAGEMENT ACCOUNTING* THROUGH LOCAL GOVERNMENT INNOVATION AND ITS IMPACT ON THE ACCOUNTABILITY OF GOVERNMENT PERFORMANCE

Ira Novianty

Politeknik Negeri Bandung, Indonesia; Email : ira.novianty@polban.ac.id

---

**ABSTRACT:** *Competition does not only occur in business fields but also in local governments. It happens because each local government is evaluated and will acquire report according to its performance. This performance report will be the basis to determine the amount of incentive it can get. The principles of participation, transparency, and accountability are three important components to measure the performance of local government. Achieving good performance cannot be separated from the government's effort to create innovations. One of the innovations can be seen through the implementation of bureaucracy reform. Based on the evaluation toward the implementation of bureaucracy reform in 34 provincial governments in Indonesia, it is found that only 16 (47.06%) provincial governments have Bureaucracy Reform Index above 60 ("Good" category). It even goes worse for the local governments; only 4.13% of the total numbers of local governments in Indonesia have Bureaucracy Reform Index categorized as "Good". It requires a strategy from local governments to improve the accountability of their performance through an innovation. One of the innovations the government can apply is through Strategic Management Accounting technique. The data of this study were collected using interviews and documentation by examining various relevant laws and written regulations belonging to local governments, such as various regulations on financial management and the Government Financial Accountability Report (LAKIP).*

**Keywords :** *Strategic Management Accounting, Local Innovation, Performance Accountability*

---

## Introduction

### Background of the Study

Nowadays, competition does not only appear in business fields but also in local governments. The competition among local governments occurs because each of them will be evaluated and receive a report according to its performance. This performance report becomes the basis of determining the amount of incentive a local government can acquire. The Governor of West Java stated that his government will implement a special mechanism to be the guideline for giving incentive for the regions which can give best performance. Local governments with the best performance will be proposed to receive not only Special Allocation Fund (DAU) in accordance with Government Regulation No. 33 of 2018 but also non-budget incentive. The regions that get best performance report will be prioritized in infrastructure development and also be promoted as tourism as well as investment areas. This mechanism will encourage local governments to compete to be the best since the incentive will increase the potential of their regions to be visited by tourists and investors.



The principle of participation, transparency, and accountability are three important components for measuring the performance of local governments. Other measurement alternatives refer to Bureaucracy Reform Index of Ministry of Empowerment of State Apparatus and Bureaucracy Reform (Kemen-PAN RB) and the Ministry of Domestic Affairs through the Evaluation of Local Government Performance (EKPPD). Therefore, achieving good performance cannot be separated from the government’s efforts to create innovations.

The implementation of bureaucracy reform in local governments is still problematic and far from expectation. The evaluation toward the implementation of bureaucracy reform in 34 provincial governments in Indonesia found that only 16 (sixteen) provincial governments have acquired the Bureaucracy Reform Index above 60 (categorized as “Good”), or 47.06% of the whole provinces in Indonesia. It goes even worse for local governments. The evaluation toward the implementation of bureaucracy reform in 514 local governments found that only 21 (twenty one) local governments have acquired the Bureaucracy Reform Index above 60 (categorized as “Good”), or 4.13% of the whole local governments in Indonesia. This statistic shows the urgent needs to improve the Bureaucracy Reform Index in Indonesia.

Some weak points on the management of local governments are among others caused by internal supervision that has not been able to prevent corruption and irregularities effectively, the commitment of the leaders toward changes that has not been seen clearly, the reinforcement of organization and management that has not been able to improve the effectiveness and efficiency of budget use in realizing public expectation, and some local regulations that are overlapped and counterproductive toward the local development (LAKIP, 2017).

In addition to these bureaucracy reform problems, there are also other problems related to government performance accountability. The Ministry of Empowerment of State Apparatus and Bureaucracy Reform (PAN RB) has conducted an evaluation on accountability of government performance from 2015 to 2017, which is called Performance Accountability System of Government Institution (SAKIP). The report of the evaluation toward local governments shows unsatisfactory result as presented in the table below.

**Table 1.1**  
**Evaluation Results on the Implementation of SAKIP toward Local Governments**  
**2015 - 2017**

Score Scale		2015	2016	2017
Category	Range			
AA	90 – 100	0	0	0
A	80 – 90	1	2	2
BB	70 – 80	7	10	20
B	60 – 70	31	57	150
CC	50 – 60	174	199	142
C	30 – 50	239	193	153
D	0 – 30	14	14	8

Source: LAKIP KeMenPAN 2017

The above table shows that in 2017, 63.8% of local governments in Indonesia were in C, CC, and D categories, which means that those local governments had not been able to provide a good system for managing the performance. The available system still needed to be improved a lot and there were even some unreliable systems used, even though there had been an increase in the number of regions which scored better than before.

The performance accountability assessment system includes five components; (1) development planning program, (2) individual performance, (3) evaluation measurement, (4) performance documents, and (5) local government performance. One of the indicators of measurement is the implementation of development which is aimed at public interest. According to the Minister of PAN RB, most of local governments out of 500 local governments in Indonesia are still at C and CC categories. As a result, Rp 400 trillion is not fully absorbed for local development.

## Literature Review

### *Strategic Management Accounting*

*Strategic Management Accounting* was first proposed by Simmonds in 1981. Simmonds (1981) defines *strategic management accounting* as a provider and analyzer of management accounting data related to a business and its competitors. It is used in developing and monitoring business strategies. *Strategic Management Accounting* is a process of identifying, collecting, selecting, and analyzing accounting data, to help management make strategic decisions and assess the effectiveness of an organization (Hoque, 2003). *Strategic Management Accounting* refers to internal or managerial accounting which is related to providing management accounting information for various purposes (Roslender, 2010). It is closely related to conventional management accounting practices carried out by the organization internally to the external approach by concerning the customers, competitors, and the market (Oboh & Ajibolade, 2017).

Other *strategic management accounting* techniques developed and used in various studies are presented as follows:

**Table 2.1**  
**Essential Techniques in *Strategic Management Accounting* Toolbox**

SMA Techniques Category	SMA Techniques	Guiliding et al. (2000)	Cravens & Guiliding (2001)	Cinquini & Tenucci (2007)	Cadez & Guiliding (2008)	Shah et al. (2011)	Fowzia (2011)
Costing	Attribute costing	√	√	√	√	√	√
	ABC/M		√	√		√	√
	Life-cycling costing	√	√	√	√		√
	Quality costing	√	√	√	√		√
	Target costing	√	√	√	√		√
	Value-chain costing	√	√	√	√	√	√
	Benchmarking		√	√	√		√

Planning, control and performance measurement	Integrated performance measurement/BSC		√	√	√	√	√
Strategic decision-making	Strategic costing (strategic cost management)	√	√	√	√	√	√
	Strategic pricing	√	√	√	√		√
	Brand valuation (budgeting and monitoring)	√			√	√	
Competitor accounting	Competitor cost assessment	√	√	√	√	√	√
	Competitor position monitoring	√	√	√	√		√
	Competitor performance appraisal	√	√	√	√	√	√
Customer accounting	Customer profitability/cost analysis		√	√	√		√
	Lifetime customer profitability analysis				√		
	Valuation of customers as assets				√	√	

Source: Ana Juras (2014)

There are many *strategic management accounting* techniques that have been developed but the use has not been widely adopted. It becomes a challenge for accounting practitioners to adopt the techniques, especially those which are appropriate (applicable) to government sector. In public sector, the strategies to be applied focus on how to influence people in speaking, thinking, and behaving (Höglund & Svärdesten, 2018).

### Local Innovation

Government Regulation of the Republic of Indonesia No. 38 of 2017 regarding Local Innovation defines it as all forms of renewal conducted in managing local government. Local innovation is aimed to optimally support the improvement of local government and public service performance in order to realize public welfare.

Local innovation aims to improve local government performance in managing the region. To achieve this goal, local innovation is targeted at accelerating people's welfare through:

1. improving public service,
2. empowering and improving public participation, and
3. increasing region competitiveness

Local innovation can be manifested in various forms, such as innovation on local governance, public services, and/or other local innovations which are in accordance with the regional authority.

According to Government Regulation No. 38 of 2017, local innovation is conducted based on several principles; (1) efficient, (2) effective, (3) improving service quality, (4) no conflict of interest attached, (5) oriented in public interest, (6) transparent, (7) meeting the value of equity, and (8) accountable (the result is not aimed for personal interest).

### **Accountability**

Presidential Regulation No. 29 of 2014 regarding Performance Accountability System of Government Institution states that performance accountability is the manifestation of government obligations to account for the success or failure of the implemented programs and all activities mandated by the stakeholders in order to achieve the organization missions that can be measured by the achievement of intended targets which is seen through periodical government performance report.

According to Mardiasmo (2009: 20), public accountability is the obligation of a mandate holder (an agent) to provide accountability as well as to present, report, and reveal all activities under his responsibility to the mandate giver (the principal) who has the right and authority to do so. There are two types of public accountability (Mardiasmo: 2009), which are:

#### 1. Vertical Accountability

Vertical accountability is the accountability of funding management to the higher authorities, for example the accountability of working units to local governments, the local governments to central government, and the central government to People's Consultative Assembly (MPR).

#### 2. Horizontal Accountability

Horizontal accountability is the accountability to public or community.

The purpose of public accountability urges public sector institutions to also pay more attention to horizontal accountability rather than just to the vertical one.

## **Research Methodology**

### **Research Method**

This research used qualitative explorative method which aims to deeply explore the factors or causes of something that has not been specifically known. The data were obtained from primary and secondary sources in the form of Government Regulation regarding Local Financial Management and Government Financial Accountability Report (LAKIP) of Local Government of West Java Province. The data were collected through interviews, observations, and documentations.

## **Results And Discussion**

### ***Strategic Management Accounting and Local Innovation***

Each local government has its own local apparatus with their own main duties and functions which are in accordance with Government Regulation No. 18 of 2016 regarding Local Institutions and Apparatus. The implementation of this Government Regulation is then derived in the form of local regulation. Every Local Apparatus Organization (OPD) or Local Government Agency (SKPD) has obligation to account for its performance through Government Performance Report (LAKIP) which are combined to be the LAKIP of Local Government.

Referring to the Regulation of Ministry of Empowerment of State Apparatus and Bureaucracy Reform No. 53 of 2014 regarding Technical Guidelines of Performance Agreement, Performance Report, and Procedures of Reviewing Government Performance Report, LAKIP is a realization of Government Work Plan. Government Work Plan consists of at least Government Performance Agreement. Government Performance Agreement is a document of assigning jobs, given by higher authority to lower authority to carry out certain programs or activities, accompanied by a performance indicator. Performance indicator is the measurement of success which depicts the achievement of performance, program, as well as activity results. This indicator must be aligned among the levels of organization units. The indicator should also meet some criteria, such as (1) specific, (2) measurable, (3) achievable, (3) relevant, and (4) meet the specific period of time. A local government which can achieve or even exceed the target and is considered “Good” based on LAKIP will foster the trust from public. On the other hand, if LAKIP depicts bad performance, the public trust toward the government will decrease. According to Article 16 of Presidential Regulation No. 29 of 2014 regarding Performance Accountability System of Government Institution, the measurement of government performance is carried out by:

1. comparing the targets and the realizations of performance stated in the document of Performance Agreement in implementing the current State Budget / Provincial Budget (APBN / APBD) and
2. comparing the realizations of program performance up to the current year with five annual performance targets planned in the State Ministry / Institution / SKPD Strategic Plan.

In order to obtain good LAKIP, a government surely has to have a certain strategy to achieve performance targets that have been promised. Local government is permitted to create innovations as well as to develop or adopt good strategies in order to improve its performance, including those related to local financial management. The innovations created by government as a public sector depends on strategic management approach it uses to develop those innovations (Arundel, Bloch, Ferguson, 2019). The government strategy to achieve transparent and accountable financial management as well as good financial performance can be done by implementing *the strategic management accounting*.

One of the techniques used in *strategic management accounting* is planning, controlling, and performance measuring by applying *Balance Scorecard* approach (Cravens & Guilding, 2001; Cinquini & Tenucci, 2007; Cadez & Guilding, 2008; Shah et al., 2011; dan Fowzia (2011). *Balanced Scorecard* (BSC) is a performance measurement system which combines financial and non-financial factors. It was firstly introduced by Kaplan & Norton in 1990s. The BSC concept is also applied in government institution as stated in the Regulation of Minister of Domestic Affairs No. 86 of 2017 regarding Procedures of Planning, Controlling, and Evaluating Local Development, Procedures of Evaluating Local Regulation Plan about Local Long-Term Development Plan and Local Medium-Term Development Plan, and Procedures of Altering the Local Long-Term Development Plan, Local Medium-Term Development Plan, and Local Government Work Plan.

Strategy mapping is needed to create a strategy formulation that is in line with the right chosen program in government institutions. Thus, the strategy formulation is aligned with these four perspectives (Regulation of Minister of Domestic Affairs No. 86 of 2017):



1. community and service perspective: how the strategy can give direct impact to service users or community and other stakeholders;
2. internal process perspective: the strategy must be able to improve the process and give additional value on the bureaucracy process (internal business process);
3. institutional perspective: the strategy must be able to utilize the investment put on system, technology, and human resource in order to ensure the implementation of long-term good governance; and
4. financial perspective: the strategy must be able to put the financial aspect as a goal as well as a constrain (cost-effectiveness) and to achieve the greatest benefit by maximizing the use of limited fund (allocative efficiency).

The implementation of BSC in government institutions or other public sectors cannot be separated from local innovation. Local innovation has been stipulated in Government Regulation No. 38 of 2017 which guarantees every government to be able to conduct any renewal in the process of governing in order to support the achievement of good governance. One of the purposes of local innovation is to improve public service. It cannot be separated from information and communication technology as well as digitalization.

Local innovation can also boot the income of the region. An example can be seen from a recent local innovation of Government of West Java Province called *Samsat J'bret* or *Samsat Jawa Barat 'Ngabret'*. This program is a local innovation and collaboration of One-Stop Administration System (Samsat) Advisory Team of West Java in order to simplify the payment process of annual Motor Vehicle Tax (PKB). This service allows West Java taxpayers to pay their annual PKB in police office, *Indomaret*, *Alfamart*, *Alfamidi*, and through financial technologies such as *Tokopedia*, *Bukalapak*, and *Kaspro*. This innovation makes the process of paying annual PKB becomes easier, cheaper, and quicker. It also increases public service transparency and provides ease because it utilizes public service digitalization.

The local innovation made by the Government of West Java Province is one of the government's strategies to conduct direct interaction with society as the service users. Providing easy access for the taxpayers is a way for the government to improve the process of paying annual PKB. People no longer need to wait for a long time to make the payment. They do not need to go to *Samsat* office; lingering for minute even hour just to wait for their turn. Technology sophistication in online tax payment system will cut the bureaucracy process and surely become a valuable innovation in bureaucracy process (internal business process).

Seeing from institution side, the Government of West Java Province must have gone through a very careful planning process in realizing this innovation, in the terms of system, technology, and human resource investment in order to achieve good governance. This innovation will eventually give impact on local financial aspect. The great investment on this innovation is expected to earn great benefits; which is the increase in local tax revenues.

### **Accountability of Local Government Performance**

The accountability of local government is the liability on what has been done by the local government; the success or failure of the government to achieve the promised performance targets. This accountability is in the form of a report. Accountability Report reflects how a government is managed. Good performance achievement depicts good governance. One way to realize good governance is by improving the innovations in government. According to

Government Regulation No. 38 of 2017, local innovation guarantees every government to be able to conduct any renewal in the process of governing in order to support the achievement of good governance. The purpose of local innovation is to improve local government performance in managing its region, and is aimed to accelerate public's welfare.

Local innovation can improve the accountability of local government performance. One of the examples can be seen from a public service innovation developed by West Java Province for paying Motor Vehicle Tax (PKB). This online application, called *Samsat Jawa Barat Ngabret* (*Samsat J'Bret*), has 5 (five) service innovations. These services can be used by those taxpayers under West Java Regional Police Area to pay their annual PKB. Those five service innovations are:

1. the payment of PKB and Compulsory Contribution to Traffic Accident Insurance Fund (SWDKLLJ) through BJB (*Bank Jawa Barat*, West Java Bank) teller;
2. the payment of PKB and SWDKLLJ through Financial Technology (*Fintech*) startup industries such as *Tokopedia*, *Kaspro*, *Bukalapak*, Payment Point Online Bank (PPOB), and modern stores such as *Alfamart*, *Alfamidi*, and *Indomaret*;
3. the issuance of electronic Statement of Payment Obligation (e-SKKP);
4. the printing of electronic Validation of Vehicle Registration Card (e-Sah) through *Samsat Mobile Jawa Barat* (SAMBARA) application; and
5. the validation of Vehicle Registration Card (STNK) by Traffic Police Unit under West Java Regional Police Area by scanning the QR Code in SAMBARA.

This innovation of *Samsat Online* results on easier, quicker, more transparent, and more accountable public service. Transparent and accountable government management is the manifestation of good governance.

The government management can be also seen from Government Performance Accountability Report (LAKIP). LAKIP is the medium to account for the success or failure of the targets and government achievements in implementing the programs. It is composed periodically at the end of every budget year and becomes the medium of accountability and manifestation of government obligations. Besides, LAKIP also acts as a controller, a performance measurement, and a catalyst to obtain good governance. In a broader perspective, LAKIP acts as a public accountability medium. It indicates the achievement of a government in achieving targets. The government performance is considered good if the targets can be achieved, for example the increase in capacity and accountability of financial and local assets management. It is depicted by the WTP opinion by Audit Board (BPK) toward Government Financial Report, SAKIP value, and the number of SKPDs set as Corruption-Free Area (WBK).

### **Conclusion**

The urge for government's transparency and accountability continues to increase. The government has an obligation to account for the budget that has been mandated. On the other hand, public's demand on better services also increases. Therefore, the government needs to have better strategy in order to gain good performance accountability as well as to improve the quality of public services. The government is permitted to create innovation and to develop or adopt good strategies to improve its performance, especially those related to local financial management.

The government's strategy to achieve transparent and accountable financial management as well as good financial performance can be implemented through *strategic management*

*accounting with planning, controlling, and performance measuring* techniques by applying *Balanced Scorecard (BSC)* approach. In government institutions, it can be realized through local innovation which aims to improve government performance accountability and simplify bureaucracy.

### Suggestion

The current research implemented descriptive qualitative method and applied *strategic management accounting with balanced scorecard* approach. It is suggested for the next researchers to apply quantitative causality method by using *balanced scorecard* and *sustainability strategy*.

### Reference

- Arundel, A., Bloch, C., & Ferguson, B. 2019. *Advancing innovation in the public sector: Aligning innovation measurement with policy goals*. Research Policy. 48(3) pp.789-798.
- Höglund, L. & Svärdsten, F, 2018. *Strategy Work in The Public Sector: A Balancing Act of Competing Discourses*. Scandinavian Journal of Management (3) pp.225–232
- Hoque, Z. 2003. *Strategic Management Accounting*. Sapiro Press USA.
- Juras, A. 2014. *Strategic Management Accounting – What is the current state of the concept?*. Economy Transdisciplinarity Cognition.17(2) pp. 76-83
- Laporan Akuntabilitas Kinerja Instansi Pemerintah Tahun 2017. Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi.
- Oboh, C.S., & Ajibolade, S.O. 2017. *Strategic management accounting and decision making: A survey of the Nigerian Banks*. Future Business Journal (3) pp. 119–137
- Presidential Regulation of the Republic of Indonesia Number 29 of 2014 regarding Performance Accountability System of Government Institution
- Government Regulation of the Republic of Indonesia Number 38 of 2017 regarding Local Innovation
- Government Regulation Number 18 of 2016 regarding Local Organizations and Agencies.
- Regulation of the Minister of Empowerment of State Apparatus and Bureaucracy Reform Number 53 of 2014 regarding Technical Guidelines of Performance Agreement, Performance Report, and Procedures of Reviewing Government Performance Report.
- Regulation of the Minister of Domestic Affairs Number 86 of 2017 regarding Procedures of Planning, Controlling, and Evaluating Local Development, Procedures of Evaluating Local Regulation Plan about Local Long-Term Development Plan and Local Medium-Term Development Plan, and Procedures of Altering the Local Long-Term Development Plan, Local Medium-Term Development Plan, and Local Government Work Plan.
- Roslender, Robin and Hart, Susan J.. 2010. *Strategic Management Accounting: Lost in a Name?*
- Simmonds, K. 1981. *Strategic Management Accounting*. Management Accounting (UK), 59(4) pp. 26-29
- Sugiyono. 2017. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

## THE INFLUENCE OF JOB RESOURCES AND PERSONAL RESOURCES ON JOB ENGAGEMENT AMONG EVENT CREWS AT EVENT MANAGEMENT COMPANIES IN KLANG VALLEY.

Muhammad Hafizi Zamri\*, Idaya Husna Mohd, Tuan Badrol Hisham Tuan Besar,  
Wan Soraya bt Wan Abdul Ghani, Abdul Hamid Abdul Halim

Faculty of Business and Management, Universiti Teknologi Mara, Puncak Alam, Malaysia

\*Email: [muhamm9811@uitm.edu.my](mailto:muhamm9811@uitm.edu.my)

---

**Abstract:** *Job resources and personal resources plays an important role in employee's job engagement. Therefore, this study propose a conceptual framework to investigate the influence of job resources and personal resources on job engagement among event crews in the event management companies within Klang Valley. Our Aim is to collect the data from 50 event companies, which have all together 500 event crews. At the end of this study, it will provide a better view for the organization in the process to prepare suitable resources and environment that can enhance work engagement among the event crews. Organization can also identify any event crews that has low engagement with the work so that both event crews and event management companies can take action and correct it accordingly. This study also look forward to provide an evidence on how job and personal resources association with work engagement will help the organization to develop some strategies in order to make improvement for more positive result.*

**Keyword:** *Job Engagement, Event Management, Job Resources, Human Resources Management.*

---

### Introduction

In work perspective, work engagement is known as when an employee has passion towards the work that he or she done in the organization. It also can be defined as participation of the employee when he or she attracted to the work that they done for the organization. This is important for the organization to have this kind of employee which is engage with the work as it gives positive aura to the organization too. For example, come to the work with happy mood, complete the work with quality and give satisfaction not only to his or herself but the organization also. However, there are many factors that might influence the work engagement such as personal and job resources. By conducting pilot studies, there are some problem can be detected from the studies. Typically pilot studies collect data from the ultimate subject of research project to serve as guide for the larger study. The data collection is informal and the aim is to find opinion and information about the problem that may occur to the organization. As it is informal data collection, the response receive from the subject is spontaneous and unstructured.

Starting from the issue with absenteeism, resignation of the employee in this organization also occurs. As employee has low engagement with the work in the organization, it leads employee

to resign from the work. Resignation from the work may cause by the other factor and not only resources that provided by the organization or personal. The factor of the work engagement is resources which are job and personal resources. Job resources mean those physical, social, or organizational aspects of the job that may be functional in achieving work goals in the organization. It also stimulate personal growth, learning, and development (Bakker and Demerouti, 2007; Schaufeli and Bakker, 2004). Job resources show that how the employee may engage with the work in the company. The good job resources may lead employee to have positive engagement with the work that he or she done. Personal resources are evaluation about the employee towards his or her work. It shows the sense of ability to control and give impact to the work. High personal resources may lead employee to have high quality of their work as he or she has high value of his or her personal resources. Employee with low personal resources have low work engagement as he or she have low evaluation about him or herself towards work that he or she done. The purpose of this research is to study the influence of job resources on work engagement. Besides that, this research also to study the influence of personal resources on work engagement among event crews at event management companies in Klang Valley, Malaysia.

## **Related Works/Literature Review**

### **Job Engagement**

Job engagement is something that has to be developed inside the employee. Employee has to be someone that have passion, dedicate all the working hours in the organization towards work. In short, employee being fully concentrated and happily absorbed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli and Bakker, 2004). In other words, employee has high level of energy and passionate about the work. Employee also often fully immersed in their work so that time flies (May et al., 2004). Employee that full immersed with the work in the organization usually not feel that time flies. Job or work engagement is important for the organization to be better in the industry. As employee engages with the work, it can lead the organization to have better future and employee also can have brighter future in the organization. Engaged employee has high energy and self-efficacy (Schaufeli et al., 2001). It is because employee already confident with the work that she or he do and put hundred percent of his or her focus on the work. In other words, he or she knows what she or he does. For example, because of the employee fully engages with work, it help in create employee own positive feedback in term of success and others. An engaged workforce is considered to be a cornerstone of sustaining a competitive advantage (Macey et al., 2011). Employee with full commitment to his or her work gives benefits to the organization as employee who has work engagement give the best on the work done by him or her. Being competitive organization is very vital to survive in the industry as many organizations exist. An engaged employee be one of the competitive advantage to the organization as employee will create positive attitude and become more dedicated to his or her work. To find employee that engage with the work is not hard and not easy for the organization and it is lucky for the organization to have these kinds of employees in the organization

### **Job Resources**

Job resources refer to those physical, social, or organizational aspects of the job that may reduce job demands and the associated physiological and psychological costs be functional in achieving work goals, and stimulate personal growth, learning, and development (Bakker and Demerouti, 2007; Schaufeli and Bakker, 2004). Job resources basically provide by the



organization and other employees around him or her. Job resources give impact to the employee for her or him engage with the work in the organization. Resources are valued in his or her own right and because resources means to the employee to achieve goals that he or she working on. According to Hackman and Oldham (1980), job characteristics theory that emphasizes the motivational potential of job resources at the task level including autonomy and feedback. It influence for employee to engage with his or her work. In other words, presence of job resources leads to engagement, whereas their absence evokes a distrustful attitude towards work. From large number of job resources, this research focus on job control. Job control, or autonomy, refers to the amount of decision latitude the employee has in order to deal with various job elements or employees' ability to control their own activities and skill usage (De Jonge et al., 1999). Organizations recognize that employees will be more effective when they are given more control over how they meet increasing job responsibilities and how to shape their professional development (Schaubroeck et al., 2001). In other words, organization that give freedom on how the employee complete the task given makes employee feels more engage to the work. Job control or autonomy also can create positive attitude towards change as employee see opportunity that can influence to the work and career of the employee. Job control and opportunities for professional development may adoptive the willingness to dedicate one's abilities to the task and yield positive outcomes (Bakker and Geurts, 2004) instead of developing negative attitudes, such as unfavorable evaluations of organizational change. In addition, employee can show his or her ability to do complete the task or work given as employee do not tied with the usual way to complete it. Support from the supervisor is probably one of the most well-known types of resources that have been proposed as a potential buffer against adverse work outcomes (Van Emmerik, 2002, Haines et al., 1991). Supervisors can build a positive work environment by being supportive (Gilbreath, 2004). Supervisor is person who is in charge and administers the employee and also the work that he or she done. Supportive supervisor influence the work engagement to the employee. It affect inner and outside of the employee whether physically or mentally. Supervisor that do not have character to support employee under him or her find it hard to work with. Besides that, supportive supervisor enhance employee well-being and helps in keep employee from tension, depression and others bad impact that can lead to non-engagement with employee's work. What would be the scenario among employees in the event management companies? This conceptual paper attempts to explore further on the relationship between job resources and job engagement.

### **Personal Resources**

Personal resources are positive self-evaluations that are linked to resiliency and refer to individuals' sense of their ability to control and impact upon their environment successfully (Hobfoll et al., 2003). It has been convincingly shown that such positive self-evaluations predict goal-setting, motivation, performance, job and life satisfaction, career ambition and other desirable outcomes (for a review, Judge et al., 2004). The reason for this is that the higher an individual's personal resources, the more positive work engagement the person's self-regard and the more goal self-concordance is expected to be experienced (Judge et al., 2005). Individuals with goal self-concordance are intrinsically motivated to pursue their goals and as a result they trigger higher performance and satisfaction (see also Luthans and Youssef, 2007). Employee who has high personal resources expected to have high work engagement. It is because employee has confidence in getting the work done. Engaged workers have the tendency to believe that they will generally experience good outcomes in life (optimistic), and believe they can satisfy their needs by participating in roles within the organization (Mauno et al., 2007). Employee with positive personal resources usually has positive thinking in

everything he or she works especially in his or her job life. Besides that, employee with positive personal resources able gives positive environment to the other employees and also the organization. It makes other employees around him or her feels comfortable to work with thus make the employee comfortable too. In personal resources, this research focuses on self-esteem of the employee. Self-esteem refers to an individual’s overall self-evaluation of his/her competencies (Rosenberg, 1965). It is personal evaluation reflecting on what people thinks about the employee as individual. For Korman (1970), self-esteem reflects the degree to which the individual sees him or herself as a competent, need-satisfying individual. In other words, high self-esteem individual has a sense of competence and a sense of having need achieved satisfaction in the past. It is important to get satisfaction on what he or she is work for. According to Coopersmith’s (1967) observation, self-esteem indicates the extent to which the individual believes him or herself to be capable, significant, and worthy. Employee with high self-esteem is more likely to engage with the work as he or she needs to have satisfaction on what he or she do. Optimism is one of the focuses in the personal resources in this research. If they have enough confidence people do engage (and remain engaged) in goal-directed effort. These ideas apply to specific values and focused confidence; they also apply to optimism and pessimism (Scheier, Carver, & Bridges, 2001). Employee with optimism attitude should be confident and persistent, even if progress is difficult and slow. Furthermore, employee with this kind of personal resources always expects good outcomes from any works that he or she do in the organization. People can be optimistic because they are immensely talented, because they are hard-working, because they are blessed, because they are lucky, because they have friends in the right places, or any combination of these or other factors that produce good outcomes (Murphy et al., 2000). Employee with optimism is more likely to engage with work because he or she has confidence and persistent on him or herself can do the work. Therefore, the hypotheses of this study are as follow:

- H1 : There is relationship between job resources and job engagement.
- H1 : There is positive relationship between personal resources and job engagement.

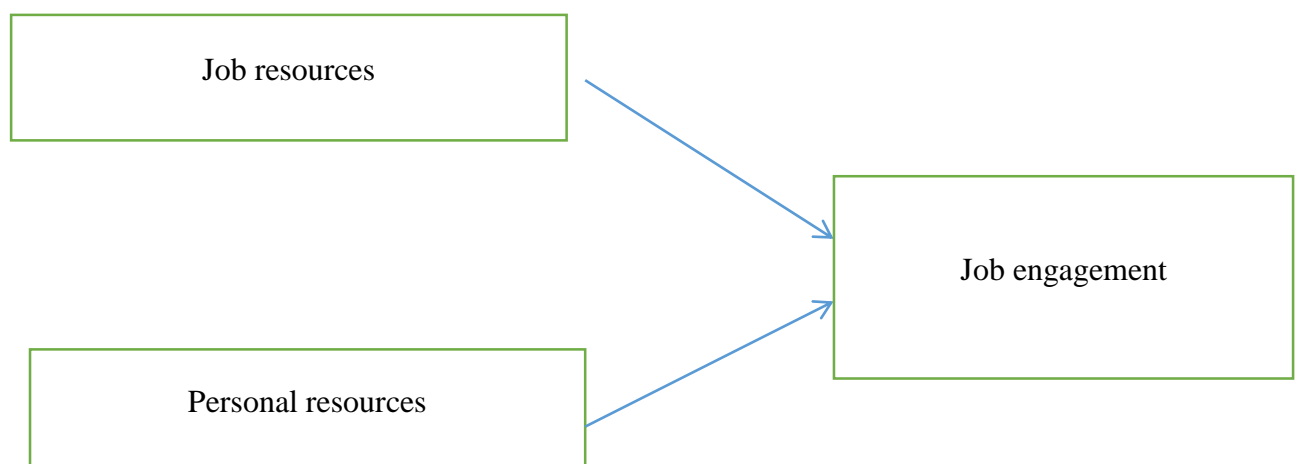


Figure 1: theoretical framework on the relationship between work environment and job and personal resources influence job engagement among event crews at event management companies in Klang Valley, Malaysia.

## Material & Methodology

### Method

According to Nachamias as stated in (Everlyne, Mbithi, & Musiega, 2016), research design is a blueprint that enables the researcher to come up with solutions to problems and guides him in the various stage of research. A research design is the detailed outline on how the research is conducted. It is also known as the blueprint for the collection, measurement and analysis of data. It is also the set of methods that used in collecting and analyzing measures of the variables specified in the research. Basically, the research design is to ensure that the data that had been obtain through this research design is effective. So, the choices of the research method are influences by the nature of the research problem. The sample in this research study is the employees in event management companies in Malaysia with 4000 people. All the employees are scattered in different location within Klang Valley are in which is in the center of Capital Malaysia. The background of the companies are varies. For example there are event companies focused on wedding management, MICE events, corporate and government events and training providers. Based on Krejcie and Morgan (1970), the number of sample size for this study is limited for 351 respondents only. In this study, the researcher used the non-probability sampling techniques specifically convenience sampling since it is convenient, fast and easy to obtain. The researcher plan to use questionnaire as the tools to obtain the information from the respondents regarding the study to be conducted which are adopted from Wageeh (2016) and Muhammad et al. (2015), Salonava, M. & Agut, S. (2005) and Scheier, M. F., & Carver, C. S. (1992).

### Significant of Study

There are so much research on job engagement in Western country and only few in Eastern country especially Malaysia. Thus, it is important to make further study on work engagement in Malaysia especially in the event management industry. The contribution of the study is for both employee and organization itself to see the importance of work engagement to ensure employee can perform in work and gain success in the event crew's career. At the end of this study, it will provide better view for the organization in the process to prepare suitable resources and environment that can enhance work engagement of the employee. Organization also can identify any employee that has low engagement with the work so that both employee and organization can take action and correct it regarding this matter. This study also provide an evidence on how important job and personal resources towards work engagement that will help for the organization to develop some strategies in order to make improvement for more positive result.

### Result and Discussion

The researcher has distributed 120 questionnaires to the targeted respondents. However, only 105 persons have answered the questionnaires and 5 are rejected. The researcher has used 100 of the answered questionnaire to develop findings for the study. The frequency analysis section consists of the report findings on demographic background of the 100 respondents. The table showed the respondent gender, age, education level, permanent job position, department and working experience with event companies.

## Gender

Table 1: Respondent's Profile: Gender

### Gender

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	33	33.0	33.0	33.0
	Female	67	67.0	67.0	100.0
	Total	100	100.0	100.0	

Table 1 shows the frequency of respondent's gender. It showed the total of respondent in the study were 100 respondents. It was found that 33 respondents (33.0%) were male and 67 were female respondent (67.0%). It can be concluded that majority of the respondent are females rather than male.

## 4.3.2 Age

Table 2: Respondent's Profile: Age

### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-24 Years Old	37	37.0	37.0	37.0
	25-29 Years Old	50	50.0	50.0	87.0
	30-34 Years Old	9	9.0	9.0	96.0
	35 Years and Above	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Table 2 shows the age of the respondents of the studies. The majority of the respondents' was in the age of 25 years old until 29 years old with the percentage of 50.0%. The respondent then continued with the respondent with the age of 20 years old until 24 years old with the percentage of 37.0%. The least number of the respondent are from the age of ages 30 years old until 34 years old with the percentage of 9.0%. The least amount of the respondent in the research is participated by respondent from the age of 35 years old and above with the percentage of 4.0%. It can be concluded that adults over 25 years old are more interested to work in the industry compared to adults over 35 years old.

### 4.3.3 Education

Table 3: Respondent's Profile: Education

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	9	9.0	9.0	9.0
	Diploma	46	46.0	46.0	55.0
	Degree	45	45.0	45.0	100.0
	Total	100	100.0	100.0	

Table 3 shows the education's level of the respondents. The table represented majority of the respondents are from Diploma level with the percentage of 46.0% and followed by Degree level with the percentage of 45.0%. The least respondents with the percentage of 9.0% were the SPM holder. From this data, it can be concluded that the data have been dominated by the Diploma holder.

### 4.3.4 Position

Table 4: Respondent's Profile: Position

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Officer	26	26.0	26.0	26.0
	Clerk	37	37.0	37.0	63.0
	Manager	7	7.0	7.0	70.0
	Others	30	30.0	30.0	100.0
	Total	100	100.0	100.0	

Table 4 shows the positions of the respondents from various positions. The table represented clerk as the most respondents than the other position with the percentage of 37.0%. Then it was followed by other position with the percentage of 30.0%. The third highest respondents were from officer position with the percentage of 26.0%. 7.0% of the respondents in the study were in the manager position which is the smallest amount from the study.

### 4.3.5 Department

Table 5: Respondent's Profile: Department

		Department			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Human Resources	15	15.0	15.0	15.0
	Admin	14	14.0	14.0	29.0
	Finance	6	6.0	6.0	35.0
	Event Management	38	38.0	38.0	73.0
	Production	13	13.0	13.0	86.0
	Others	14	14.0	14.0	100.0
	Total	100	100.0	100.0	



Table 5 shows the department of respondents in the studies. The majority respondents are from Event Management department with the percentage of 38.0%. The table represented 15.0% of the respondent were from Human Resource department. The table shows two departments shares the same frequencies of 14.0% which are from Administrative and other. 6.0% of the respondent was the least amount of the data which is from the Finance department.

### Working Experience

Table 6: Respondent's Profile: Working Experience

		Working Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 Years	71	71.0	71.0	71.0
	4-6 Years	18	18.0	18.0	89.0
	7-9 Years	8	8.0	8.0	97.0
	10 Years and Above	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Table 6 shows the working experience of the respondents. The majority of respondent have working experiences from 1 to 3 years with the percentage of 71.0%. Then, followed by 18.0% of the respondents have working experience from 4 to 6 years. The least collected data are 8.0% respondents with 7 to 9 years of working experience and 10 years above working experience with the percentage of 3.0%.

### Reliability Analysis

Reliability analysis shows the study of measurement scales and the items that compose the scales. The Reliability Analysis calculates a number of commonly used measures of scale and also provides information of the relationships between individual items in the scale. Reliability was the extent to which if the measurement used were repeated a number of times, a scale would produce consistent results. As in the table shown, the researcher used seven items for both independent variables (job resources and personal resources) and dependent variables (job engagement). Reliability and validity were important because the absence of these qualities could explain why the researcher acted incorrectly in accepting or rejecting the research the research hypothesis (Neil J. Salkind, 2014). Likert Scale has been used for all of 5 questionnaire items in the study. The Cronbach's Alpha score are used to measure the reliability and validity of the data. Cronbach's Alpha were known as a common measurement that can indicate how well the data correlated to one another in the studies. According to Nunnally (1978), if the Cronbach's Alpha values were more than 0.7, it indicated the items were reliable and valid.

#### Reliability Analysis

Variables	Cronbach's Alpha	Number of Items
Job Engagement	.865	7
Job Resource	.863	7
Personal Resource	.651	7

Table 7 shows the results of reliability analysis using Cronbach’s Alpha score. The two results of the three variables were more than 0.7 with the same number of 7 items. Therefore, the items were acceptable and can be used to collect data from bigger group. The result of personal resource (.651) is not valid since the data is less than 0.7.

### Correlation Analysis

The normality of data has been tested using Shapiro-Wilk because the researcher collected 100 data in total. The researcher used Spearman’s Rho Correlation to determine correlation analysis. As the result, the researcher found out that the data collected were not normal because the significant p-value was .000 which is less than 0.05.

Table 8: *Test of Normality*

	Test of Normality		
	Shapiro-Wilk		
	Statistic	df	Sig.
My manager frequently recognizes me as their co-worker and ask about my task	.828	100	.000

According to the table below, the researcher has identified two independent variables which are job resources and personal resources. Unfortunately there is no significant value between independent variable (personal resource) and the dependent variable which is job engagement. The results based on the r-value which was .083(personal resources) and p-value .414(personal resources) with the dependent variable which is job engagement. However the independent variables (job resources) have a significance value with the dependent variable which is job engagement. The results based on the r-value which was .334(job resources) and p-value .001. The results showed that there was a significant positive relationship between job engagement and job resources. However, there are no significance relationships between personal resources since the p-value was .414 which is more than 0.01.

Table 9:  
*Summary of Correlation Analysis*

### Correlation

			Mean Job Engagement	Mean Job Resources	Mean Personal Resources
Spearman’s rho	Mean Job Engagement	Correlation Coefficient	1.000	.334**	.083
		Sig. (2-tailed)	.	.001	.414
		N	100	100	100

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

### Summary Of Hypotheses

From the result received in correlation analysis, the researcher has determined both of the hypotheses are different in results. The researcher concludes that the H1 is supported while H2 is rejected.

Table 10:  
*Summary of Hypotheses*

	Hypothesis	Results
H1	There is a significant positive relationship between job resources and job engagement.	Supported
H2	There is a significant positive relationship between personal resources and job engagement.	Rejected

### Conclusion

Based on the result in Chapter Four, the respondents were dominated by females with 67 respondents and followed by males with 33 respondents out of 100. Besides that, majority of the respondents' was in the age of 25 years old until 29 years old with the percentage of 50.0%. The least number of the respondent are from the age of 30 years old until 34 years old with the percentage of 9.0%. It can be concluded that the event industries has been monopoly by young people. Other than that, majority of the respondents' education levels are from Diploma with the percentage of 46.0% and followed by Degree level with the percentage of 45.0%. The respondent position is dominated by clerk as the most position with the percentage of 37.0%. Then it was followed by other position with the percentage of 30.0% which they hold a position as photographer, teacher, public relation and so on. Besides, the results shows 38.0% of the respondent were in Event Management department. It shows that event industries required experience and knowledge in the field. The result represents most of the respondents were solely plan and execute the event from the very beginning until the end. Other than that, the majority of respondent have working experiences from 1 to 3 years with the percentage of 71.0%. It can be conclude that most of them were still new but their experience can be measures on the number of events they have been participated.

### Research Question 1

Is there a relationship between job resources and job engagement?

Based on the result in Chapter Four, there was a relationship between job resources towards job engagement in event industries around Klang Valley. The respondent in this study were agreed that a good working environment somehow helps them in gaining a motivation in working and also they will voluntarily engage with their job. Furthermore, every employee's dreams were to enter an organization with such a casual working environment which helps them feels comfortable while working. The study also shows that a bad working environment affects the employee's performance. Besides, employees tend to be more depressed when working with a bad employers and it caused them to be unproductive during works. Organization plays a big role to provide a better working environment and also responsible to ensure their employers are practicing a good working etiquettes. Therefore, whoever come or enter in the company, they will feel peace and have a good spirit. Martina Kotze (2018) showed the same result which job resources had statistically significant positive influences on work engagement (dedication and vigour). It can be concluded that when the organizations concern about their employees, eventually the employees will be more dedicated and mutually engaged

with their job. The employees will naturally become more interested to put an effort in their works.

### **Research Question 2**

Is there a positive relationship between personal resources and job engagement? Based on the result in Chapter Four, there was no relationship between personal resources and job engagement in event industries around Klang Valley. The question on this section were to identified whether personal resources will impact the respondent job engagement and the results showed it is not. Personal resources are very important because good influences will affect the internal and external customer. Besides, if there are no positive vibes and influence the possibilities to attract internal and external interest will be difficult. According to the result of this question in Chapter Four, the relationship between personal resources and job engagement in event industries around Klang Valley was negative. Based on the results in Chapter Four, the respondents in this study were agreed that their willingness to work depends on how they were treated. They were also agreed in order to manage an event, one's have to had an experiences in the field. They also willing to put an effort and expecting to receive a reward afterwards. The results shows a negative relationships which means the respondent also fails to handle their own stress during work due to lacks of experience in the field and also fails to find a solution whenever an issues occurs. It showed that the employees' job engagement depends on what people think about themselves. Furthermore, the employees need to build their own self-esteem, self-efficacy, and optimism to improve their work qualities.

### **Recommendations**

The recommendation in this study is referred to the employees in event department and event companies, and the organizations. There are several recommendations that have been developed by the researcher to the relationship between job resources and personal resources towards job engagement in event industries.

#### **Employees**

The researcher has recommended the employees to be prepared mentally and physically before entering the working environment. Event industries can be a challenging field and a persona needed to have a bold and solid attitude because this field can be stressful. The employees need to find any company that they can idolize and aim to be successful like the other company. It somehow can boosts their motivation, dedication and engagement. Besides that, the employees need to realize their impact to the organizations. As event management person, the employees need to understands their roles in company and also be responsible for every task that they were assigned in. In event industries, every person is important because each person carries different task and their dedication will helps in improving the company image and reputation. Lastly, the employers should be more concern about their employees and sometimes need to appreciates their employees hard work by thanking them and show gratitude.

#### **Organizations**

The recommendation for the organization especially manager or supervisor is get to know your staff or even a volunteer for the event day. Every person is important to the company without down-grading people by their levels. Employees that are recognized by the manager or supervisor will feel they are wanted and important and it helps in building their trust towards the company. A manager or supervisor with good work etiquette's will make the employees feel comfortable and open for criticize and advise in order to improve their skills and

knowledge. Other than that, the manager or supervisor needs to allow their employees to be creative in their work by giving them chance to improvised their work to suit they own way of working. Besides, the organization can provide training, tools, or perhaps allow their employees to take extra courses outside the company to gain knowledge. A quality employee is an asset to the organization. The organizations should encourage teamwork among their employees. The company need to encourage their employer and employees to be more open in sharing thoughts and ideas in order to improve the company reputation.

## References

- Alzyoud, A.A.Y., Othman, S.Z. and Isa, M.F.M. (2015). Examining the role of job resources on work engagement in the academic setting. *Asian Social Science*, Vol. 11 No. 3, pp. 1911-2025.
- Auli A., Jari J. H., Wilmar B. S., Ritva L., Anne P., and Sirpa L. (2013). Are job and personal resources associated with work ability 10 years later? The mediating role of work engagement. *Work & Stress*, Vol. 28 No. 1, pp. 87-105.
- Bakker, A.B. and Demerouti, E. (2007). The job demands-resources model: state of the art. *Journal of Managerial Psychology*, Vol. 22 No.3, pp. 309-328.
- Coetzer, C.F. and Rothmann, S. (2010), Job demands, job resources and work engagement of employees in a manufacturing organization. *Southern African Business Review*, Vol. 11 No. 3, pp. 17-31.
- Conchie SM, Moon S, and Duncan M (2013). Supervisors' engagement in safety leadership: factors that help and hinder. *Safety Science*, 51(1): 109-117.
- Demerouti E, Bakker AB, Nachreiner F, and Schaufeli WB (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3): 499-512.
- Herbert, M. (2011). An exploration of the relationships between psychological capital (hope, optimism, self-efficacy, resilience), occupational stress, burnout and employee engagement. Master's Thesis, University of Stellenbosch, Stellenbosch.
- Hobfoll SE (2002). Social and psychological resources and adaptation. *Review of General Psychology*, 6(4): 307-324.
- Hobfoll, S.E., Johnson, R.J., Ennis, N., & Jackson, A.P. (2003). Resource loss, resource gain, and emotional outcomes among inner city women. *Journal of Personality and Social Psychology*, 84, 632-643.
- Judge TA, Van Vianen AE, and De Pater IE (2004). Emotional stability, core self-evaluations, and job outcomes: A review of the evidence and an agenda for future research. *Human Performance*, 17(3): 325-346.
- Malinowski, P. and Lim, H.J. (2015). Mindfulness at work: positive affect, hope, and optimism mediate the relationship between dispositional mindfulness, work engagement and well-being. *Mindfulness*, Vol. 6, pp. 1250-1262.
- Mann, A. and Harter, J. (2016). GALLUP: the worldwide employee engagement crisis.
- Martina Kotze, (2018). How job resources and personal resources influence work engagement and burnout. *African Journal of Economic and Management Studies*, Vol. 9 Issue: 2, pp. 148-164.
- Neil J. Salkind (2014). Exploring Research Eight Edition.
- Nunnally J. C. (1978). Psychometric Theory Second Edition.
- Parent, J.D. and Lovelace, K.J. (2015). The impact of employee engagement and a positive organizational culture on an individual's ability to adapt to organization change. *Eastern Academy of Management Proceedings: Organization Behavior and Theory Track*, pp. 1-20.



- Schaufeli, W.B., Bakker, A.B. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organizational Behavior*, Vol. 25 No. 3, pp. 293-315.
- Schaufeli, W.B., Bakker, A.B. and Salanova, M. (2006). The measurement of work engagement with a brief questionnaire: a cross-national study. *Educational and Psychological Measurement*, Vol. 66 No.4, pp. 701-716.
- Schaufeli WB, Salanova M, Gonzalez-Roma V, and Bakker AB (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1): 71-92.
- Sonnentag, S. (2017). A task-level perspective on work engagement: a new approach that helps to differentiate the concepts of engagement and burnout. *Burnout Research*, Vol.5, pp. 12-20.
- Xanthopoulou D, Bakker AB, Demerouti E, and Schaufeli WB (2007). The role of personal resources in the job demands-resources model. *International Journal of Stress Management*, 14(2): 121-141.
- Xanthopoulou, D., Bakker, A.B., Demerouti, E., & Schaufeli, W.B. (2009a). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior*, 74, 235–44.
- Xanthopoulou, D., Bakker, A.B., Demerouti, E., & Schaufeli, W.B. (2009b). Work engagement and financial returns: a diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology*, 82, 183–20

## FAKTOR-FAKTOR PENDORONG PEMILIHAN KERJAYA SEBAGAI USAHAWAN OLEH PELAJAR INSTITUSI PENGAJIAN TINGGI MALAYSIA

Samihah Saad Haji Ismail<sup>1</sup>  
Zahari Mohamed<sup>2</sup>

<sup>1</sup>Samihah Saad Haji Ismail, Prof. Madya, pensyarah perakaunan dan keusahawanan di Fakulti Perakaunan Universiti Utara Malaysia.

<sup>2</sup>Zahari Mohamed, Pensyarah Kanan, pensyarah pemasaran dan keusahawanan di Fakulti Bahasa, Tamadun dan Falsafah, Universiti Utara Malaysia.

---

**Abstract:** *Pelajar cemerlang lazimnya akan merancang masa hadapan mereka secara bijak. Kebiasaannya, mereka telah menyemai satu cita-cita sejak dibangku sekolah rendah lagi untuk memilih kerjaya tertentu. Pastinya setiap pelajar institusi pengajian tinggi telah menyemat dihati mereka satu bidang kerjaya untuk dipilih selepas menamatkan pengajian. Kajian ini dilaksanakan bagi memperinci faktor-faktor yang mendorong mahasiswa untuk menyambut aspirasi kerajaan Malaysia yang mahu melihat lebih ramai lagi bakal graduan memilih kerjaya sebagai usahawan, iaitu rakyat Malaysia yang bakal mencipta peluang-peluang pekerjaan dan bukannya pencari-pencari pekerjaan. Kajian telah dilaksanakan di kalangan 172 pelajar di institusi pengajian tinggi di daerah Kubang Pasu, Kedah Darul Aman, iaitu merangkumi pelajar-pelajar Universiti Utara Malaysia, Politeknik Muadzam Shah, Akademi Binaan Malaysia Wilayah Utara dan Institut Kemahiran Mara Kubang Pasu menerusi pengedaran borang soal selidik 74 item pengukuran. Dapatan kajian telah menyenaraikan beberapa faktor pendorong pemilihan kerjaya sebagai usahawan oleh pelajar yang antaranya seperti minat, sikap, motivasi, pengaruh keluarga, kursus pengajian serta sokongan sosial institusi pengajian dan kerajaan.*

**Keywords:** *Keusahawanan, keusahawanan pelajar, ciri-ciri usahawan, kecenderungan keusahawanan, pembudayaan keusahawanan.*

---

### Pengenalan

Sejak kemerdekaan Malaysia pada 1957 sehingga kini, kerajaan Malaysia didapati sangat memberikan perhatian yang khusus dalam meningkatkan aktiviti perniagaan dan keusahawanan baik daripada segi program pembangunan dan latihan mahupun daripada segi peruntukan kewangan dan bantuan bukan kewangan kepada aktiviti keusahawanan. Penubuhan Kementerian Pembangunan Usahawan bermula daripada penubuhan Kementerian Penyelarasan Perbadanan Awam (KPPA) pada 1974 yang kemudiannya ditukarkan kepada Kementerian Perusahaan Awam (KPA) pada 1976. KPA (pada masa sekarang dikenali sebagai Kementerian Pembangunan Usahawan) merupakan kementerian yang menempatkan beberapa agensi awam pembangunan keusahawanan seperti Majlis Amanah Rakyat (MARA), Perbadanan Pembangunan Bandar (UDA) dan perbadanan-perbadanan Kemajuan Ekonomi Negeri (PKEN). Pada 8 Mei 1995 merupakan tahun yang amat penting dalam pembangunan keusahawanan negara apabila kerajaan Malaysia mengiktiraf sumbangan keusahawanan terhadap kemajuan negara menerusi penubuhan Kementerian Pembangunan Usahawan. Walaupun secara khususnya kementerian ini ditumpukan terhadap pembangunan

keusahawanan umum, tetapi agenda sebenar dan penting bagi kementerian ini adalah untuk menyokong pembangunan ekonomi dan sosial negara selaras dengan Perlembagaan Malaysia, iaitu meningkatkan penyertaan Melayu dan Bumiputra dalam ekonomi dan perniagaan. Selain daripada pemantapan daripada segi organisasi pembangunan keusahawanan menerusi penubuhan Kementerian Pembangunan Usahawan, pengenalan program keusahawanan secara rasmi bermula di Universiti Utara Malaysia pada 2004. Bagaimanapun, usaha awal Kementerian Pendidikan Malaysia (yang kemudiannya dipecahkan kepada Kementerian Pelajaran dan Kementerian Pendidikan Tinggi) bermula lebih awal lagi menerusi pengenalan kursus asas keusahawanan sebagai teras universiti (matapelajaran utama – MPU) semua institusi pengajian tinggi di Malaysia untuk memperkukuhkan lagi dasar pembangunan keusahawanan di Malaysia. Kemuncak kepada kepada aspirasi ini adalah menerusi penubuhan Universiti Malaysia Kelantan pada 2006 sebagai universiti keusahawanan telah merencanakan lagi program pembangunan keusahawanan Malaysia. UMK telah memulakan sesi pengajian pertamanya pada semester Jun 2007. Pada Julai 2019, kerajaan berusaha memperkukuh dan memperkemaskan program pembangunan keusahawanan di Malaysia menerusi pelancaran Dasar Keusahawanan Negara 2030 (DKN2030). DKN2030 disasarkan bukan sahaja merencanakan lagi program pembangunan keusahawanan di Malaysia tetapi juga dapat menyokong aspirasi Malaysia untuk menjadi sebuah negara maju menjelang 2025. Selain untuk merencanakan program pembangunan keusahawanan dan sumbangan aktiviti keusahawanan dalam ekonomi negara, DKN2030 juga turut mensasarkan agar lebih ramai pelajar dan graduan institusi pengajian tinggi di Malaysia meminati bidang keusahawanan dan seterusnya menjadikan keusahawanan sebagai pilihan kerjaya. Hasrat ini diterjemah menerusi slogan melahirkan lebih ramai graduan dan lepasan institusi pengajian tinggi yang berperanan sebagai penghasil kerjaya dan bukannya pencari pekerjaan seperti yang wujud pada masa sekarang.

### **Latarbelakang kajian**

DKN2030 dan pelbagai lagi dasar pembangunan negara serta pelbagai usaha kerajaan untuk meramaikan lagi bilangan usahawan di Malaysia membuktikan bahawa kerajaan Malaysia menyedari bahawa untuk bergerak ke arah menjadi sebuah negara maju menjelang 2025, Malaysia memerlukan lebih ramai usahawan terutama dikalangan generasi muda. Kajian yang dilaksanakan oleh Wan Mohd Zaifurin, Nor Hayati, Sabri dan Ibrahim (2016) berkaitan kecenderungan pelajar sekolah di Terengganu dan kajian oleh Norashidah, Norasmah dan Noraishah (2009) berkenaan kecenderungan pemilihan kerjaya lepasan institusi pengajian tinggi di Malaysia, mendapati bahawa kecenderungan pemilihan kerjaya oleh pelajar sangat bergantung kepada dasar dan polisi pembangunan kebangsaan terutamanya dalam membentuk bakal usahawan atau individu yang meletakkan keusahawanan sebagai cita-cita kerjaya yang utama. Oleh itu, kajian ini berhasrat memperincikan dan menyenaraikan pengaruh utama terhadap pembentukan kecenderungan pelajar terutamanya lepasan institusi pengajian tinggi untuk memilih keusahawanan sebagai bidang kerjaya yang utama. Ini bermakna, hasil kajian diharapkan dapat membantu kerajaan dan institusi pengajian tinggi untuk merangka dan melaksanakan program pembangunan keusahawanan dikalangan pelajar institusi pengajian tinggi terutamanya daripada segi sikap pelajar dan pembangunan kemahiran keusahawanan, iaitu antara faktor utama yang mempengaruhi kesediaan individu memilih kerjaya keusahawanan (Norashidah et. al. 2009). Selain itu, menurut Muhammad Sawardi, Noor Azman, Lingaswaran dan Marina (2017), pengalaman ketika melaksanakan aktiviti keusahawanan semasa sesi pembelajaran sama ada di peringkat sekolah mahupun di peringkat pengajian tinggi mempunyai pengaruh yang besar dalam pemupukan budaya keusahawanan.

Oleh itu, institusi pendidikan negara seharusnya memainkan peranan yang utama dalam usaha pemupukan budaya keusahawanan dalam sistem pendidikan negara, baik diperingkat sekolah mahupun diperingkat pengajian tinggi.

### **Persoalan kajian**

Sistem pendidikan negara telah membuktikan bahawa ia relevan dan penting dalam pembentukan warganegara yang progresif dan produktif dalam pelbagai bidang pekerjaan dan aktiviti ekonomi. Selain sistem pendidikan, sistem sosial, kerajaan dan faktor peribadi individu juga turut mempengaruhi pembudayaan keusahawanan di kalangan ahli masyarakat terutamanya generasi muda (Baharu & Mohammed Zain, 2013). Manakala menurut Norashidah et. al. (2009) pula menyatakan bahawa persekitaran positif yang diwujudkan oleh sistem sosial, sistem pendidikan, kerajaan dan faktor dorongan dalaman individu terutamanya faktor sikap dan motivasi sangat mempengaruhi tahap kesediaan individu untuk menceburi bidang keusahawanan. Oleh itu, kajian berhasrat mengkaji sejauh manakah keempat-empat komponen persekitaran berkenaan memainkan peranan dalam pemupukan budaya keusahawanan dan kecenderungan keusahawanan sebagai pilihan kerjaya utama dikalangan generasi muda terutamanya dikalangan pelajar institusi pengajian tinggi.

### **Objektif kajian**

Kajian yang telah dilaksanakan sebenarnya mensasarkan lima objektif kajian yang perlu dicapai. Bagaimanapun, artikel ini hanya memilih dua daripadanya, iaitu:

1. Mengukur pengaruh faktor demografik terhadap kecenderungan pemilihan kerjaya keusahawanan dikalangan pelajar institusi pengajian tinggi.
2. Mengenal pasti faktor-faktor peribadi dan bukan peribadi yang mempengaruhi kecenderungan pemilihan bidang keusahawanan sebagai pilihan kerjaya dikalangan pelajar institusi pengajian tinggi.

### **Kepentingan kajian**

Aspirasi kerajaan untuk membangunkan modal insan dalam bidang keusahawanan seperti yang terkandung dalam Dasar Keusahawanan Negara 2030 (DKN2030) yang telah dilancarkan secara rasmi oleh kerajaan Malaysia pada 11 Julai 2019, iaitu satu dasar yang komprehensif untuk merancakkan lagi aktiviti keusahawanan dalam sistem ekonomi negara serta meramaikan lagi 'pencipta pekerjaan' dan bukannya 'pencari pekerjaan' dikalangan lulusan sekolah dan institusi pengajian tinggi. Oleh itu, kajian ini berhasrat menyelami aspirasi ini daripada sudut polisi dan pelaksanaan dan seterusnya menjadi sebahagian bahan rujukan kepada kerajaan dan pengurusan institusi pengajian tinggi dalam menjayakan aspirasi DKN2030 ini. Seterusnya, adalah diharapkan dapatan kajian ini juga dapat digunakan oleh agensi kerajaan dan pihak pengurusan IPT di Malaysia untuk mencetus minat atau memupuk kecenderungan pelajar meminati dan seterusnya melahirkan pelajar yang mempunyai iltizam yang tinggi untuk memilih kerjaya usahawan sebagai pilihan utama kerjaya potensi mereka selepas menamatkan pengajian. Oleh itu, adalah diharap agar pihak Kementerian Pendidikan Malaysia dan pihak pengurusan institusi pengajian tinggi dapat menterjemah aspirasi DKN2030 ini dalam bentuk program latihan keusahawanan yang bersesuaian. Ketersediaan dana yang relatif besar dalam DKN2030 kepada graduan institusi pengajian tinggi seharusnya dijadikan sasaran pihak-pihak berkenaan dalam meramaikan lagi 'penghasil pekerjaan' dikalangan bakal graduan institusi pengajian tinggi di Malaysia.

## Ulasan karya

Bahagian ini membincangkan beberapa teori dan konsep yang berkaitan keusahawanan pelajar institusi pengajian tinggi menerusi perbincangan hasil kajian dan penulisan bahan ilmiah terdahulu.

## Institusi pengajian tinggi

Kajian mendasari skop institusi pengajian tinggi berdasarkan kepada konsep yang diketengahkan oleh Kementerian Pendidikan Malaysia (Jabatan Pengajian Tinggi) 2018. Kementerian Pengajian Tinggi Malaysia telah mengkategorikan institusi pengajian tinggi kepada lima kategori utama, iaitu universiti awam, institusi pendidikan tinggi swasta, politeknik, kolej komuniti dan institut latihan kemahiran awam (ILKA). Kelima-lima kategori institusi pengajian tinggi ini menawarkan pendidikan selepas persekolahan formal bermula daripada peringkat sijil, diploma, diploma lanjutan, ijazah sarjanamuda dan sarjana. Semua kategori institusi pengajian tinggi berkenaan merupakan organisasi milik kerajaan kecuali institusi pengajian tinggi swasta. Perbezaan utama antara institusi pengajian tinggi swasta dan awam adalah daripada segi orientasi keuntungan, iaitu institusi pendidikan tinggi swasta lebih berorientasikan keuntungan berbanding institusi pengajian tinggi yang lain. Selain itu, setiap penubuhan institusi pengajian tinggi mungkin bersifat umum (menawarkan pelbagai kategori bidang dan jurusan pengajian) atau bersifat khusus, terutamanya yang mengkhususkan kepada bidang kemahiran teknikal dan teknologi. Politeknik, kolej komuniti dan institut latihan kemahiran awam (ILKA) lebih cenderung menawarkan program bersifat teknikal dan teknologi atau lebih dipopularkan pada masa sekarang sebagai jurusan teknikal dan vokasional (TVET – technical and vocational education and training).

## Definisi dan konsep usahawan

Istilah keusahawanan atau usahawan mulai diperkenalkan oleh Richard Cantillon (1755), iaitu menerusi istilah 'entreprendre' (istilah Perancis) yang kemudiannya diterima pakai dalam bahasa Inggeris sebagai 'entrepreneur'. 'Entreprendre' membawa maksud 'memikul sesuatu tugas'. Menurut Cantillon, usahawan memikul tugas sama seperti ketua perang (jeneral atau panglima perang) yang menggerakkan pasukannya (organisasinya) menerusi pelbagai strategi peperangan. Manakala menurut Kamus Dewan, usahawan merupakan individu yang menubuhkan atau menerajui sebuah perniagaan sendiri serta mengembangkannya dari masa ke semasa. Usahawan juga dikenali sebagai pedagang, peniaga dan pengusaha. Manakala menurut Kamus Webster's New World pula, keusahawanan sebagai satu usaha untuk mengorganisasi dan mengurus pengambilalihan dan memanfaatkan risiko demi meraih keuntungan. Kao (1995) mendefinisikan keusahawanan sebagai satu proses mencipta sesuatu yang baharu (menerusi kreativiti dan penghasilan inovasi) dan berbeza bagi tujuan mencipta kesejahteraan kepada individu dan masyarakat. Manakala menurut Becker, Knudsen dan Swedberg (2011) selain memiliki ciri-ciri mengasaskan sesebuah perniagaan baharu, menggalakkan individu usahawan mengambil risiko, membuat ramalan, keputusan dan inovasi, usahawan juga memiliki ciri-ciri seperti yang disenaraikan oleh Schumpeter (1952), usahawan merupakan individu yang berusaha membentuk dan mewujudkan usaha atau kerja dengan menggunakan faktor-faktor pengeluaran untuk mencari peluang perniagaan yang memberikan kebaikan kepada pelbagai pihak dan memenuhi keperluan orang ramai. Manakala menurut Mohd Syahrir et. al. (2017) pula menyatakan bahawa keusahawanan merupakan satu proses pengujudan dan pengembangan perniagaan secara berterusan yang menyumbang kepada manfaat pertumbuhan dan kemakmuran ekonomi serta sebagai satu profesion kerjaya. Berdasarkan kepada kebanyakan penulisan ilmiah, keusahawanan merupakan satu bidang ilmu yang terhasil



daripada kombinasi bidang ilmu utama seperti ekonomi, sosiologi, psikologi dan pengurusan (Becker et. al., 2011). Ini bermakna, untuk menjadi seorang usahawan yang berjaya, individu perlu memiliki ilmu ekonomi, sosiologi, psikologi dan pengurusan disamping ilmu-ilmu asas yang membina keempat-empat bidang ilmu berkenaan terutamanya matematik, statistik dan bahasa.

### **Ciri-ciri usahawan**

Kajian yang dilaksanakan oleh McClelland dan McBer (1985) telah menyenaraikan 13 ciri usahawan yang utama, iaitu berinisiatif tinggi, melihat dan merebut peluang perniagaan, kecekalan, pencarian maklumat, mementingkan kualiti kerja, memiliki iltizam tinggi terhadap spesifikasi kerja, berorientasikan kecekapan, bijak membuat perancangan yang sistematik, kemampuan penyelesaian masalah secara kreatif, keyakinan diri, ketegasan, berupaya menyakinkan orang lain dan mampu memanfaatkan strategi pengaruh. Dapatan McClelland dan McBer (1985) berkenaan telah disahkan sebagai sah dimiliki oleh usahawan yang berjaya dikalangan para pelajar di Malaysia oleh kajian yang dilaksanakan oleh Siti Syuhada, Muhammad Firdaus dan Suhaila (2015).

Menurut kajian yang dilaksanakan oleh Nurulhayah dan Muhammad (2016) pula telah mendapati bahawa antara ciri utama usahawan ialah memiliki pengetahuan dalam bidang perniagaan dan keusahawan, sikap suka kepada cabaran dan pengambil risiko, suka berdikari, motivasi tinggi dan sentiasa bersedia bersiaga dalam menghadapi sebarang cabaran dan dugaan dalam perniagaan. Manakala Mimi Mohaffyza, Simah dan Adnan (2016) telah menyenaraikan ciri-ciri keusahawanan seperti kreatif, berani mengambil risiko, keyakinan diri, motivasi, memiliki kemahiran berkomunikasi, kemahiran teknologi maklumat, kemahiran pengurusan perniagaan, kemahiran pembuatan keputusan dan penyelesaian masalah serta kemahiran kepimpinan merupakan antara ciri usahawan yang berjaya. Mereka turut menyatakan betapa pentingnya sistem pendidikan dan sistem sosial utama yang lain bagi menyediakan akses terbaik kepada golongan berkenaan untuk meningkatkan ilmu dan kemahiran keusahawanan terutamanya menerusi program latihan dan bantuan kewangan.

### **Pembudayaan keusahawanan**

Aini, Nor Azzah dan Suhaili (2003) menyatakan bahawa institusi pendidikan formal (sekolah dan pengajian tinggi), agensi-agensi pembangunan keusahawan kerajaan terutamanya Kementerian Pembangunan Usahawan, media massa, institusi keluarga dan institusi sosial seperti organisasi agama dan kemasyarakatan mempunyai pengaruh dalam menyemai dan menyuburkan budaya keusahawanan menerusi pemupukan sikap positif dan program pembangunan minda terutamanya daripada segi penerapan pemikiran kreatif, penyelesaian masalah dan hidup berdikari. Pandangan ini turut disokong oleh kajian Zaidatol dan Habibah (2004) yang menyatakan bahawa, selain memiliki ilmu pengurusan perniagaan, tradisi keluarga (meneruskan perniagaan keluarga atau mendapat sokongan moral dan modal daripada ahli keluarga serta sokongan) dan bantuan agensi kerajaan terutamanya daripada segi latihan kemahiran pengurusan perniagaan dan bantuan kewangan turut menyemarakkan pemupukan budaya keusahawanan dikalangan rakyat terutamanya usahawan bumiputera. Selain itu, dapatan kajian oleh Ummi Munirah, Aidatul Najwa, Mohammed Rizki, Wan Suraya dan Wan Shahzinda (2017) turut menemui bahawa agensi kerajaan dan institusi pendidikan formal memainkan peranan penting dalam membudayakan keusahawanan dikalangan rakyat Malaysia terutamanya golongan generasi muda dan pelajar institusi pengajian tinggi.

### **Kecenderungan pemilihan kerjaya oleh pelajar**

Manusia menghasilkan tindakan akibat dipengaruhi oleh faktor persekitaran (Kotler & Armstrong, 2018) terutamanya untuk memenuhi dorongan peribadi dan sosial (McClelland, 1987). Begitu juga individu yang menceburi bidang keusahawanan, mereka dipengaruhi oleh pelbagai faktor yang boleh dikategorikan sebagai faktor peribadi, sosial dan persekitaran umum sepanjang kehidupan individu berkenaan (Norashidah et. al., 2009). Menurut mereka lagi, selain daripada faktor pengaruh semasa, pengalaman masa lalu turut mempengaruhi pandangan dan pembentukan sikap individu pada masa sekarang. Pendapat ini turut dikongsi oleh Azmi, Nik Hairi dan Lee (2012). Menurut mereka, faktor pengaruh penglibatan pelajar institusi pengajian tinggi dalam keusahawanan sangat dipengaruhi oleh pengalaman masa lepas dalam bidang perniagaan dan keusahawanan terutamanya sewaktu di bangku sekolah. Menurut mereka lagi, selain daripada faktor pengalaman lepas, faktor-faktor seperti keinginan mencapai kebebasan, dorongan ekonomi keluarga (membantu keluarga), mementingkan kebebasan bertindak, ingin menjadi kaya, ingin berdikari dan tidak suka bekerja makan gaji merupakan antara faktor yang mendorong individu menceburi bidang keusahawanan.

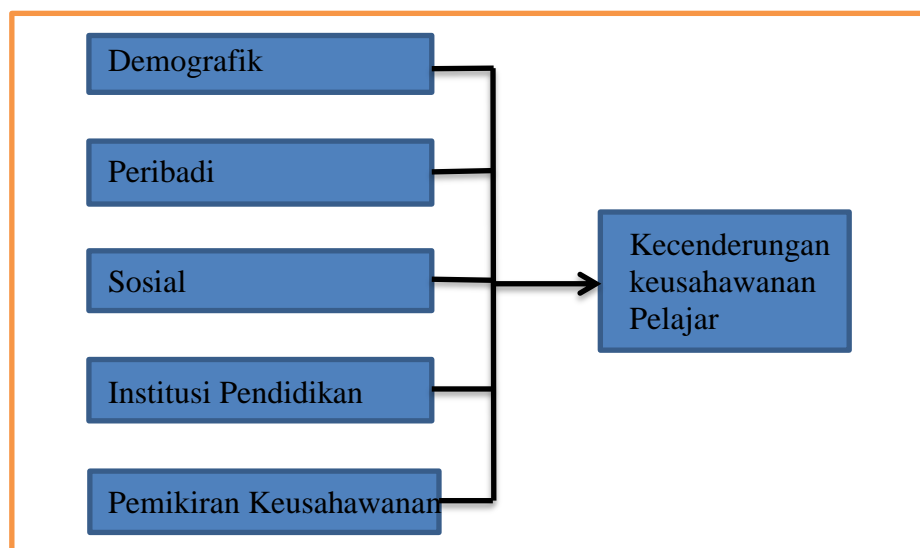
Nurulhayah dan Muhammad (2016) pula menyatakan bahawa bakal usahawan turut menjadikan kejayaan usahawan sedia ada seperti Tan Sri Robert Kuok dan Tan Sri Syed Bukhari di Malaysia dan dunia seperti Bill Gates, Mark Zuckerberg dan mendiang Steve Jobs sebagai sumber inspirasi selain faktor keperluan memiliki modal untuk memulakan perniagaan. Nor Aini et. al. (2003) menyatakan bahawa, selain motivasi untuk menghasilkan kekayaan (sumber pendapatan lebih baik) dan kebebasan bekerja, faktor-faktor seperti perasaan tidak puas hati dengan pekerjaan terdahulu, kehilangan pekerjaan serta minat dan penerusan tradisi keluarga menjadi faktor pendorong individu untuk berkecimpung dalam dunia keusahawanan. Mimi Mohaffyza et. al. (2016) menambah bahawa pengalaman kemahiran seperti pengurusan perniagaan, pembuatan keputusan, kepimpinan, kemahiran berkomunikasi dan kemahiran teknologi maklumat yang diberikan kepada pelajar semasa sesi pengajian di institusi pendidikan menjadi pendorong utama pemilihan kerjaya sebagai usahawan dikalangan pelajar institusi kemahiran tinggi. Pendapat ini disokong oleh kajian Ummi Munirah et. al. (2017) yang mendapati bahawa modal kewangan, motivasi, matlamat, sokongan ahli keluarga, minat, pengalaman berniaga secara sambilan dan sokongan kerajaan menjadi antara pengaruh utama penglibatan individu dalam bidang keusahawanan.

Noraznida dan Siti Zubaidah (2018) telah menyenaraikan tiga faktor utama yang mempengaruhi kecenderungan pelajar dalam memilih bidang pekerjaan. Ketiga-tiga kelompok faktor berkenaan adalah seperti faktor minat, pengaruh individu lain dan kewujudan peluang-peluang keusahawanan semasa. Faktor minat merangkumi dua perkara, iaitu dorongan dalaman dan motivasi diri yang tinggi. Faktor pengaruh orang lain (faktor sosial) merangkumi pengaruh keluarga, rakan baik, masyarakat dan guru. Manakala faktor kewujudan peluang-peluang pekerjaan semasa seperti ketersediaan peluang pekerjaan dan galakan atau kempen institusi pendidikan dan kerajaan terhadap sesuatu bidang pekerjaan. Menurut Baharu dan Mohammed Zain (2013), keinginan dan cita-cita generasi muda terhadap bidang kerjaya tertentu seperti keusahawanan sangat dipengaruhi oleh pemupukan sikap yang kukuh terutamanya daripada segi keinginan (kognitif dan emosional). Hal ini turut disokong oleh teori pembentukan gelagat atau tingkah seperti McClelland (1987), Staddon dan Cerutti (2003), Miltenberger (2008), Norashidah et. al. (2009), Kotler dan Armstrong (2018) dan banyak lagi kajian yang menyatakan bahawa kecenderungan tingkahlaku atau gelagat individu dipengaruhi oleh usaha

pencapaian atau dorongan terhadap sesuatu terutamanya daripada segi manfaat sosial dan kewangan.

### Kerangka teori kajian

Berdasarkan kepada sorotan karya, dapat disimpulkan bahawa kecenderungan pelajar memilih sesuatu bidang kerjaya seperti keusahawanan dipengaruhi oleh tiga kategori pengaruh yang utama, iaitu faktor demografik dan peribadi, faktor sosial dan faktor pengaruh institusi pengajian. Faktor demografik dan peribadi merujuk kepada semua dimensi faktor demografik terutamanya jantina, umur, ras, taraf pendidikan dan program atau bidang pengajian serta faktor peribadi seperti tempat asal (lokaliti atau geografik), minat, sikap, pengalaman aktiviti keusahawanan, kemahiran ilmu keusahawanan dan kecenderungan kepimpinan. Faktor sosial merangkumi pengaruh keluarga, rakan, guru atau pensyarah dan komuniti. Manakala faktor pengaruh institusi pengajian pula merangkumi jenis program atau bidang pengajian, kursus-kursus keusahawanan yang telah dihadiri, pusat pengajian atau unit keusahawanan institusi pengajian dan agensi-agensi kerajaan. Secara teorinya, kerangka kajian dapat digambarkan menerusi rajah berikut:



### Metodologi kajian

Kajian dilaksanakan menerusi kaedah kuantitatif, iaitu menerusi pengedaran satu set borang soal selidik di kalangan sampel. Populasi kajian adalah pelajar institusi pengajian tinggi seperti yang diklasifikasikan oleh pihak Kementerian Pendidikan Malaysia (KPM), iaitu pelajar-pelajar di universiti awam, institusi pendidikan tinggi swasta, politeknik, kolej komuniti dan institut latihan kemahiran awam (ILKA). Akibat kewujudan kekangan daripada segi masa, kos dan tenaga serta keupayaan lokasi mewakili populasi sebenar kajian, pasukan penyelidik telah mengambil keputusan memilih kawasan Majlis Perbandaran Kubang Pasu, Kedah Darul Aman sebagai populasi dan lima institusi pengajian tinggi masing-masing mewakili setiap institusi pengajian tinggi seperti yang didefinisikan oleh pihak KPM kecuali institusi pendidikan tinggi swasta. Institut pendidikan tinggi swasta tidak dipilih kerana institusi pengajian kategori ini tidak wujud di daerah Kubang Pasu. Institusi pengajian tinggi yang telah dipilih merangkumi Universiti Utara Malaysia, Kolej Komuniti Darul Aman, Akedemi Binaan Malaysia, Politeknik Muadzam Syah dan Institut Latihan Perindustrian Jitra (mewakili ILKA).

Borang soal selidik diedarkan dikalangan pelajar di institusi pengajian tinggi berkenaan secara bersemuka oleh pembantu penyelidik yang dilantik daripada kalangan pelajar institusi pengajian berkenaan dengan sasaran setiap institusi menyediakan 100 responden. Pemilihan sampel dibuat dengan menggunakan kaedah pensampelan tidak berkebarangkalian, iaitu pensampelan selesa. Walaupun kaedah pensampelan ini tidak setepat pensampelan berkebarangkalian, berdasarkan kepada kekangan-kekangan yang dihadapi penyelidik, pensampelan ini merupakan kaedah pensampelan terbaik khususnya dalam meningkatkan kadar tindakbalas responden (response rate) dan pandangan ini disokong oleh Aaker, Kumar dan Day (2012) serta Bougie dan Sekaran (2015). Selain itu, arahan telah dikeluarkan agar numerator hanya memilih subjek dikalangan setiap lima orang pelajar yang mendatangi premis seperti kantin atau perpustakaan. Hasilnya, kajian berjaya memperoleh jumlah responden yang mencukupi di setiap institusi berkenaan, iaitu UUM seramai 47 orang, Kolej Komuniti seramai 39 orang, Akademi Binaan Malaysia seramai 33 orang, politeknik 41 orang dan institut latihan perindustrian seramai 45 orang. Borang soal selidik merangkumi lima komponen soalan yang utama, iaitu maklumat demografik, dimensi peribadi selain faktor demografik, dimensi pengukuran pengaruh sosial, dimensi pengukuran pengaruh institusi pendidikan (termasuk masyarakat dan kerajaan Malaysia) dan dimensi pemikiran keusahawanan (tidak diliputi oleh laporan ini secara langsung).

Maklumat demografik mengandungi sepuluh (10) item termasuk latar belakang keluarga berkaitan keusahawanan dan program atau bidang pengajian, dimensi peribadi mengandungi empat belas (14) item, dimensi pengaruh sosial mengandungi sepuluh (10) item, dimensi pengaruh institusi pendidikan mengandungi tiga belas (13) item dan dimensi pemikiran keusahawanan mengandungi dua puluh enam (26) item. Selain itu, terdapat satu (1) item pengukuran yang mengukur secara langsung kecenderungan responden terhadap bidang kerjaya keusahawanan. Keseluruhan soalan berjumlah tujuh puluh empat (74) soalan, iaitu satu jumlah yang sederhana bagi kajian sosial (Bougie & Sekaran, 2015). Item pengukuran demografik menyediakan pilihan jawapan yang bersesuaian untuk dipilih manakala item pengukuran dimensi-dimensi lain menggunakan skala Likert berkaitan tahap persetujuan (setuju atau tidak setuju) responden. Soalan-soalan berkaitan pengukuran kecenderungan responden terhadap kerjaya keusahawanan pula menggunakan skala pemingkatan berkaitan pandangan responden untuk menjangkakan penglibatan mereka dalam kerjaya keusahawanan setelah menamatkan pengajian pada masa hadapan (pasti atau tidak pasti). Kedua-dua skala pengukuran berkenaan menggunakan skala genap (empat) berbanding ganjil (lima) kerana pasukan penyelidik berpegang kepada pendapat bahawa skala ganjil membuka ruang untuk responden 'tidak menjawab'. Mungkin ada yang berpendapat bahawa penyelidik boleh menggunakan skala jawapan sama ada memihak kepada pendapat negatif atau pendapat positif. Bagaimanapun, pada pandangan penyelidik, sekiranya ini dilakukan, kajian telah membelakangkan teori penghasilan skala pengukuran yang perlu bersifat adil dan saksama (McDaniel & Gate, 2016 dan Malhotra, 2019).

### **Dapatan kajian**

Dapatan kajian ini hanya memaparkan dapatan yang berkaitan pencapaian objektif kajian dan akan dipersembahkan dalam bentuk deskriptif secara memaparkan frekuensi dan frekuensi jadual silang (crosstab) sahaja. Ringkasan dapatan kajian adalah seperti yang ditunjukkan oleh Jadual 1.

Jadual 1: Profil Responden

Faktor demografik		Frekuensi	Peratusan
Jantina	Lelaki	122	59.5
	Perempuan	83	40.1
Bangsa	Melayu	147	71.7
	Cina	29	14.1
	India	20	9.8
	Lain-lain	9	4.4
Umur	Bawah 18 tahun	11	5.3
	18 – 20 tahun	57	27.8
	21 – 22 tahun	118	57.5
	23 – 25 tahun	17	8.3
	Melebihi 25 tahun	2	1.1
Institusi	Universiti awam	47	22.9
	Kolej Komuniti	39	19.0
	Politeknik	41	20.0
	ILKA	78	38.1
Tahap pendidikan tertinggi	SPM	166	81.0
	STPM/Asasi/Matrikulasi	21	10.2
	Diploma	16	7.8
	Ijazah Sarjanamuda	2	1
Program/ Bidang pengajian semasa	Sijil kemahiran	117	57.1
	Diploma	41	20.0
	Ijazah Sarjanamuda	47	22.9
Jurusan/Aliran	Teknikal/ Kejuruteraan	96	46.8
	Teknologi	57	27.8
	Keusahawanan/ Perniagaan	35	17.1
	Sastera umum	15	8.3
Keluarga usahawan	Ibubapa	13	6.3
	Saudara kandung	21	10.2
	Keluarga terdekat	41	20.0
	Tiada	130	63.5
Pengalaman berniaga	Tugasan/ projek akademik	107	52.2
	Koperasi sekolah	32	15.6
	Perniagaan kecil-kecilan	28	13.7
	E-dagang/ Online	31	15.1
	Tiada pengalaman	7	3.4
Sumber inspirasi menjadi usahawan	Keinginan sendiri	20	9.8
	Keluarga	22	10.7
	Peringkat sekolah	22	10.7
	Masyarakat	13	6.3
	Dasar/ galakan kerajaan/ agensi	17	8.4
	Program di rangkaian TV/radio	13	6.3
	Bahan bacaan	16	7.8
	Tiada keinginan menjadi usahawan	82	40.0



Berdasarkan dapatan kajian yang dipaparkan dalam Jadual 1, majoriti responden terdiri di kalangan pelajar lelaki, iaitu merangkumi 59.5 peratus. Manakala pelajar berbangsa Melayu merupakan responden majoriti, iaitu merangkumi sekitar 71.7 peratus, diikuti dengan pelajar Cina 14.1, India 9.8 dan bangsa-bangsa lain 4.4 peratus. Majoriti responden berumur antara 21 hingga 22 tahun, iaitu sekitar 57.5 peratus dan diikuti dengan responden berumur antara 18 hingga 20 tahun dan berumur antara 23 hingga 25 tahun masing-masing merangkumi 27.8 dan 8.3 peratus. Responden daripada institut latihan kemahiran awam (ILKA) membentuk komposisi terbesar sekitar 38.1 peratus diikuti dengan responden daripada universiti awam yang membentuk sekitar 22.9. Komposisi ini tidak banyak berbeza daripada kumpulan responden daripada politeknik dan kolej komuniti yang membentuk sekitar 20 dan 19 peratus.

Pelajar lulusan SPM merupakan golongan responden teramai merangkumi 81 peratus diikuti dengan pelajar lulusan STPM/Asasi/Matrikulasi merangkumi sekitar 10.2 peratus serta diikuti rapat oleh pelajar lulusan diploma sekitar 7.8 peratus. Pelajar yang memiliki ijazah sarjanamuda pula merangkumi 1 peratus dan berkemungkinan besar terdiri daripada pelajar di Akademi Binaan Malaysia (berdasarkan kepada pilihan jawapan item yang lain). Majoriti responden sedang mengikuti latihan atau program dalam bidang sijil kemahiran atau TVET, iaitu merangkumi 57.1 dan diikuti masing-masing oleh sarjanamuda dan diploma, iaitu sekitar 22.9 dan 20 peratus. Manakala daripada segi aliran program atau bidang kajian pula majoritinya datang daripada jurusan teknikal atau kejuruteraan, iaitu sekitar 46.8 peratus. Ini diikuti oleh responden daripada jurusan teknologi (27.8 peratus), keusahawanan/ perniagaan (17.1 peratus) dan jurusan sastera umum sekitar 8.3 peratus. Sebenarnya, borang soal selidik menyediakan pilihan jawapan kepada responden daripada aliran sains umum, bagaimanapun kumpulan ini tidak memiliki responden. Tiga item berikutnya dalam bahagian demografik responden mempunyai hubungan langsung dengan kecenderungan pemilihan kerjaya keusahawanan, iaitu latar belakang keluarga, pengalaman berniaga atau keterlibatan individu dalam aktiviti keusahawanan dan sumber inspirasi yang mendorong minat terhadap kerjaya keusahawanan. Majoriti responden, iaitu sekitar 63.5 peratus datang daripada keluarga yang tidak berkecimpung dalam aktiviti keusahawanan. Hanya sekitar 16.5 peratus responden sahaja yang berasal daripada keluarga usahawan, iaitu sama ada daripada ibubapa ataupun saudara kandung.

Sesuatu yang unik berlaku dikalangan responden, iaitu majoriti daripada mereka mempunyai pengalaman keusahawanan menerusi penglibatan dalam kerja kursus akademik di peringkat program pengajian. Item ini akan dinilai menerusi analisis jadual silang dengan item kecenderungan memilih kerjaya keusahawanan bagi melihat sama ada pengalaman pendidikan ini memberi kesan positif atau tiada kaitan dengan kecenderungan pemilihan kerjaya responden. Penglibatan responden dalam koperasi sekolah dan aktiviti E-dagang atau pemasaran atas talian menyumbang masing-masing sekitar 15.6 dan 15.1 peratus. Item terakhir dalam kelompok ini, iaitu sumber inspirasi untuk menjadi usahawan majoriti disumbang oleh item keluarga dan pihak sekolah, iaitu masing-masing 10.7 peratus. Bagaimanapun, peratusan ini hanya untuk responden yang mempunyai kecenderungan untuk menjadikan keusahawanan sebagai pilihan kerjaya utama. Sebaliknya, golongan responden yang tidak berminat terhadap kerjaya keusahawanan membentuk kelompok majoriti, iaitu sekitar 40 peratus. Ini bermakna, majoriti responden masih berorientasikan pencari pekerjaan dan bukannya berorientasikan penghasil pekerjaan, iaitu usahawan. Manakala Jadual 2 pula memaparkan pengaruh silang dikalangan faktor demografik dengan kecenderungan menjadi usahawan setelah menamatkan pengajian. Faktor-faktor demografik berkenaan seperti jantina, bangsa, umur, institusi

pengajian, tahap pendidikan tertinggi, program atau bidang pengajian semasa, keluarga usahawan. pengalaman berniaga dan sumber inspirasi menjadi usahawan. Secara ringkasnya, dapatan kajian ditunjukkan dalam Jadual 2 berikut:

Jadual 2: Ringkasan analisis jadual silang antara kecenderungan memilih kerjaya keusahawanan dan faktor-faktor demografik.

<b>Kecenderungan</b>	Tidak pasti (%)	Kurang pasti (%)	Pasti (%)	Sangat pasti (%)
<b>Keusahawanan Demografik</b>				
<b>Jantina:</b>				
Lelaki	27 (22.1)	44 (36.1)	39 (32.0)	12 (9.8)
Perempuan	14 (16.9)	26 (31.3)	25 (30.1)	18 (21.7)
<b>Bangsa:</b>				
Melayu	32 (21.8)	53 (36.1)	49 (33.3)	13(8.8)
Cina	2 (6.9)	7 (24.1)	8 (27.6)	12 (41.4)
India	4 (20.0)	9 (45.0)	4 (20.0)	3 (15.0)
Lain-lain	3 (33.3)	1 (11.1)	3 (33.3)	2 (22.3)
<b>Umur:</b>				
Bawah 18 tahun	1 (9.1)	6 (54.5)	2 (18.2)	2 (18.2)
18 – 20 tahun	26 (45.6)	17 (29.8)	7 (12.3)	7 (12.3)
21 – 22 tahun	13 (11.0)	39 (33.1)	48 (40.7)	18 (15.2)
23 – 25 tahun	1 (5.9)	7 (41.2)	6 (35.3)	3 (17.6)
Melebihi 26 tahun	n.a.	1 (50.0)	1 (50.0)	n.a.
<b>Institusi pengajian:</b>				
Universiti awam	15 (31.9)	20 (42.5)	7 (15)	5 (10.6)
Kolej Komuniti	5 (12.8)	12 (30.8)	15 (38.5)	7 (17.9)
Politeknik	10 (24.4)	16 (39.0)	11 (26,8)	4 (9.8)
ILKA	11 (14.1)	22 (28.2)	31 (39.7)	14 (18.0)
<b>Tahap pendidikan tertinggi:</b>				
SPM	35 (21.1)	48 (28.9)	57 (34.3)	26 (15.7)
STPM/Asasi/Matrikulasi	3 (14.3)	11 (52.4)	4 (19.0)	3 (14.3)
Diploma	3 (18.7)	10 (62.5)	2 (12.5)	1 (6.3)
Ijazah Sarjanamuda	n.a.	1 (50.0)	1 (50.0)	n.a.
<b>Program/ bidang pengajian semasa:</b>				
Sijil kemahiran	16 (13.7)	34 (29.1)	46 (39.3)	21 (17.9)
Diploma	10 (24.4)	16 (39.0)	11 (26.8)	4 (9.8)
Ijazah Sarjanamuda	15 (31.9)	20 (42.6)	7 (14.9)	5 (10.6)
<b>Jurusan pengajian:</b>				
Teknikal/ Kejuruteraan	15 (15.6)	32 (33.3)	32 (33.3)	17 (17.8)
Teknologi	10 (17.5)	16(28.1)	24 (42.1)	9 (12.3)
Keusahawanan/ Perniagaan	11 (31.4)	13 (37.1)	7 (20.0)	4 (11.5)
Sastera umum	5 (33.3)	9 (60.0)	1 (6.7)	n.a.
<b>Keluarga usahawan:</b>				
Ibubapa	n.a.	2 (15.4)	6 (46.2)	5 (33.4)
Saudara kandung	n.a.	5 (23.8)	10 (47.6)	6 (28.6)
Keluarga terdekat	3 (7.3)	9 (22.0)	22 (53.7)	7 (17)
Tiada	38 (29.2)	54 (41.5)	26 (20.0)	12 (9.3)

Pengalaman berniaga:				
Tugasan/ projek akademik	25 (23.4)	33 (30.8)	31 (29.0)	18 (16.8)
Koperasi sekolah	2 (6.3)	10 (31.3)	14 (43.8)	6 (18.6)
Perniagaan kecil-kecilan	8 (28.6)	11 (39.3)	7 (25.0)	2 (7.1)
E-dagang/ Online	5 (16.1)	13 (41.9)	10 (32.3)	3 (9.7)
Tiada pengalaman	1 (14.3)	3 (42.9)	2 (28.5)	1 (14.3)
Sumber inspirasi menjadi usahawan:				
Keinginan sendiri	n.a.	2 (10.0)	12 (60.0)	6 (30.0)
Keluarga	3 (13.6)	6 (27.2)	8 (36.4)	5 (22.8)
Peringkat sekolah	1(4.6))	1 (4.6)	12 (54.5)	8 (36.3)
Masyarakat	2 (15.4)	1 (7.7)	7 (53.8)	3 (23.1)
Dasar/ galakan kerajaan/ agensi	2 (11.8)	2 (11.8)	8 (47.1)	5 (29.3)
Program di rangkaian TV/radio	4 (30.8)	3 (23.1)	5 (38.5)	1 (4.6)
Bahan bacaan	1 (6.2)	4 (25.0)	9(56.3)	2 (12.5)
Tiada keinginan menjadi usahawan	28 (34.1)	51 (62.2)	3 (3.7)	n.a.

Berdasarkan kepada dapatan kajian yang dipaparkan dalam Jadual 2, terdapat perbezaan sedikit antara pengaruh jantina terhadap kecenderungan pemilihan kerjaya keusahawanan, iaitu majoriti responden perempuan menyatakan bahawa mereka pasti dan sangat pasti memilih kerjaya keusahawanan, iaitu sebanyak 51.8 peratus berbanding lelaki sekitar 41.8 peratus. Wujud perbezaan yang ketara antara responden berbangsa Cina dan bukan Cina, iaitu Melayu dan India berkenaan kecenderungan pemilihan kerjaya sebagai usahawan, iaitu responden Cina yang yakin dan sangat yakin memilih keusahawanan sebagai kerjaya, iaitu membentuk sekitar 69 peratus berbanding Melayu dan India masing-masing sekitar 42.1 dan 35 peratus. Manakala responden berbangsa lain, iaitu Siam membentuk pola seperti responden Cina, iaitu majoriti daripada mereka yakin dan sangat yakin memilih keusahawanan sebagai bidang kerjaya, iaitu meliputi 55.6 peratus.

Pengaruh umur pula menunjukkan bahawa responden yang berumur 21 hingga 25 tahun membentuk kumpulan yang ramai memilih kerjaya keusahawanan berbanding jangka umur responden yang lain, iaitu sebanyak 53 dan 56 peratus berbanding kumpulan umur yang lain, iaitu sekitar 23 dan 36 peratus sahaja responden yakin dan sangat yakin memilih kerjaya keusahawanan. Pengaruh institusi pengajian tinggi pula memaparkan bahawa responden dari kolej komuniti dan ILKA membentuk kelompok responden majoriti yang yakin dan sangat yakin memilih kerjaya keusahawanan, iaitu masing-masing 56 dan 58 peratus berbanding responden daripada universiti awam sekitar 25 peratus dan politeknik 36 peratus. Pengaruh tahap pendidikan tertinggi sebelum memasuki institusi pengajian tinggi pula menunjukkan hanya lulusan SPM sahaja yang membentuk 50 peratus yakin dan sangat yakin memilih kerjaya keusahawanan berbanding dua tahap pendidikan yang lain, iaitu STPM/Asasi/Matrikulasi dan diploma masing-masing hanya membentuk kelompok yakin dan sangat yakin memilih kerjaya keusahawanan, iaitu sekitar 33 dan 19 peratus sahaja.

Tahap pendidikan tertinggi responden secara langsung mempengaruhi kecenderungan responden terhadap kerjaya keusahawanan, iaitu hanya responden yang sedang mengikuti program pengajian sijil kemahiran sahaja membentuk kelompok majoriti, iaitu 57 peratus berbanding dua kategori yang lain, iaitu pelajar program diploma dan ijazah sarjanamuda yang masing-masing hanya membentuk 36 dan 25 peratus sahaja. Pengaruh jurusan pengajian pula memaparkan bahawa kedua-dua jurusan teknikal (teknikal/kejuruteraan dan teknologi) berjaya membentuk kelompok majoriti responden yang yakin dan sangat yakin memilih kerjaya

keusahawanan, iaitu masing-masing 51 dan 54 peratus berbanding responden yang sedang mengikuti jurusan keusahawanan dan perniagaan, iaitu yang hanya berjaya membentuk 32 peratus sahaja. Faktor kewujudan penglibatan ahli keluarga terdekat seperti ibubapa, saudara kandung dan sanak saudara terdekat telah didapati sangat mempengaruhi kecenderungan memilih kerjaya keusahawanan. Ketiga-tiga kategori berkenaan, iaitu ibubapa, saudara kandung dan keluarga terdekat yang terlibat dalam kerjaya keusahawanan membentuk kelompok majoriti masing-masing 79.6, 76.2 dan 70.7 peratus kelompok majoriti yang yakin dan sangat yakin untuk memilih kerjaya keusahawanan.

Pengalaman penglibatan masa lalu dalam mempengaruhi kecenderungan pemilihan kerjaya keusahawanan pula menunjukkan bahawa hanya penglibatan dalam koperasi sekolah berjaya membentuk kelompok responden majoriti yang yakin dan sangat yakin untuk memilih kerjaya keusahawanan, iaitu sebanyak 62 peratus. Walaupun item lain tidak berjaya membentuk kelompok majoriti, kejayaan membentuk peratusan melebihi 40 peratus bagi kelompok responden yang yakin dan sangat yakin memilih kerjaya keusahawanan, iaitu bagi item penglibatan dalam penghasilan tugas/ kertas projek akademik dan penjualan E-dagang/ pemasaran atas talian yang masing-masing membentuk 46 dan 42 peratus boleh dianggap positif berkaitan pengaruh item-item berkenaan. Hanya pengalaman penglibatan dalam jualan secara kecil-kecilan atau separuh masa sahaja kurang memberansangkan, iaitu hanya sekitar 32 peratus sahaja. Item terakhir pula menunjukkan tahap keberkesanan yang tinggi bagi semua item dalam membentuk kecenderungan yang kuat untuk memilih kerjaya keusahawanan kecuali bagi item pengaruh media elektronik tradisi, iaitu televisyen dan radio. Item ini hanya berjaya membentuk 43 peratus sahaja. Walaupun peratusan ini agak baik berbanding item dalam dimensi lain, penelitian mengapa hal ini berlaku perlu diselidiki secara mendalam. Dapatan ini berkemungkinan berlaku kerana responden lebih dipengaruhi oleh media sosial berbanding media tradisi seperti televisyen dan radio. Kajian lain pada masa hadapan mungkin boleh menyenaraikan pengaruh media sosial sebagai item baharu dalam mengukur pengaruh kecenderungan pelajar terhadap kerjaya keusahawanan.

### **Rumusan dapatan kajian**

Berdasarkan kepada perbincangan dalam bahagian dapatan kajian seperti yang ditunjukkan oleh Jadual 2, dapat disimpulkan bahawa terdapat beberapa faktor demografik yang mempengaruhi kecenderungan memilih bidang keusahawanan sebagai kerjaya utama dikalangan pelajar institusi pengajian tinggi. Faktor-faktor berkenaan seperti jantina, bangsa, umur, program yang diikuti, penglibatan keluarga, pengalaman keusahawanan, penglibatan aktiviti kurikulum keusahawanan dan sumber dorongan (inspirasi) keusahawanan. Pelajar perempuan didapati lebih beriltizam terhadap penglibatan mereka dalam bidang keusahawanan dan didapati lebih yakin memilih kerjaya keusahawanan berbanding pelajar lelaki. Begitu juga pengaruh ras atau bangsa, pelajar berbangsa Cina dan Siam (bangsa lain dalam borang soal selidik) didapati lebih cenderung memilih kerjaya keusahawanan berbanding pelajar berbangsa Melayu dan India. Manakala daripada segi pengaruh umur pula didapati julat umur antara 21 hingga 25 tahun membentuk kelompok responden yang yakin dan sangat yakin memilih keusahawanan sebagai bidang kerjaya utama, iaitu masing-masing membentuk 56 peratus (21-22 tahun) dan 53 peratus (23-25 tahun). Bagaimanapun, faktor program dan jurusan pengajian yang diikuti di institusi pengajian tinggi didapati sangat mempengaruhi kecenderungan pelajar memilih kerjaya keusahawanan. Pelajar-pelajar daripada program bersifat teknikal, kejuruteraan dan teknologi didapati lebih meminati dan cenderung memilih keusahawanan sebagai kerjaya berbanding program atau jurusan pengajian yang lain termasuk pengurusan

perniagaan dan keusahawanan. Ini bermakna, polisi, dasar dan pelaksanaan program pembangunan insan dan pembangunan ekonomi Malaysia pada masa sekarang yang memberikan penekanan yang lebih serius terhadap penglibatan generasi muda dalam program atau jurusan teknikal dan vokasional (TVET – technical and vocational education and training) berbanding pada masa lalu adalah tepat.

Faktor pengaruh paling menyerlah dalam mempengaruhi kecenderungan memilih kerjaya keusahawanan oleh pelajar adalah berkisar kepada pengaruh atau penglibatan ahli keluarga terutamanya ahli keluarga terdekat seperti ibubapa dan saudara kandung dalam aktiviti keusahawanan. Hal ini disokong menerusi dapatan oleh Stanford Encyclopedia of Philosophy Archive (2014) yang menyatakan bahawa institusi kekeluargaan merupakan agen sosialisasi utama yang membentuk pemikiran, budaya dan kemahiran sosialisasi seorang individu. Berdasarkan kepada dapatan kajian seperti yang dipaparkan oleh Jadual 2, ibubapa, saudara kandung dan ahli keluarga terdekat seperti bapa atau ibu saudara, mempunyai pengaruh yang kuat terhadap kecenderungan memilih kerjaya sebagai usahawan oleh pelajar institusi pengajian tinggi. Apa yang menarik terhadap penemuan kajian ini ialah daripada segi pengaruh pengalaman keusahawanan. Walaupun banyak kajian seperti kajian yang dilaksanakan oleh Mohaffyza, Simah dan Adnan (2016), Nurulhayah dan Muhammad (2016) dan Ummi Munirah, Aidatul Najwa, Mohammed Rizki, Wan Suraya dan Wan Shahzinda (2017) menyatakan bahawa penglibatan dan pengalaman pelajar dalam kurikulum dan aktiviti berkaitan keusahawanan dan perniagaan sangat mempengaruhi kecenderungan memilih kerjaya keusahawanan, kajian ini hanya mendapati bahawa item pengalaman keusahawanan dan perniagaan bersama koperasi sekolah yang diperolehi semasa zaman persekolahan sahaja yang mempengaruhi tahap keyaikanan pelajar untuk memilih kerjaya keusahawanan.

Dimensi terakhir dalam bahagian demografik responden, iaitu sumber inspirasi kecenderungan memilih kerjaya keusahawanan, menunjukkan bahawa semua item pengukuran didapati mempengaruhi kecenderungan responden untuk memilih bidang keusahawanan sebagai kerjaya kecuali item pengaruh media elektronik tradisi seperti televisyen dan radio. Item berkenaan menunjukkan bahawa hanya 43.1 peratus responden yang yakin dan sangat yakin memilih kerjaya keusahawanan berjaya dipengaruhi oleh media massa berkenaan. Hal ini besar berkemungkinan terjadi kerana disebabkan kejayaan media sosial mengambilalih peranan media massa elektronik tradisi berkenaan. Bagaimanapun, untuk membuat kesimpulan sedemikian adalah tidak adil memandangkan kajian ini tidak memasukkan item pengaruh media sosial dalam membentuk kecenderungan pemilihan kerjaya keusahawanan. Hal ini mungkin boleh diambilkira dalam kajian yang akan dilaksanakan pada masa hadapan.

### **Cadangan**

Berdasarkan kepada perbincangan dalam bahagian rumusan dapatan kajian, dapat disimpulkan bahawa pihak pengurusan institusi pengajian tinggi, Kementerian Pendidikan Malaysia, agensi-agensi pembangunan keusahawanan kerajaan dan Kerajaan Malaysia dapat memberikan perhatian secara lebih komprehensif dan khusus terhadap beberapa perkara dalam aktiviti pembangunan keusahawanan negara terutamanya dikalangan generasi muda khasnya dikalangan pelajar institusi pengajian tinggi. Antara perkara atau elemen pembangunanan keusahawanan yang perlu diberikan perhatian lebih adalah daripada segi pengaruh jantina, bangsa, umur, program dan jurusan pengajian, pengaruh penglibatan ahli keluarga dan sumber inspirasi.



Dapatan kajian jelas menunjukkan bahawa iltizam dan kecenderungan pelajar perempuan untuk memilih kerjaya keusahawanan lebih baik berbanding pelajar lelaki. Walaupun hal ini tidak begitu disenangi oleh ahli sosiologi dan geopolitik, kejayaan skim Amanah Ikhtiar Malaysia (AIM) dapat dijadikan rujukan terhadap kenyataan ini. Oleh itu, pihak pengurusan institusi pengajian tinggi, agensi kerajaan, institusi kewangan dan Kerajaan Malaysia (sebagai penggubal dasar pembangunan) perlu memberikan perhatian lebih dalam meramaikan lagi usahawan wanita sama ada menerusi bantuan latihan dan teknikal mahupun bantuan kewangan. Faktor ras pula perlu dilihat bersama dengan pengaruh penglibatan ahli keluarga dalam bidang kerjaya keusahawanan. Hal ini adalah kerana keluarga merupakan entiti asas dalam masyarakat (bangsa) dan negara. Menurut McClelland (1987) dan Harris (1995), keluarga merupakan agen sosialisasi paling berpengaruh dalam membentuk kecenderungan budaya setiap individu. Menurut kedua-dua penulis berkenaan, keluarga terutamanya ibubapa dan saudara kandung yang lebih dewasa selalunya dijadikan ikutan (role model) oleh individu. Setiap perlakuan dan pendapat ibubapa atau saudara kandung lebih dewasa akan membentuk nilai dan norma kepercayaan jangka panjang kepada individu. Pandangan McClelland dan Harris ini turut disokong oleh dapatan Elistina, Nashaqilla, Afida, Mohhidin dan Fuziah (2017) yang menyatakan bahawa individu dewasa mempunyai peranan yang penting dan bersifat dominan dalam pembentukan kemahiran sosial dan kebudayaan individu manusia. Oleh itu, kerajaan dan institusi pendidikan di Malaysia terutamanya institusi pengajian tinggi perlu mendekati generasi muda terhadap nilai dan budaya perniagaan dan keusahawanan masyarakat Cina untuk diikuti dan disebatkan dalam budaya dan resam kehidupan individu daripada bangsa selain Cina. Program bersama CEO (Ketua Pegawai Eksekutif) syarikat-syarikat ternama, penceramah jemputan dikalangan pemain industri, perkongsian pengalaman usahawan menerusi lantikan professor adjung serta usaha pengukuhan hubungan institusi pengajian tinggi dan industri menerusi penubuhan jabatan hubungan industri di peringkat institusi pengajian tinggi dan Kementerian Pendidikan Tinggi Malaysia membuktikan bahawa institusi pengajian tinggi dan kerajaan Malaysia begitu serius untuk membudaya dan mempopularkan kerjaya keusahawanan dikalangan pelajar institusi pengajian tinggi.

Selain daripada pengaruh faktor umur dan bangsa, umur juga didapati mempunyai pengaruh yang signifikan dalam mempengaruhi kecenderungan memilih keusahawanan sebagai bidang kerjaya utama dikalangan pelajar institusi pengajian tinggi. Pelajar dalam julat umur antara 21 hingga 25 tahun merupakan kelompok terbaik untuk dijinakkan dan disebatkan dengan budaya keusahawanan. Selain daripada pengaruh julat umur antara 21 sehingga 25 tahun, bidang atau jurusan pengajian juga hendaklah disebatkan dengan angkubah penapisan pemilihan pelatih atau 'pelajar' keusahawanan. Berdasarkan kepada dapatan kajian, pelajar yang mengikuti bidang atau jurusan kemahiran teknikal, kejuruteraan dan teknologi lebih cenderung membentuk sikap dan kecenderungan positif untuk terlibat dan memilih bidang keusahawanan sebagai pilihan kerjaya utama setelah menamatkan pengajian. Hal ini sebenarnya telah disedari oleh kerajaan Malaysia kerana sekiranya diperhatikan terhadap dasar pembangunan insan dan pembangunan ekonomi Malaysia didapati telah memberikan penekanan yang lebih serius terhadap penglibatan generasi muda dalam program atau jurusan teknikal dan vokasional (TVET – technical and vocational education and training) dan seterusnya membuktikan bahawa golongan sasaran ini mampu meningkatkan bilangan usahawan negara selaras dengan DPN2030 dan dasar pembangunan negara yang lain termasuk Rancangan Malaysia ke-12.

Dapatan kajian juga memaparkan bahawa pengalaman perniagaan atau keusahawanan pelajar pada peringkat sebelum memasuki pusat pengajian tinggi semasa kurang mempengaruhi

kecenderungan pelajar terhadap kerjaya keusahawanan kecuali pengalaman penglibatan dalam aktiviti koperasi sekolah. Ini kerana, dapatan kajian ini hanya menemui bahawa pengalaman penglibatan pelajar dalam pengurusan koperasi sekolah sahaja yang berjaya mengukuhkan kecenderungan atau keyakinan pelajar untuk memilih bidang keusahawanan sebagai bidang kerjaya masa hadapan mereka. Bagaimanapun sekiranya disandarkan kepada hasil kajian oleh Baharu dan Mohammed Zain (2013), Nurulhayah dan Muhammad (2016) dan Ummi Munirah et. al. (2017) menyatakan bahawa pengalaman pelajar dalam kurikulum, ko-kurikulum dan aktiviti berkaitan keusahawanan dan perniagaan sangat mempengaruhi kecenderungan memilih kerjaya keusahawanan. Semua kajian berkenaan telah menyenaraikan penglibatan pelajar dalam penghasilan kertas kerja (projek) akademik berkaitan keusahawanan, penglibatan aktif dalam aktiviti perniagaan koperasi sekolah serta keterlibatan pelajar dalam perniagaan sambilan dan aktiviti perniagaan atas talian menyumbang kepada kecenderungan dan minat terhadap kerjaya keusahawanan. Oleh itu, walaupun dapatan kajian menunjukkan bahawa hanya pengalaman penglibatan pelajar dalam koperasi sekolah sahaja mempunyai pengaruh dominan terhadap kecenderungan pemilihan kerjaya keusahawanan dikalangan pelajar, pihak pengurusan institusi pengajian tinggi, agensi kerajaan dan Kerajaan Malaysia perlu meningkatkan usaha memperbanyakkan program latihan dan sokongan dalam menggerak lebih aktif dan berkesan aktiviti pemupukan budaya keusahawanan pelajar bukan sahaja menerusi penglibatan koperasi tetapi juga daripada segi kerja kursus yang lebih berorientasikan keusahawanan, aktiviti jualan dan penglibatan aktif pelajar dalam E-dagang dan pemasaran digital. Usaha yang dilaksanakan oleh pihak MDEC (Malaysia Digital economy Corporation) dalam memupuk minat dan seterusnya mendorong penglibatan aktif pelajar institusi pengajian tinggi Malaysia terutamanya menerusi program 'go-eCommerce' dan MTEP (Malaysia Tech Entrepreneur Programme). Go-eCommerce merupakan sebuah program yang diwujudkan oleh MDEC menerusi kerjasama erat dengan institusi pengajian tinggi untuk melatih dan melibatkan pelajar dalam aktiviti pemasaran atas talian dan E-dagang. Menerusi program ini, pihak MDEC telah melatih tenaga pengajar di institusi pengajian tinggi menerusi program 'melatih jurulatih' (TOT – training of trainers) dan pengurusan 'dashboard' keusahawanan digital untuk memantau aktiviti keusahawanan pelajar secara atas talian.

Dimensi terakhir dalam bahagian demografik responden, iaitu sumber inspirasi kecenderungan memilih kerjaya keusahawanan sebenarnya merupakan dimensi yang menyimpulkan pengaruh umum baik secara dalaman individu mahupun pengaruh luaran individu pelajar. Semua item pengukuran dalam dimensi ini memaparkan pengaruh yang sangat kuat dalam mempengaruhi tahap keyakinan pelajar untuk memilih keusahawanan sebagai kerjaya utama mereka setelah menamatkan pengajian. Ini bermakna, setiap pembangunan kurikulum, ko-kurikulum, program latihan dan program bantuan keusahawanan oleh pihak-pihak berkepentingan terutamanya oleh pihak pengurusan tertinggi institusi pengajian tinggi, Kementerian Pendidikan Malaysia, agensi pembangunan keusahawanan kerajaan dan Kerajaan Malaysia perlu memberi perhatian khusus terhadap pembangunan insan keusahawanan terutamanya daripada segi sikap dan motivasi diri individu pelajar, pembudayaan keusahawanan semasa peringkat pengajian, peranan keluarga dan masyarakat, dasar dan galakan agensi pembangunan keusahawanan kerajaan, memperbanyakkan bahan bacaan yang relevan terutamanya berkaitan dengan ilmu dan kemahiran pengurusan perniagaan dan keusahawanan. Walaupun dapatan kajian menunjukkan bahawa media massa tradisi seperti televisyen dan radio menghasilkan pengaruh yang sederhana, semua pihak berkepentingan tidak boleh memandang kecil peranan media massa berkenaan bersama-sama media massa era baharu, iaitu media sosial terutamanya Facebook, Instagram, WhatsApp, Twitter dan seumpamanya. Semua pihak berkepentingan

berkenaan seharusnya memanfaatkan media massa baharu berkenaan. Pihak berkepentingan bukan sahaja perlu meningkatkan populariti dan penggunaan media massa berkenaan sebagai saluran alternatif untuk berkomunikasi dengan generasi muda dan bakal usahawan tetapi juga menggalakkan penglibatan dan kualiti penglibatan mereka dalam memanfaatkan media sosial sebagai medium utama perniagaan. Hal ini sebenarnya telah dan sedang dilaksanakan oleh pihak MDEC. Menerusi kerjasama dengan semua institusi pengajian tinggi di Malaysia, MDEC menawarkan bantuan kepakaran dan latihan kepada tenaga pengajar dan pelajar terpilih untuk mengikuti pelbagai program latihan dalam memanfaatkan media baharu dan media sosial dalam pengurusan perniagaan dan keusahawanan di Malaysia.

### **Penutup**

Generasi muda yang kebanyakannya sedang berada di bangku sekolah dan pusat pengajian tinggi negara merupakan generasi yang sangat penting dalam menjadikan Malaysia negara maju pada masa hadapan. Hakikat sejarah penubuhan negara-negara maju di dunia seperti yang dapat kita lihat yang berlaku di China dan Korea Selatan telah membuktikan bahawa hasrat berkenaan, iaitu menjadi sebuah negara maju hanya dapat dicapai menerusi langkah meningkatkan bilangan usahawan dan sumbangan usahawan dalam pendapatan negara. Selain menyumbang pendapatan kepada negara, bidang keusahawanan turut memainkan peranan dalam mempengaruhi tahap kestabilan dan kemakmuran ekonomi rakyat bangsa Malaysia, iaitu menerusi penjana pendapatan negara serta memperbanyakkan peluang-peluang pekerjaan.

### **Rujukan**

- Aljaghthami Eman-Nafa & Normala Amir Ishak, (2016). Saudi Arabia women teachers's psychological capital towards work engagement. *Journal of International business Economics and Entrepreneurship*, 1(1), 39-45.
- Baharu Kemat Al-Haj & Mohammed Zain Yusof. (2013). Sikap keusahawanan dan hasrat keusahawanan: Satu penilaian instrumen dalam mengkaji kecenderungan keusahawanan. *Jurnal Personalia Pelajar*, 15, 61-69.
- Becker, M.C., Knudsen, T. & Swedberg, R., (2011). *The entrepreneur: Classic texts by Joseph A. Schumpeter*, 1<sup>st</sup>. ed. California: Stanford University Press.
- Che Asniza Osman & Rohana Ngah, (2016). Assessing sustainable competitive advantage in relation with intellectual capital, knowledge management and innovativeness in women-owned SMEs in Malaysia. *Journal of International business Economics and Entrepreneurship*, 1(1), 47-51.
- Dewan Bahasa dan Pustaka. (2005). *Kamus Dewan*, 4<sup>th</sup>. ed. Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Elistina Abu Bakar, Nashaqilla Norlee Rosslee, Afida Mastura Muhammad Ariff, Mohhidin Othman & Puziah Hashim, (2017). Consumers' trust and values towards halal cosmetics and personal care products. *Malaysian Journal of Consumer and Family Economics*, 20(2), 21-35.
- Ershad Ali, (2017). Impact of part time work on the academic performance of international students. *Journal of International business Economics and Entrepreneurship*, 2(1), 18-22.
- Harris, J.R. (1995). Where is the child's environment? A group socialization theory of development. *Psychological Review*, 102(3), 458-489.
- Kao, John J., (1989). *Entrepreneurship, creativity & organization: Text, cases & readings*. New Jersey: Prentice Hall.

- Leong, Mei Kei, Syuhaily Isman, & Syaheera Abu Bakar, (2017). Relationship of personality factors and purchase intention of counterfeit product among college students. *Malaysian Journal of Consumer and Family Economics*, 20(2), 106-122.
- McClelland, D.C. (1987). *Human motivation*. New York: University of Cambridge.
- Miltenberger, R.G. (2008). *Behavioral modification: Principles and procedures*. Boston: Thomson Publishing.
- Melvin Mojikon, Azizan Abdullah & Sofian Shamsuddin, (2017). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating effect of government's role. *Journal of International business Economics and Entrepreneurship*, 1(1), 39-45.
- Mohammad Suwardi Mohd Yusof, Noor Azman Abdullah, Lingaswaran Arjunan & Marina Mustapa Al-Bakri. (2017). Pengaruh pengalaman keusahawanan terhadap kecenderungan keusahawanan dalam kalangan pelajar jurusan perakaunan Kolej Matrikulasi Perak. *Jurnal Pendidikan Dedikasi*, 13, 38-52.
- Mohd Ridzuan Naemat, Mohd Nor Khairil, Mohd Radzuan Harun, Azhar Ahmad & Lokhman Hakim Osman, (2017). Faktor pendorong yang mempengaruhi keputusan melanjutkan pengajian ke institusi pengajian tinggi (IPT) dikalangan staf kerajaan dan swasta. *Jurnal Personalia Pelajar*, 20(1), 59-65.
- Mohd Syahrir Rahim, Ahmad Zamil Abd. Khalid, Shahadah Hj. Abdullah, Syahrina Abdullah, Saudah Ahmad, Norria Zakaria.... Donny Abdul Latief Poespowidjojo. (2017). *Asas keusahawanan: Ke arah pengukuhan minda dan kemahiran keusahawanan*. Sintok: UUM Press.
- Norashidah Hashim, Norasmah Othman & Noraisah Buang. (2009). *Jurnal Pendidikan Malaysia*, 34(1), 187-203.
- Norazila Mat, Muhammad Syaqif Noordin, Nur Atiqah Abdullah, Nazri Muslim & Jamsari Alias, (2017). Pembentukan kemahiran insaniah pelajar melalui badan beruniform di Universiti Kebangsaan Malaysia. *Jurnal Personalia Pelajar*, 20(1), 15-32.
- Noraznida Husin & Siti Zubaidah Md. Nor. (2018). Faktor yang mempengaruhi pemilihan program pengajian di IPTS: Kajian di Fakulti Pengurusan dan Muamalah, Kolej Universiti Islam Antarabangsa Selangor. *Proceeding of the 5<sup>th</sup>. International Conference on Management and Muamalah*, 46-53.
- Nurulhayah Muhamad & Muhammad Hafizuddin Abu. (2016). *Journal of Business Innovation*, 1 (2), 31-44.
- Noor Aini Ali, Nor 'Azzah Kamri, Suhaili Sarif. (2003). Pembudayaan keusahawanan Islam: Implikasinya terhadap pembangunan ummah sejagat. *Pertanika Journal of Social Science and Humanities*, 11(2), 33-46.
- Noorah Yusof & Zakiah Jamaluddin, (2017). Pembangunan kebolehpasaran siswazah: Tindakan universiti dan cabaran yang dihadapi. *Jurnal Personalia Pelajar*, 20(1), 33-46.
- Norazila Mat, Muhammad Syaqif Noordin, Nur Atiqah Abdullah, Nazri Muslim & Jamsari Alias, (2017). Pembentukan kemahiran insaniah pelajar melalui badan beruniform di Universiti Kebangsaan Malaysia. *Jurnal Personalia Pelajar*, 20(1), 15-32.
- Nurul Hisifbli Ibrahim & Abdul Rahman Saili, (2017). Assessment of entrepreneurial inclination among the seaweed operator at Semporna, Sabah using EAO Model. *Journal of International business Economics and Entrepreneurship*, 2(1), 57-66.
- Staddon, J.E. & Cerutti, D.T. (2003). Operant conditioning. *Annual Review of Psychology*, 54(1), 115-144.
- Stanford University. (2014). *Stanford Encyclopedia of Philosophy Archive*. California: Stanford University.

- Syuhaily Osman, Afida Mastura Muhammad Arif & Cham, Xiau Yean, (2017). Predictors of purchasing intention off luxury goods among university students in Selangor. *Malaysian Journal of Consumer and Family Economics*, 20(2), 57-80.
- Teo, Carol Boon-Chui, (2016). Recycling behaviour of Malaysian Urban households and upcycling Prospects. *Journal of International business Economics and Entrepreneurship*, 1(1), 9-15.
- Teong-Jin, Steven Toh, Tan, Cheng Ling & Yen, Sook Fern, (2016). What are the attractiveness aspects that influence customer loyalty to homestays? A study in Taiwan. *Jurnal Pengurusan*, 48, 201-218.
- Ummi Munirah Syuhada Mohamad Zan, Aidatul Najwa Harun Arrosyid, Mohamed Rizki Moi, Wan Suraya Wan Hassin & Wan Shahzinda Shah Shahar. (2017). Faktor-faktor yang mempengaruhi kejayaan usahawan wanita TEKUN: Satu kajian di Daerah Ulu Langat. *Proceeding of the 4<sup>th</sup>. International Conference on Management and Muamalat 2017*, 15-29.
- Wan Mohd Zaifurin Wan Nawang, Nor Hayati Sa'at, Sabri Ahmad & Ibrahim Mamat. (2016). Kecenderungan keusahawanan dalam kalangan pelajar sekolah menengah di negeri Trengganu. *Jurnal Pendidikan Malaysia*, 41(1), 87-98.
- World Publishing Company. (2012). *Kamus Webster's New World*. Boston: Houghton Mifflin Harcourt.
- Yahaya Ibrahim & Norsiah Ahmad, (2006). Keusahawanan dan daya saing usahawan Melayu di sektor pelancongan. *Jurnal Pengajian Melayu*, 17, 16-33.
- Zaidatul Akmalliah Lope Pihie Habibah Elia. (2014). Keupayaan usahawan bumiputera melaksana kemahiran keusahawanan: Satu kajian kes. (2004). *Pertanika Journal Of Social Sciences and Humanities*, 12(1), 61-70.
- Zhang, S.X. & Cueto, J., (2015). The study of bias in entrepreneurship. *Entrepreneurship Theory and Practice*, 41(3), 419-454.
- Zurita Mohd Saleh, (2017). Social capital influence on supply chain integration in the food processing industry in Malaysia. *Journal of International business Economics and Entrepreneurship*, 2(1), 34-44.



## PENENTU PENGLIBATAN USAHAWAN LUAR BANDAR DALAM PERNIAGAAN: KAJIAN KES DAERAH SIK

Zahari Mohamed<sup>1</sup>  
Samihah Saad Haji Ismail<sup>2</sup>

<sup>1</sup>Zahari Mohamed, Pensyarah Kanan, pensyarah pemasaran dan keusahawanan di Fakulti Bahasa, Tamadun dan Falsafah, Universiti Utara Malaysia.

<sup>2</sup>Samihah Saad Haji Ismail, Prof. Madya, pensyarah perakaunan dan keusahawanan di Fakulti Perakaunan Universiti Utara Malaysia

---

**Abstract:** *Kajian ini dilaksanakan bagi mengenalpasti faktor-faktor yang mendorong individu luar bandar untuk terlibat bidang atau kerjaya keusahawanan Malaysia untuk melihat lebih ramai lagi rakyat Malaysia berjaya memakmurkan ekonomi dan sosial masyarakat dan negara. Kajian telah dilaksanakan di kalangan 48 orang usahawan sekitar Mukim Jeneri, Sik Kedah Darul Aman. Pemilihan mukim Jeneri atau daerah Sik kerana ia merupakan antara daerah termiskin di Kedah. Oleh itu, kerajaan negeri Kedah dan kerajaan pusat menaruh harapan yang tinggi terhadap kejayaan program keusahawanan untuk mengubah landskap sosioekonomi rakyat di Sik. Dapatan kajian telah mengenalpasti beberapa faktor penentu kepada penglibatan dan pengekalan usahawan dalam perniagaan antaranya seperti minat, sikap, motivasi, keluarga, kursus pengajian serta sokongan sosial institusi pengajian dan kerajaan.*

**Keywords:** *Keusahawanan, keusahawanan luar bandar, ciri-ciri usahawan, kecenderungan keusahawanan, pembudayaan keusahawanan.*

---

### Pengenalan

Malaysia telah diiktiraf oleh pelbagai pihak dan organisasi baik di dalam negara mahupun di peringkat global termasuk pengiktirafan oleh agensi pembangunan di bawah Pertubuhan Bangsa-bangsa Bersatu sebagai sebuah negara yang pesat membangun terutamanya sejak awal 1970an. Kemajuan negara diwarnai bukan sahaja daripada segi pembangunan fizikal atau material seperti bangunan dan jaringan pengangkutan tetapi juga dalam bidang pendidikan, pembangunan wanita, peluang-peluang pekerjaan, taraf kesihatan dan pembasmian kemiskinan (Zulkarnain, Sivamurugan dan Azim Fazwan, 2008). Seiring dengan kemajuan negara, kerajaan Malaysia didapati telah memberikan perhatian yang khusus dalam meningkatkan aktiviti perniagaan dan keusahawanan baik daripada segi program pembangunan dan latihan mahupun daripada segi peruntukan bantuan kewangan dan bukan kewangan kepada aktiviti keusahawanan. Kejayaan Korea Selatan membangunkan negara menerusi pembangunan keusahawanan yang komprehensif telah menjadi sumber inspirasi kepada kerajaan Malaysia untuk mencontohi negara berkenaan menerusi Dasar Pandang Ke Timur yang secara rasmi dilancarkan pada 8 Februari 1982. Walaupun dasar pembangunan ini berusaha mencontohi Jepun dan Korea Selatan, kerajaan lebih teruja dan memberi penekanan khusus terhadap model pembangunan ekonomi Korea Selatan kerana negara ini daripada segi pembangunan negara sebelum ini tidak jauh berbeza daripada Malaysia tetapi berjaya bangkit sebagai antara kuasa ekonomi baharu dunia dalam jangkamasa yang singkat. Selain itu, kejayaan Korea Selatan membangunkan keusahawanan dikalangan rakyatnya terutamanya di kalangan usahawan

mikro dan kecil luar bandar menarik minat kerajaan Malaysia mencontohi model pembangunan ekonomi dan keusahawanan Korea Selatan (Mohd Afendi dan Junaidi, 2016).

Pembangunan keusahawanan luar bandar di Malaysia sebenarnya digerakkan sejak zaman penjajahan British lagi, iaitu menerusi penubuhan Jabatan Pertanian pada 1905. Tugas utama Jabatan Pertanian diawal penubuhannya adalah untuk melaksanakan dasar-dasar pertanian yang ditentukan oleh kerajaan untuk memaju dan memakmurkan penduduk luar bandar. Pada peringkat awal penubuhan, Jabatan Pertanian hanya menumpukan kepada usaha-usaha penyelidikan tanaman, menyediakan pakar-pakar teknikal kepada pemilik-pemilik ladang dan perkhidmatan pengembangan kepada pekebun-pekebun kecil, terutamanya pekebun-pekebun getah. Bagaimanapun, sejajar dengan perkembangan ekonomi, sosial dan politik Tanah Melayu dan kemudiannya Malaysia, peranan besar Jabatan Pertanian telah ditambah baik daripada semasa ke semasa menjadi seperti yang ada pada masa sekarang. Selain Jabatan Pertanian, yang kini menjadi Kementerian Pertanian dan Industri Asas Tani, pihak British setelah menyedari kesalahan (dosa) dasar pemerintahan mereka sebelum ini, iaitu menerusi polisi pecah dan perintah yang telah meminggirkan bangsa Melayu, telah menubuhkan Lembaga Kemajuan Kampung dan Perusahaan – LKKP atau RIDA (Rural and Industrial Development Authority) pada tahun 1950. Walaupun penubuhan RIDA dianggap oleh ramai pakar sejarah sebagai usaha ‘melepas batuk di tangga’ atau ‘usaha mengaburi mata’ rakyat majoriti dan penduduk asal Tanah Melayu yang telah menunjukkan sentimen menuntut kemerdekaan, ia dianggap sebagai detik penting tertubuhnya Majlis Amanah Rakyat (MARA) pada 1966 dan seterusnya penubuhan Kementerian Pembangunan Usahawan, iaitu satu agensi pembangunan sosial dan keusahawanan yang penting kepada negara dan masyarakat Melayu dan kemudiannya masyarakat bumiputera setelah penubuhan Malaysia pada 1963.

Selain penubuhan Jabatan Pertanian dan RIDA (kemudiannya MARA), kerajaan Malaysia juga didapati telah berusaha memperkemas dan menambah baik organisasi atau agensi pembangunan masyarakat luar bandar sama ada menerusi memperkemas organisasi-organisasi dan agensi-agensi pembangunan sedia ada seperti Jabatan Pertanian mahupun menubuhkan agensi-agensi baharu yang menyokong dan melengkapkan aspirasi kerajaan Malaysia untuk membangunkan masyarakat luar bandar. Penubuhan Pihak Berkuasa Kemajuan Pekebun Kecil Perusahaan Getah (RISDA) pada 1 Januari 1973 melengkapkan lagi agensi pembangunan ekonomi masyarakat luar bandar. Selain penubuhan RISDA, kerajaan turut memperkemas Jabatan Pertanian kepada sebuah kementerian, iaitu Kementerian Pertanian yang bukan sahaja menjadi organisasi induk kepada Jabatan Pertanian tetapi juga kepada pelbagai agensi pertanian dan asas tani yang sangat penting seperti Institut Penyelidikan Getah Malaya (RRIM) pada 1925, Lembaga Pemasaran Pertanian Persekutuan (FAMA) pada 1965, Institut Penyelidikan dan Pembangunan Pertanian (MARDI) pada 1970, dan Lembaga Pertubuhan Peladang (1973). Kerajaan Malaysia turut membentuk organisasi bersepadu yang memfokuskan pembangunan sosioekonomi masyarakat luar bandar seperti menerusi penubuhan pihak berkuasa pembangunan kawasan yang dikenali sebagai IADA (Integrated Agriculture Development Authority) bagi kawasan penanaman padi seperti MADA (1965), KADA (1972), IADA Seberang Perak (1981) ( dan IADA Pulau Pinang (Seberang Perai, 1984) menerusi bantuan pinjaman pembangunan Bank Dunia. Selain penubuhan organisasi atau agensi pembangunan, kerajaan turut memperkenalkan pelbagai dasar pembangunan selain Belanjawan Tahunan dan Rancangan Malaysia (rancangan pembangunan negara lima tahun) serta beberapa dasar pembangunan sosial utama seperti Dasar Ekonomi Baru (1970-1990) dan Dasar Pembangunan Nasional (1991-2000).

### **Latarbelakang kajian**

Berdasarkan kepada realiti pembangunan keusahawan dan pembangunan luar bandar, pihak kerajaan telah melaksanakan pelbagai dasar, program dan bantuan menerusi pelbagai agensi pembangunan kerajaan. Berdasarkan kepada perbincangan dalam bahagian pengenalan dan bahagian sorotan karya berkaitan dengan agensi pembangunan keusahawanan kerajaan Malaysia, sepatutnya Malaysia telah mampu melahirkan ramai usahawan luar bandar yang berjaya, bukan sahaja di pasaran tempatan tetapi juga di peringkat global. Bagaimanapun, aspirasi sedemikian tidak kesampaian. Majoriti kawasan luar bandar di Malaysia masih berada dalam kawasan kurang membangun, manakala daripada segi sosio-ekonominya pula juga masih berada di bawah par atau di bawah garis kemiskinan. Di manakah silapnya? Seinggakan hal ini telah menimbulkan pandangan dan kenyataan-kenyataan negatif serta pedih, sama ada mereka menyalahkan usahawan luar bandar yang dianggap ‘terlalu manja’ atau tiada kecekalan ataupun mereka mempertikai serta memperkecil-kecilkan kemampuan dan tahap keberkesanan dasar pembangunan keusahawanan negara atau peranan agensi-agensi pembangunan keusahawanan kerajaan (Noraniza, Azlizan dan Yusuf, 2011). Oleh itu, kajian ini dihaarap dapat merungkai persoalan berkenaan serta menemui jawapan yang lebih jelas, tepat dan menyeluruh berkaitan dengan isu dan persoalan berkenaan.

### **Persoalan kajian**

Masyarakat luar bandar merupakan penentu kestabilan politik dan kemakmuran negara. Bagaimanapun, seperti yang dinyatakan dalam bahagian awal, keadaan sosio-ekonomi luar bandar masih tidak banyak berubah (kadar pembangunan yang relatif rendah), seolah-olah Malaysia (Tanah Melayu) baru merdeka terutamanya kerana majoriti ahli masyarakatnya masih berada di bawah garis kemiskinan. Hal ini mewujudkan jurang ekonomi atau pendapatan yang besar antara penduduk luar bandar dan bandar, iaitu wujud ketidakseimbangan pengagihan kekayaan negara di kalangan rakyat. Masyarakat luar bandar didapati masih mengekalkan status quo daripada segi kegiatan ekonomi, iaitu hasil pertanian mentah. Seperti mana yang kita sedia maklum, hasil pertanian mentah (tidak diproses) dikategorikan sebagai komoditi. Oleh itu, ia amat dipengaruhi oleh ciri-ciri komoditi. Antara perbezaan utama antara komoditi dengan produk perniagaan adalah daripada segi harga, iaitu harga komoditi jauh lebih murah berbanding produk atau komoditi yang diproses. Oleh itu, ramai pihak termasuk kerajaan Malaysia mempercayai bahawa hanya menerusi keusahawanan dan perniagaan dapat mengubah lanskap sosio-ekonomi penduduk luar bandar (Hayati, Sharifah Meryam dan Zakila, 2009). Bagaimanapun, untuk melihat kepada kejayaan dasar, program dan aktiviti pembangunan keusahawanan dalam meningkatkan taraf hidup dan sosioekonomi masyarakat luar bandar, kerajaan mestilah melihat kepada sejauhmanakah produk-produk usahawan luar bandar bukan sahaja berjaya memasuki pasaran tetapi juga berjaya menawan hati ramai pengguna (Tan, Tan, Yeo & Ching, 2019) terutamanya yang laris atau ‘meletup’ di pasaran seperti produk berasaskan lada hitam ‘Nang Ori’ (Berita Harian, 16 Disember, 2019).

### **Objektif kajian**

Kajian sebenar mensasarkan lima objektif kajian. Bagaimanapun, artikel ini hanya memilih tiga daripadanya, iaitu:

1. Mengukur pengaruh faktor demografik terhadap pemilihan kerjaya keusahawanan dikalangan penduduk luar bandar.
2. Mengenal pasti faktor-faktor peribadi dan bukan peribadi yang mempengaruhi penglibatan masyarakat luar bandar dalam bidang keusahawanan.
3. Mengenal pasti isu dan cabaran dalam pembangunan keusahawanan luar bandar.

### **Kepentingan kajian**

Aspirasi kerajaan untuk membangunkan modal insan dalam bidang keusahawanan seperti yang terkandung dalam kebanyakan dasar pembangunan keusahawanan negara seperti Dasar Ekonomi Baru (1970-1990), Dasar Pembangunan Nasional (1991-2000), Dasar Kemakmuran Bersama dan Dasar Keusahawanan Negara 2030 (DKN2030). Dasar Kemakmuran Bersama sebenarnya masih meneruskan usaha pengagihan pendapatan yang lebih adil dikalangan rakyat terutamanya antara masyarakat bandar dan luar bandar seperti aspirasi Dasar Ekonomi Baru dan Dasar Pembangunan Nasional. Manakala DKN2030 pula adalah satu usaha kerajaan untuk merencanakan lagi pembangunan dan sumbangan aktiviti keusahawanan dalam sistem ekonomi negara terutamanya bagi meramaikan lagi bilangan usahawan dalam pelbagai sektor dan sub-sektor khususnya di kawasan luar bandar. Oleh itu, kajian ini berhasrat menyelami aspirasi ini daripada sudut polisi dan pelaksanaan dan seterusnya menjadi sebahagian daripada bahan rujukan kepada kerajaan dan pihak berkepentingan dalam melahirkan lebih ramai usahawan cemerlang yang datang daripada kawasan luar bandar. Seterusnya, adalah diharapkan dapatan kajian juga dapat dimanfaatkan oleh agensi kerajaan dan pihak berkepentingan di Malaysia melaksanakan fungsi secara lebih berkesan dan bermakna untuk membantu usahawan luar bandar bergerak lebih jauh dalam dunia keusahawanan dan ekonomi.

### **Ulasan karya**

Bahagian ini membincangkan beberapa teori dan konsep yang berkaitan keusahawanan luar bandar dan latar belakang lokasi kajian menerusi perbincangan hasil kajian dan penulisan bahan ilmiah terdahulu.

### **Definisi dan konsep usahawan**

Istilah keusahawanan atau usahawan mulai diperkenalkan oleh Richard Cantillon (1755), iaitu menerusi istilah 'entreprendre' (istilah Perancis) yang kemudiannya diterima pakai dalam bahasa Inggeris sebagai 'entrepreneur'. 'Entreprendre' membawa maksud 'memikul sesuatu tugas'. Menurut Cantillon, usahawan memikul tugas sama seperti ketua perang (jeneral tentera) yang menggerakkan pasukannya (organisasinya) menerusi pelbagai strategi peperangan. Manakala menurut Kamus Dewan, usahawan merupakan individu yang menubuhkan atau menerajui sebuah perniagaan sendiri serta mengembangkannya dari masa ke semasa. Usahawan juga dikenali sebagai pedagang, peniaga dan pengusaha. Manakala menurut Kamus Webster's New World pula, keusahawanan sebagai satu usaha untuk mengorganisasi dan mengurus pengambilalihan dan memanfaatkan risiko demi meraih keuntungan. Kao (1989) mendefinisikan keusahawanan sebagai satu proses mencipta sesuatu yang baharu (kreatif) dan berbeza bagi tujuan mencipta kesejahteraan kepada individu dan masyarakat. Manakala menurut Histrich dan Peters (2016) usahawan merupakan individu yang berusaha membentuk dan mewujudkan usaha atau kerja dengan menggunakan faktor-faktor pengeluaran secara kreatif untuk mencari peluang perniagaan yang memberikan kebaikan kepada pelbagai pihak dan memenuhi keperluan orang ramai. Manakala menurut Mohd Mohd Syahrir Rahim, Ahmad Zamil Abd. Khalid, Shahadah Hj. Abdullah, Syahrina Abdullah, Saudah Ahmad, Norria Zakaria.... Donny Abdul Latief Poespowidjojo (2017) keusahawanan merupakan satu proses pengujudan dan pengembangan perniagaan secara berterusan yang menyumbang kepada manfaat pertumbuhan dan kemakmuran ekonomi serta sebagai satu profesion kerjaya. Berdasarkan kepada kebanyakan penulisan ilmiah, keusahawanan merupakan satu bidang ilmu yang terhasil daripada kombinasi pelbagai bidang ilmu utama seperti ekonomi, sosiologi, psikologi dan pengurusan perniagaan. Ini bermakna, untuk menjadi seorang usahawan yang berjaya, individu perlu memiliki ilmu falsafah dan pemikiran, ekonomi, sosiologi, psikologi

dan pengurusan disamping ilmu-ilmu asas yang membina keempat-empat bidang ilmu berkenaan terutamanya pengurusan kewangan, matematik, statistik, bahasa dan komunikasi. Kemampuan individu mengadun semua ilmu berkenaan membolehkannya menghasilkan satu bentuk perancangan perniagaan (business planning) yang terbaik dan berdaya maju. Kemahiran ilmu-ilmu berkenaan bukan sahaja membantu usahawan mengurus kewangan (kos dan hasil) tetapi juga membolehkan beliau memahami pasaran dan berusaha memenuhi tuntutan pasaran menerusi penghasilan strategi perniagaan atau lebih dikenali sebagai strategi pemasaran (Kotler dan Armstrong, 2018).

### **Ciri-ciri usahawan**

Kajian yang telah dilaksanakan oleh Siti Syuhada, Muhammad Firdaus dan Suhaila (2015) berkaitan ciri-ciri usahawan yang berjaya dikalangan para pelajar di Malaysia telah mengesahkan bahawa 13 ciri usahawan yang utama dalam Model Kompetensi Keusahawanan yang diperkenalkan oleh McClelland dan McBer (1985) sememangnya dimiliki oleh usahawan di Malaysia. Ciri-ciri usahawan yang berjaya berkenaan seperti berinisiatif tinggi, melihat dan merebut peluang perniagaan, kecekalan, pencarian maklumat, mementingkan kualiti kerja, iltizam tinggi terhadap spesifikasi kerja, berorientasikan kecekapan, bijak membuat perancangan yang sistematik, kemampuan penyelesaian masalah secara kreatif, keyakinan diri, ketegasan, berupaya menyakinkan orang lain dan mampu memanfaatkan strategi pengaruh (kecenderungan kepimpinan). Selain itu, menurut Ershad (2017), individu usahawan merupakan individu yang sering terlibat dalam pelbagai aktiviti kehidupan dan kerjaya (multi-tasking) dan mereka mampu menguruskannya dan meraih kejayaan yang terbaik dalam bidang-bidang berkenaan.

Dapatan kajian yang dilaksanakan oleh Nurulhayah dan Muhammad (2016) pula telah mengenal pasti beberapa ciri yang dimiliki oleh usahawan antaranya seperti memiliki pengetahuan dalam bidang perniagaan dan keusahawanan, sikap suka kepada cabaran dan pengambil risiko, suka berdikari, motivasi tinggi dan sentiasa bersedia bersiaga dalam menghadapi sebarang cabaran dan dugaan dalam perniagaan. Manakala Mimi Mohaffyza, Simah dan Adnan (2016) telah menyenaraikan ciri-ciri keusahawanan seperti kreatif, berani mengambil risiko, keyakinan diri, motivasi, memiliki kemahiran berkomunikasi, kemahiran teknologi maklumat, kemahiran pengurusan perniagaan, kemahiran pembuatan keputusan dan penyelesaian masalah serta kemahiran kepimpinan merupakan antara ciri usahawan yang berjaya. Mereka turut menyatakan betapa pentingnya sistem pendidikan dan sistem sosial menyediakan akses terbaik kepada golongan berkenaan untuk meningkatkan ilmu dan kemahiran keusahawanan terutamanya menerusi program latihan dan bantuan kewangan. Selain itu, menurut Sollahuddin, Mohd Sobhi dan Hydzulkifli (2017) menyatakan bahawa kecenderungan sesetengah usahawan terutamanya yang beragama Islam menjadikan hukum hakam dan sunnah Rasulullah s.a.w. sebagai faktor dorongan penglibatan mereka dalam aktiviti keusahawanan dan perniagaan.

### **Penentu penglibatan kerjaya keusahawanan**

Manusia merupakan makhluk yang mudah berinteraksi dan menghasilkan tindakbalas bersesuaian dengan pengaruh faktor persekitaran terutamanya untuk memenuhi dorongan peribadi dan sosial (McClelland, 1987). Begitu juga dengan individu yang menceburi bidang keusahawanan, mereka sangat dipengaruhi oleh pelbagai faktor persekitaran. Faktor-faktor persekitaran berkenaan mungkin bersifat dalaman mahupun luaran yang boleh dikategorikan sebagai faktor peribadi, kebudayaan, sosial dan persekitaran umum sepanjang kehidupan



mereka (Norashidah, Norasmah dan Noraishah, 2009). Menurut mereka lagi, selain daripada faktor pengaruh persekitaran semasa, pengalaman masa lalu turut mempengaruhi pandangan dan pembentukan sikap individu pada masa sekarang (Azmi, Nik Hairi & Lee, 2012). Dapatan kajian yang dilaksanakan oleh mereka mendapati bahawa faktor pengaruh penglibatan individu dalam keusahawanan sangat dipengaruhi oleh pengalaman masa lepas dalam bidang perniagaan dan keusahawanan terutamanya sewaktu di bangku sekolah. Menurut mereka lagi, selain daripada faktor pengalaman lepas, faktor-faktor seperti keinginan mencapai kebebasan bekerja dan pengurusan masa, dorongan ekonomi keluarga (membantu keluarga), mementingkan kebebasan bertindak, ingin menjadi kaya, ingin berdikari dan tidak suka bekerja makan gaji merupakan antara faktor yang mendorong individu menceburi bidang keusahawanan. Nor Aini, Nor Azzah dan Suhaili (2003) pula menyatakan bahawa selain didorong oleh keinginan untuk menghasilkan kekayaan (sumber pendapatan lebih baik) dan kebebasan bekerja, faktor-faktor lain seperti kewujudan perasaan tidak puas hati dengan pekerjaan terdahulu, kehilangan pekerjaan serta minat dan penerusan tradisi keluarga menjadi faktor pendorong individu untuk berkecimpung dalam dunia keusahawanan. Mimi Mohaffyza, Simah dan Adnan (2016) menambah bahawa pengalaman kemahiran dan ilmu pengetahuan seperti pengurusan perniagaan, pembuatan keputusan, kepimpinan, kemahiran berkomunikasi dan kemahiran teknologi maklumat yang dimiliki oleh individu berkenaan menjadi pendorong utama pemilihan kerjaya sebagai usahawan dikalangan generasi muda khususnya dikalangan lepasan sekolah dan institusi pendidikan tinggi. Pendapat ini disokong oleh kajian Umami Munirah, Aidatul Najwa, Mohammed Rizki, Wan Suraya dan Wan Shahzinda (2017) yang mendapati bahawa modal kewangan, motivasi, matlamat, sokongan ahli keluarga, minat, pengalaman berniaga secara sambil dan sokongan kerajaan menjadi antara pengaruh utama penglibatan individu dalam bidang keusahawanan.

Noraznida dan Siti Zubaidah (2018) menyenaraikan tiga faktor utama mempengaruhi kecenderungan pelajar dalam memilih bidang pekerjaan. Ketiga-tiga kelompok faktor berkenaan seperti faktor minat, pengaruh individu lain dan kewujudan peluang-peluang keusahawanan semasa. Faktor minat merangkumi dua perkara, iaitu dorongan dalaman dan motivasi diri yang tinggi. Faktor pengaruh orang lain (faktor sosial) merangkumi pengaruh keluarga, rakan baik, masyarakat dan guru. Manakala faktor kewujudan peluang-peluang pekerjaan semasa seperti ketersediaan peluang pekerjaan dan galakan atau kempen institusi pendidikan dan kerajaan terhadap bidang pekerjaan. Menurut Baharu dan Mohammed Zain (2013), keinginan dan cita-cita generasi muda terhadap bidang kerjaya tertentu seperti keusahawanan sangat dipengaruhi oleh pemupukan sikap yang kukuh terutamanya daripada segi keinginan (kognitif dan emosional) untuk memperolehi manfaat sosial dan kewangan

### **Pembudayaan keusahawanan**

Kemahiran kehidupan seperti bidang perniagaan dan keusahawanan memerlukan pembudayaan atau proses sosialisasi. Walaupun keluarga merupakan agen sosialisasi yang penting dan dominan kepada individu (Karpov, 2016), institusi sosial formal seperti sekolah, masyarakat (komuniti setempat) dan kerajaan memainkan peranan penting dalam memupuk budaya dan pemikiran individu (Mendes dan Stander, 2011). Di Malaysia, terdapat banyak kajian seumpama yang turut menemui pola pengaruh yang serupa. Antara kajian berkenaan seperti kajian yang dilaksanakan oleh Nor Aini et. al. (2003). Dapatan kajian berkenaan antara lain menemui bahawa institusi pendidikan formal, agensi-agensi pembangunan keusahawanan kerajaan terutamanya Kementerian Pembangunan Usahawan, media massa, institusi keluarga dan institusi sosial terutamanya organisasi agama dan komuniti setempat seperti pakatan dan

koperasi penduduk berjaya menyemai dan menyuburkan budaya keusahawanan menerusi pemupukan sikap positif dan program pembangunan minda terutamanya daripada segi penerapan pemikiran kreatif, penyelesaian masalah dan hidup berdikari. Selain itu, dapatan kajian yang dilaksanakan oleh Zaidatol dan Habibah (2004) mendapati bahawa selain individu perlu memiliki ilmu pengurusan perniagaan dan ilmu-ilmu berkaitan, tradisi keluarga atau sosialisasi keluarga, iaitu usaha meneruskan perniagaan keluarga atau individu mendapat sokongan moral dan modal daripada ahli keluarga serta sokongan dan bantuan agensi kerajaan terutamanya daripada segi latihan kemahiran pengurusan perniagaan dan ekonomi turut menyemarakkan pemupukan budaya keusahawanan dikalangan rakyat terutamanya usahawan bumiputera. Pandangan ini turut disokong oleh Pandangan ini turut disokong oleh kajian Umami Munirah et. al. (2017) yang mendapati agensi kerajaan dan institusi pendidikan formal turut memainkan peranan penting dalam membudayakan keusahawanan dikalangan rakyat Malaysia. Selain itu, pembudayaan keusahawanan dikalangan ahli masyarakat juga merupakan sebahagian penerapan kemahiran, nilai dan kepercayaan baharu oleh institusi sosial terhadap ahlinya. Oleh itu kejayaan proses sosialisasi ini amat bergantung kepada kemahiran kemanusiaan, pengurusan dan komunikasi pemimpin untuk melakukan pembaharuan sosial dan memastikan perubahan berkekalan (Jyoti, 2010).

#### **Agensi-agensi pembangunan keusahawanan luar bandar**

Kedapatan ramai pihak yang mendakwa bahawa di Malaysia terdapat terlalu banyak agensi kerajaan yang ditubuhkan untuk kemajuan dan pembangunan keusahawanan negara terutamanya di luar bandar. Hal ini kadang kala menimbulkan perspektif negatif berkaitan dengan keberkesanan program dan bantuan yang dilaksanakan oleh agensi-agensi berkenaan. Selain itu, tidak kurang juga suara sumbang yang menuding jari terhadap sikap dan budaya usahawan luar bandar yang dikatakan 'terlalu manja', kurang bersemangat dan mudah putus asa. Oleh itu, sebelum dibincangkan metodologi dan dapatan kajian, bahagian ini mengambil kesempatan membincangkan beberapa agensi pembangunan keusahawanan yang berkaitan khususnya daripada segi kumpulan sasar bagi agensi kerajaan berkenaan. Seperti yang dinyatakan dalam bahagian pengenalan, Jabatan Pertanian dan sekarang ini telah dinaiktaraf menjadi Kementerian Pertanian dan Industri Asas Tani merupakan agensi terawal yang ditubuhkan oleh kerajaan Malaysia (penjajah British). Walaupun pada peringkat awal Jabatan Pertanian hanya menumpukan kepada usaha-usaha penyelidikan tanaman, penyediaan tenaga pakar teknikal kepada pemilik-pemilik ladang dan perkhidmatan pengembangan kepada pekebun-pekebun kecil, peranan Jabatan Pertanian telah mengalami perubahan ketara dan fungsinya telah ditingkatkan sedikit demi sedikit bagi memakmurkan kesejahteraan kehidupan masyarakat luar bandar. Bermula dengan Institut Penyelidikan Getah Malaya (RRIM) pada 1925 dan dikembangkan lagi menerusi penubuhan Lembaga Perusahaan Getah Tanam Semula (LPGTS, 1952) serta pengenalan Rancangan Pengeluaran benih Bermutu Tinggi pada 1956 (Skim 1956/1959) telah menyebar luas penanaman getah di kawasan luar bandar. Bagaimanapun, sekiranya diperhatikan matlamat pemerintah Kolonial British ketika itu hanya tertumpu kepada usaha eksploitasi ekonomi menerusi peningkatan pengeluaran hasil komoditi, iaitu getah sahaja.

Hanya selepas gerakan besar-besaran menuntut kemerdekaan dan desakan oleh Pertubuhan Kebangsaan Melayu Bersatu atau PEKEMBAR atau lebih dikenali sebagai UMNO, telah menyebabkan perubahan dasar pemerintahan Kolonial British kerana, selain menuntut kemerdekaan, UMNO turut memperjuangkan hak kesamarataan penguasaan ekonomi antara penduduk peribumi (Melayu) dengan pendatang terutamanya bangsa Cina. UMNO pada waktu

itu melihat polisi pembangunan British yang lebih menumpu kepada pembangunan bandar dan estet-estet getah telah mewujudkan jurang pembangunan dan ekonomi yang besar antara penduduk bandar dan luar bandar. Hasilnya, seperti yang dibincangkan dalam bahagian awal, tertubuhnya agensi kerajaan untuk pembangunan masyarakat luar bandar dan pemerksaan Jabatan Pertanian. Walau bagaimanapun, usaha berkenaan masih berkisar mengekalkan status quo masyarakat luar bandar dalam bidang pengeluaran hasil pertanian terutamanya getah. British masih membiarkan kegiatan ekonomi berasaskan pertanian tradisional atau pertanian saradiri seperti padi dan buah-buahan yang diusahakan secara tradisi dan tidak komersil. Hanya selepas kemajuan penanaman padi dua kali setahun yang diperkenalkan oleh penjajah Jepun di Kedah, Perak dan Selangor pada 1942, barulah menyedarkan pihak British untuk memajukan penanaman padi. Selepas tamat Perang Dunia Kedua, British mula memperkenalkan kaedah pertanian moden dan lengkap untuk penanaman padi di daerah-daerah Barat Laut Selangor.

Akibat desakan orang Melayu dan parti-parti politik Melayu terutamanya UMNO, British pada 1950 telah menubuhkan sebuah entiti bersepadu membangunkan sosioekonomi masyarakat luar bandar, iaitu menerusi penubuhan Lembaga Kemajuan Kampung dan Perusahaan – LKKP atau RIDA (Rural and Industrial Development Authority). Walaupun penubuhan RIDA telah dianggap oleh ramai pakar sejarah sebagai suatu usaha seperti ‘melepas batuk di tangga’ atau ‘usaha mengaburi mata’ rakyat majoriti dan penduduk asal Tanah Melayu, ia menjadi asas tertubuhnya Majlis Amanah Rakyat (MARA) pada 1966. Menerusi RIDA, program pembangunan masyarakat luar bandar oleh kerajaan British lebih bersifat menyeluruh, sistematik dan telus untuk mengubah lanskap sosiobudaya masyarakat luar bandar. Penubuhan RIDA dan kemudiannya MARA, merupakan titik tolak sehingga tertubuhnya Kementerian Penyelaras Perbadanan Awam (KPPA) pada 1974 yang kemudiannya ditukarkan kepada Kementerian Perusahaan Awam (KPA) pada 1976. Antara objektif penubuhan MARA ialah untuk membangunkan usahawan yang berjaya dan inovatif (menerusi pemupukan budaya dan komuniti keusahawanan), melahirkan modal insan global dan berintegriti (peningkatan penyediaan peluang-peluang dan meningkatkan tahap pendidikan), menyumbang kepada pemilikan ekuiti dan memudahkan sistem penyampaian. Objektif-objektif berkenaan diusahakan untuk dicapai menerusi beberapa strategi yang antaranya seperti mendaya modal insan, memantapkan pemilikan asset bukan kewangan, memerhebatkan keusahawanan dan perniagaan serta memantapkan ekosistem penyampaian perkhidmatan.

Selain penubuhan RIDA (kemudiannya MARA), pihak British (menerusi usaha gigih pemimpin Melayu seperti Allayarham Tun Abdul Razak dan Tun Dr. Ismail) telah menubuhkan Lembaga Kemajuan Tanah Persekutuan (FELDA – Federal Land Development Authority) pada 1956 dan Felda Air Lanas, Kelantan merupakan ladang Felda pertama dibuka pada tahun berkenaan. Pada tahun-tahun 1960an pula merupakan jangkamasa yang memaparkan kerancangan usaha pembangunan kawasan luar bandar khususnya menerusi penubuhan agensi-agensi pembangunan. Pada 1966, pula kerajaan telah menubuhkan Lembaga Penyatuan dan Pemulihan Tanah Persekutuan atau lebih dikenali sebagai FELCRA (Federal Land Consolidation and Rehabilitation Authority). Pada 1997 FELCRA telah dikorporatkan sepenuhnya menjadi FELCRA Berhad. Peranan utama FELCRA adalah untuk membangun dan mengembang perolehan dan perniagaan peserta-peserta skim FELCRA (pemilik-pemilik tanah) dengan objektif utama adalah untuk meningkat nilai ekonomi menerusi peningkatan nilai pulangan dan produktiviti aktiviti-aktiviti perniagaan FELCRA bagi meningkatkan kesejahteraan dan kualiti hidup masyarakat luar bandar.

Pada 1 Januari 1973 pula, kerajaan Malaysia telah menubuhkan Pihak Berkuasa Kemajuan Pekebun Kecil Perusahaan Getah atau RISDA (Rubber Industry Smallholders Development Authority) bagi melengkapkan lagi agensi pembangunan ekonomi masyarakat luar bandar. Sebenarnya, RISDA merupakan agensi pembangunan kerajaan yang menggabungkan dua agensi kerajaan sebelum ini, iaitu Lembaga Perusahaan Getah Tanam Semula (LPGTS, 1952) dan Rancangan Pengeluaran Benih Bermutu Tinggi (Skim 1956/1959). Antara tanggungjawab RISDA adalah untuk melaksanakan segala pembaharuan pertanian menerusi penyelidikan, bekerjasama dan berhubung dengan agensi-agensis pembangunan lain yang bertanggungjawab dalam penyelidikan, pengembangan, pinjaman pertanian, pemprosesan dan pemasaran getah bagi mempercepatkan proses pemodenan sektor pekebun kecil. RISDA juga bertanggungjawab melaksanakan penanaman semula dan penanaman baharu bagi sektor pekebun kecil dengan benih-benih moden yang mengeluarkan hasil yang banyak mengikut cara yang lengkap. Kawasan-kawasan Pembangunan Pertanian Bersepadu (IADA) turut ditubuhkan bagi memakmurkan dan memajukan pertanian terutamanya penanaman padi. Penubuhan Lembaga Kemajuan Pertanian Muda di Kedah pada 1965 merupakan IADA pertama dan seterusnya diikuti oleh Lembaga Kemajuan Pertanian Kemubu, Kelantan (1972), IADA Kerian Sungai Manik, Perak (1979), IADA Seberang Perak, Perak (1981), IADA Pulau Pinang (1984), IADA Ketara, Trengganu (1991) dan IADA Barat Laut Selangor (2001).

Selain penubuhan RISDA, kerajaan turut memperkemaskan Jabatan Pertanian kepada sebuah kementerian, iaitu Kementerian Pertanian dan Industri Asas Tani yang bukan sahaja menjadi organisasi induk kepada Jabatan Pertanian tetapi juga kepada pelbagai agensi pertanian dan asas tani yang lain terutamanya seperti Institut Penyelidikan Getah Malaya (RRIM) pada 1925, Lembaga Pemasaran Pertanian Persekutuan (FAMA) pada 1965, Institut Penyelidikan dan Pembangunan Pertanian (MARDI) pada 1970, Lembaga Kemajuan Ikan Malaysia (LKIM) pada 1971, Lembaga Pertubuhan Peladang (1973), Lembaga Padi dan Beras Negara (1961), Tekun Nasional (ditubuh pada 1998 sebagai institusi pembiayaan perniagaan untuk Bumiputera) dan sebagainya. Walaupun diwujudkan pelbagai agensi atau jabatan, setiap institusi berkenaan mempunyai perbezaan daripada segi kumpulan sasaran dan fungsian. Bagaimanapun, setiap agensi berkenaan mempunyai satu tanggungjawab utama, iaitu memakmur dan meningkatkan ekonomi dan taraf hidup masyarakat luar bandar. Apa yang menariknya, kebanyakan agensi berkenaan mempunyai unit yang memfokuskan kepada pembangunan keusahawanan atau menerusi program usahawan bimbingan. Selain Kementerian Pertanian dan Asas Tani, Kementerian Pembangunan Luar Bandar (KPLB) juga merupakan kementerian dan agensi yang banyak melaksanakan program pembangunan dan kemasyarakatan untuk masyarakat luar bandar. KPLB juga merupakan kementerian yang mengurus tadbir MARA. KPLB menumpukan kepada enam teras pembangunan seperti pembangunan fizikal (frasarana), ekonomi, keusahawanan, modal insan, wanita dan sistem penyampaian KPLB. Setiap bidang tumpuan atau teras saling berkaitan seperti Desa Lestari (teras ekonomi) atau DesaMall@KPLB (teras keusahawanan) mengintegrasikan keenam-enam teras atau bidang tumpuan secara bersepadu dan terancang bagi mencapai maksud pembangunan sosioekonomi masyarakat luar bandar.

Kementerian Pembangunan Usahawan merupakan kementerian kepada beberapa agensi penting keusahawanan seperti Perbadanan Pembangunan Bandar (UDA) dan Perbadanan Kemajuan Ekonomi Negeri (PKEN). Dahulu sebagai satu jabatan di bawah Kementerian Perusahaan Awam (KPA) sejak 1976. Pada 1995 telah menjadi sebuah kementerian penuh dengan fungsian utama menjadi penggerak utama kepada dasar Masyarakat Perdagangan dan



Perindustrian Bumiputera (MPPB). Pada ketika itu, MARA turut diletakkan dibawah kementerian ini dan pada 2004 dirombak dengan menambah fungsian urustadbir pembangunan koperasi di bawah Kementerian Pembangunan Usahawan dan Koperasi sebelum dihapuskan sebagai sebuah kementerian pada 2009. Agensi-agensi pembangunan usahawan dan koperasi dibawah kementerian berkenaan telah diserapkan ke pelbagai kementerian serta fungsian nya juga turut dibahagi-bahagikan kepada kementerian-kementerian berkenaan. Pada tahun berkenaan jugalah bermulanya MARA ditempatkan di bawah Kementerian Pembangunan Luar Bandar. Bagaimanapun, pada 2018 kerajaan Malaysia telah mewujudkan kembali Kementerian Pembangunan Usahawan dan ia kekal sehingga hari ini. Walaupun nama kementerian tidak menggunakan koperasi sebagai salah satu nama utama seperti sebelum ini, hal ehwal dan urustadbir koperasi masih diletakkan di bawah kementerian ini. Perbincangan dalam bahagian awal berkisar kepada agensi kerajaan kepada kementerian atau agensi yang ditubuhkan oleh kerajaan Malaysia secara langsung membangunkan masyarakat luar bandar daripada sudut sosioekonomi dan keusahawanan. Selain itu, agensi atau kementerian lain turut memainkan peranan sama ada secara langsung atau tidak langsung dalam membangunkan keusahawanan masyarakat luar bandar. Antara kementerian berkenaan seperti Kementerian Pendidikan Malaysia, Kementerian Kewangan, Kementerian Hal Ehwal Ekonomi (mulai 2018), Kementerian Industri dan Perdagangan Antarabangsa, Kementerian Sains, Teknologi dan Multimedia dan kementerian-kementerian lain yang berkaitan.

Kementerian Pendidikan Malaysia merupakan agen sosialisasi penting yang berusaha membentuk manusia usahawan menerusi pendidikan bukan sahaja di peringkat sekolah tetapi juga di peringkat pengajian tinggi. Kewujudan koperasi sekolah dan matapelajaran Kajian Tempatan dan Perdagangan merupakan pendidikan awal untuk melahirkan manusia usahawan. Manakala di peringkat pengajian tinggi pula, Kementerian Pendidikan Malaysia (serta dahulunya Kementerian Pengajian Tinggi) menawarkan pelbagai kursus dan program di semua peringkat pengajian tinggi. Kewujudan Universiti Malaysia Kelantan merupakan kemuncak kepada usaha berkenaan. Kementerian Kewangan dan sekarang ini sebahagiannya diambilalih oleh Kementerian Hal Ehwal Ekonomi didapati telah menyediakan banyak bantuan sama ada daripada segi kewangan dan bukan kewangan. Antara program atau agensi yang digerakkan oleh kedua-dua kementerian berkenaan seperti penubuhan Amanah Ikhtiar Malaysia, Perbadanan Usahawan Nasional Berhad (PUNB), Permodalan Nasional dan sebagainya. Kementerian Sains, Teknologi dan Multimedia pula membantu usahawan daripada segi program pembangunan inovasi dan penyediaan kemudahan teknologi maklumat menerusi pelbagai agensi termasuk SIRIM, taman teknologi (pusat dan negeri), MDEC (Malaysia Digital Economy Corporation, 1996) dan sebagainya. Seperti yang dinyatakan dalam bahagian awal, kewujudan MDEC amat signifikan kepada kemajuan banyak industri berkaitan teknologi maklumat serta program latihan keusahawanan digital kepada semua kategori usahawan dan peniaga terutamanya menerusi program 'go eCommerce' MDEC. Manakala Kementerian Industri dan Perdagangan Antarabangsa bukan sahaja membantu pengedaran dan promosi produk ke luar negara dan kewujudan agensi pembangunan keusahawanan seperti SMECorp.

Sebagai kesimpulannya, di Malaysia kerajaan telah mewujudkan pelbagai agensi dan jabatan kerajaan untuk memajukan keusahawanan terutamanya kepada masyarakat luar bandar. Walau bagaimanapun, kegagalan Malaysia melahirkan usahawan yang ramai di kalangan rakyat terutamanya masyarakat luar bandar bukan kerana kesilapan mewujudkan terlalu banyak agensi atau kerana kegagalan agensi kerajaan berfungsi dengan berkesan. Walaupun bilangan agensi dan jabatan yang diwujudkan bagi membangunkan keusahawanan luar bandar banyak,



semua agensi atau jabatan kerajaan berkenaan ditubuhkan untuk mencapai objektif yang berbeza, mempunyai fungsi yang berbeza serta menumpu kepada kumpulan sasaran yang berbeza-beza. Oleh itu, adalah menjadi harapan penyelidik agar kajian ini dapat merungkai persoalan berkenaan dan seterusnya mampu mengusulkan jalan penyelesaian terbaik kepada pihak-pihak berkepentingan.

### **Dasar-dasar pembangunan keusahawanan negara**

Selain untuk merencanakan program pembangunan keusahawanan dan sumbangan aktiviti keusahawanan dalam ekonomi negara, DKN2030 juga turut mensasarkan agar lebih ramai rakyat Malaysia menceburi bidang keusahawanan dengan jayanya. Selain DKN2030, polisi dan dasar pembangunan negara yang lain turut memberi fokus dan keutamaan terhadap memajukan bidang keusahawanan. Antara dasar pembangunan negara yang berkaitan seperti Dasar Pembangunan Negara, Dasar Pertanian Negara (1-3), Dasar Masyarakat Perdagangan dan Perindustrian Bumiputera (MPPB), Wawasan 2020 dan Rancangan Malaysia. Dasar Pembangunan Negara (1991–2000) merupakan dasar pembangunan negara yang menyokong Wawasan 2020, iaitu ke arah pencapaian negara maju capai menerusi kestabilan politik, keadilan sosial, peningkatan kualiti hidup dan perkhidmatan penyampaian kerajaan. Ini bermakna DPN merupakan sebahagian daripada Wawasan 2020. Dasar Pertanian Negara (DPN) pula terbahagi kepada tiga fasa utama, iaitu DPN1 (1984-1991), DPN2 (1992-1997) dan DPN3 (1998-2010). DPN merupakan satu dasar yang jelas dan komprehensif untuk dijadikan panduan kepada semua pihak yang terlibat dalam pembangunan industri pertanian dan asas tani negara. Tujuan utama DPN adalah untuk memaksimumkan pendapatan sektor pertanian negara menerusi peningkatan kecekapan dan keberkesanan penggembleran sumber-sumber negara serta memaksimumkan pendapatan petani menerusi peningkatan kualiti pengeluaran dan produktiviti pengeluaran. Matlamat berkenaan dicapai menerusi penggembleran sumber secara optimum, pemesatan perindustrian berasaskan pertanian serta peningkatan usaha penyelidikan dan pembangunan pertanian dan industri asas tani. Dasar Pembangunan Masyarakat Perdagangan dan Perindustrian Bumiputera (MPPB) pula merupakan satu dasar komprehensif yang merangkumi program latihan, bimbingan dan penggalakan dan promosi perdagangan. Ini bermakna, menerusi program MPPB, individu bukan sahaja diberikan bantuan latihan kemahiran tetapi juga bantuan kewangan dan bukan kewangan serta bimbingan untuk memula, mengurus dan mengembangkan perniagaan dan perkilangan. Selain itu, menerusi program ini, kerajaan juga menyediakan bantuan pemasaran produk terutamanya daripada segi pengedaran dan promosi produk bukan sahaja di pasaran domestik dan global. Selain melaksanakan pelbagai dasar dan polisi pembangunan ekonomi dan keusahawanan yang menyokong aktiviti keusahawanan masyarakat luar bandar, dasar dan program berkenaan sentiasa disokong oleh rancangan pembangunan jangka pendek dan sederhana menerusi Rancangan Malaysia dan Bajet Tahunan. Rancangan Malaysia merupakan rancangan pembangunan komprehensif lima tahun kesinambungan daripada Rancangan Malaya pertama 1956-60 dan kedua 1961-1965. Setelah penubuhan Malaysia pada 1963, Rancangan Malaya kemudiannya ditukar kepada Rancangan Malaysia Pertama pada bermula 1966-1970. Sehingga kini, Rancangan Malaysia telah mencecah siri ke-12, iaitu bermula tahun 2021

### **Usahawan mikro dan kecil**

Definisi usahawan yang digunapakai oleh kebanyakan sumber rujukan dan artikel ini adalah berdasarkan kepada definisi yang disediakan oleh SMECorp (2013). Berikut merupakan definisi berkaitan usahawan mikro dan kecil oleh SMECorp.

- ▶ Usahawan mikro merujuk kepada usahawan berpendapatan tidak melebihi RM300,000 setahun dan menggaji tidak lebih daripada 5 orang pekerja.
- ▶ Usahawan kecil merangkumi usahawan berpendapatan lebih daripada RM300,000 setahun tapi kurang RM15 juta (RM3 juta untuk perkhidmatan dan bukan perkilangan) dan menggaji pekerja antara 5-75 orang (perkilangan) atau 5-30 orang (perkhidmatan dan bukan perkilangan).

Berdasarkan kepada definisi berkenaan, usahawan mikro merangkumi semua usahawan dan peniaga yang mempunyai pendapatan tahunan tidak melebihi RM300,000 setahun dan menggaji tidak melebihi daripada 5 orang pekerja. Setiap usahawan dan peniaga mikro mesti memenuhi kedua-dua ciri berkenaan untuk layak dikategorikan sebagai peniaga mikro. Ini bermakna, penjual goreng pisang atau warong makan yang menggaji enam orang tidak boleh dikategorikan sebagai usahawan atau peniaga kategori lain sekiranya pendapatan tahunan mereka tidak melebihi RM300,000. Selain itu, ini membawa makna kebanyakan usahawan dan peniaga di Malaysia adalah termasuk dalam kategori usahawan mikro. Sekiranya usahawan atau peniaga berjaya menghasilkan jualan tahunan melebihi RM300,000 serta menggajikan pekerja melebihi 5 orang pekerja boleh dikategorikan sebagai usahawan atau peniaga kecil. Bagaimanapun, sekiranya jualan tahunan melebihi RM15 juta (RM3 juta untuk perkhidmatan dan bukan perkilangan) dan menggaji pekerja tidak melebihi 75 orang (30 orang pekerja bagi perkhidmatan dan bukan perkilangan), maka usahawan atau peniaga kecil berkenaan telah berjaya menaik taraf kedudukan klasifikasi mereka kepada usahawan atau peniaga bersaiz sederhana.

### **Luar bandar**

Konsep luar bandar merupakan konsep ilmu geografik dan kajian tempatan. Ia merupakan konsep relatif terhadap konsep bandar. Menurut Kamus Dewan, luar bandar merujuk kepada kawasan yang terletak jauh dari kawasan bandar. Ia juga dikenali sebagai kampung atau desa. Manakala bandar pula ditakrif sebagai tempat atau pusat yang ramai penduduk dan terdapat banyak aktiviti atau urusan terutamanya daripada segi pentadbiran dan perniagaan. Bandar juga dikenali sebagai kota. Klasifikasi geografik mengikut Kementerian Perumahan dan Kerajaan Tempatan pula telah mengkategorikan kawasan luar bandar sebagai kawasan dibawah pentadbiran majlis daerah, iaitu peringkat kerajaan tempatan paling rendah. Manakala bandar pula diklasifikasikan kepada kategori tertentu mengikut kriteria penduduk dan frasarana material bermula daripada majlis perbandaran sehingga kepada dewan bandaraya.

### **Daerah Sik, Kedah Darul Aman**

Negeri Kedah darul Aman memiliki dua belas (12) daerah dan daerah Sik merupakan salah satu daripadanya. Secara geografiknya, daerah ini terletak di tengah-tengah negeri Kedah dan mempunyai sempadan antarabangsa dengan Thailand (utara). Daerah Sik berkeluasan 1635 km persegi, iaitu merangkumi 17.35 peratus Kedah. Ia ditadbir oleh Majlis Daerah Sik dengan populasi penduduk seramai 71,261 (2016) orang. Daerah Sik memiliki empat mukim dan 130 buah kampung, satu bandar dan empat (4) buah pekan kecil. Kegiatan ekonomi utama adalah pertanian terutamanya penanaman getah dan kelapa sawit. Selain itu, daerah Sik juga antara daerah pengeluaran buah-buahan bermusim terkenal di Kedah, terutamanya durian. Sejak kewujudan Projek Empangan Pedu dan Beris yang fungsi utamanya untuk pengairan pertanian dan kawalan banjir turut mempengaruhi perubahan lanskap ekonomi daerah Sik dalam perniagaan pelancongan terutamanya pelancongan agro. Selain itu, kewujudan Sungai Muda, iaitu sistem saliran utama projek IADA Muda atau Lembaga Kemajuan Pertanian Muda

(MADA) yang melalui sebahagian besar daerah ini turut mewarnai kehidupan dan sosioekonomi daerah Sik. Secara umumnya, daerah Sik merupakan antara daerah termiskin di Kedah selepas daerah Yan (Kementerian Pembangunan Luar Bandar, Berita Harian 17 Disember 2019).

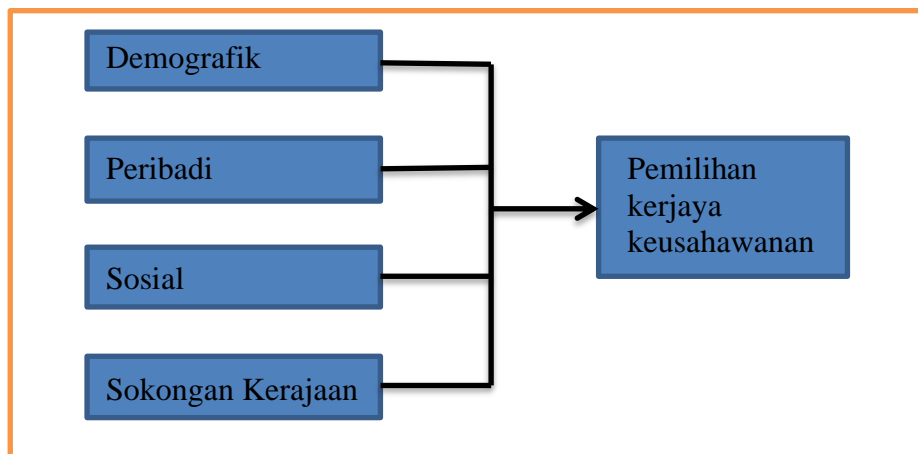
### **Mukim Jeneri, Sik, Kedah Darul Aman**

Kajian telah mengambil keputusan memilih perkampungan sekitar Sungai Viral, iaitu salah satu kawasan perkelahan yang terkenal di Kedah. Sungai Viral terletak di dalam Kampung Betong. Kampung Betong merupakan salah satu daripada empat puluh satu (41) buah kampung (termasuk sebuah penempatan FELDA, iaitu Felda Padang Besar) yang terdapat dalam daerah Sik. Bagaimanapun, kajian hanya merangkumi usahawan di sekitar kawasan peranginan Sungai Viral, Kampung Betong dan kampung-kampung sekitarnya. Pemilihan semua kampung berkenaan didasarkan kepada perkongsian frasarana utama seperti dewan serbaguna, masjid dan sekolah rendah. Berikut merupakan kampung-kampung terlibat seperti:

- Kg Kuala Kerik
- Kg Betong
- Kg Padang Chicak
- Kampung Kenangan
- Kg Kolam
- Kg Jeneri

### **Kerangka teori kajian**

Berdasarkan kepada sorotan karya, dapat disimpulkan bahawa penduduk dalam kerjaya keusahawanan dipengaruhi oleh tiga faktor yang utama, iaitu demografik dan peribadi, sosial dan kerajaan. Faktor demografik merangkumi semua dimensi demografik terutamanya jantina, umur, ras, taraf pendidikan dan program. Manakala faktor peribadi merujuk kepada minat, sikap, pengalaman aktiviti keusahawanan, kemahiran ilmu keusahawanan dan kecenderungan kepimpinan. Faktor sosial merangkumi pengaruh keluarga, rakan, guru, komuniti dan kepimpinan komuniti. Manakala faktor pengaruh agensi-agensi kerajaan merangkumi dasar, program dan aktiviti keusahawanan sama ada berbentuk kewangan dan bukan kewangan yang menyokong pembangunan keusahawanan masyarakat luar bandar. Secara teorinya, kerangka kajian dapat digambarkan seperti rajah berikut:



### Metodologi kajian

Kajian dilaksanakan menerusi kaedah kuantitatif, iaitu menerusi pengedaran satu set borang soal selidik di kalangan sampel. Populasi kajian adalah usahawan sekitar kawasan peranginan Sungai Viral, Kapung Betong, Mukim Jeneri, Daerah Sik, Kedah Darul Aman. Perincian maksud kawasan sekitar Sungai Viral telah diperincikan dalam bahagian awal laporan ini. Pemilihan subjek pula merangkumi semua usahawan mikro dan kecil yang terlibat dalam aktiviti keusahawanan. Bagaimanapun, pemilik kedai runcit dan kedai makan (restoran dan warong) dinyahsenaraikan kerana kajian menumpu kepada usahawan penghasilan produk sahaja. Bagaimanapun, usahawan pengeluaran yang turut mengusahakan kedai runci atau warong makanan dikecualikan kerana golongan usahawan ini pada dasarnya merupakan usahawan pengeluaran. Borang soal selidik mengandungi 99 item pengukuran berbentuk soalan tertutup dan satu item pengukuran terbuka, iaitu menyediakan ruang jawapan untuk diisi oleh responden bagi menyenaraikan agensi yang paling banyak membantu usahawan.

Jadual 1: Item Pengukuran Kajian

Dimensi	Item pengukuran
Peribadi umum	Mengandungi 26 item pengukuran: <ul style="list-style-type: none"> <li>- Sikap (3 item berkaitan dengan kognitif dan emosi).</li> <li>- Minat (cita-cita dan keyakinan, 2 item).</li> <li>- Agama (5 item berkaitan dorongan ganjaran pahala)</li> <li>- Persepsi terhadap ilmu perniagaan yang dimiliki (2 item).</li> <li>- Ketersediaan modal sendiri (3 item).</li> <li>- Pengalaman berniaga semasa di sekolah (2 item).</li> <li>- Peralihan pekerjaan (akibat pemberhentian kerja, 3 item).</li> <li>- Kebebasan diri dan masa (2 item).</li> <li>- Dorongan sumber ekonomi keluarga (2 item).</li> <li>- Persepsi terhadap keusahawanan yang mampu menyediakan peluang kekayaan (2 item).</li> </ul>
Minat yang tinggi	Mengandungi 4 item pengukuran: <ul style="list-style-type: none"> <li>- Mempunyai matlamat hidup yang jelas.</li> <li>- Suka sesuatu yang kreatif.</li> <li>- Sukakan cabaran.</li> <li>- Suka memimpin manusia lain.</li> </ul>
Sikap positif	Mengandungi 3 item pengukuran: <ul style="list-style-type: none"> <li>- Kepercayaan kepada potensi diri.</li> <li>- Lebih suka menjadi penyumbang.</li> <li>- Suka menghasilkan hasil kerja terbaik.</li> </ul>
Kemahiran keusahawanan: Mengenalpasti peluang Kreativiti Pengambilan risiko Ilmu perniagaan Kemahiran pengurusan Kemahiran kewangan Kemahiran komunikasi Kemahiran teknologi maklumat Kemahiran teknikal	Mengandungi 40 item pengukuran: <ul style="list-style-type: none"> <li>- Kemahiran mengesan dan memanfaatkan peluang (6 item).</li> <li>- Kualiti kreativiti yang dimiliki (4 item).</li> <li>- Kualiti pengambilan risiko (4 item).</li> <li>- Kemahiran pengurusan perniagaan (6 item).</li> <li>- Kemahiran pengurusan kewangan (7 item).</li> <li>- Memanfaatkan komunikasi pengguna (7 item).</li> <li>- Memanfaatkan teknologi maklumat dalam strategi perniagaan (3 item).</li> <li>- Kepentingan kemahiran teknikal khusus (3 item).</li> </ul>

<b>Sosial:</b> Sokongan keluarga Jaringan umum Jaringan keusahawanan  Status sosial Komuniti setempat Sokongan organisasi bukan kerajaan	Mengandungi 18 item pengukuran: - Sokongan ibubapa, pasangan dan saudara terdekat (3). - Jaringan komunikasi saudara mara, rakan, kejiranan (3). - Jaringan komunikasi dikalangan usahawan komuniti, agensi kerajaan, NGO, negeri dan negara (5). - Penglibatan untuk mengubah status quo sosial. - Sokongan kepimpinan dan ahli masyarakat (2). - Sokongan organisasi komuniti seperti koperasi dan persatuan penduduk/ pakatan/ masjid/ surau (4).
<b>Kerajaan dan agensinya:</b> Bantuan latihan Bantuan kewangan Bantuan barang modal Bantuan pemasaran	Mengandungi 16 item pengukuran: - Latihan kemahiran keusahawanan dan teknikal. - Bantuan geran dan pinjaman mudah (4 item). - Bantuan peralatan dan mesin (2 item). - Bantuan teknologi pengeluaran, pembungkusan, pengedaran dan promosi (9 item).
Senarai agensi mengikut kepentingan	Soalan terbuka secara penyediaan senarai keutamaan. Usahawan diminta menyenaraikan agensi kerajaan yang membantu perniagaan mereka mengikut kepentingan.

### Dapatan kajian

Dapatan kajian ini akan dipersembahkan dalam bentuk deskriptif secara memaparkan frekuensi dan peratusan untuk faktor demografik dan purata skor dan sisihan bagi setiap item pengukuran untuk faktor peribadi umum. Berikut merupakan ringkasan dapatan kajian.

Jadual 2: Profil Responden

Faktor demografik		Frekuensi	Peratusan
Kategori perniagaan	Pembuatan	30	56.6
	Perkhidmatan penginapan	9	17.0
	Agensi	6	11.3
	Perniagaan-perniagaan lain	8	15.1
Perniagaan pembuatan	Pemprosesan kuih	9	30.0
	Pemprosesan asas tandi	11	36.6
	Jahitan	5	16.7
	Pertukangan kayu	3	10.0
	Berasaskan besi	2	6.7
Jantina	Lelaki	18	34
	Perempuan	35	66
Bangsa	Melayu	51	96
	Siam	2	4
Umur	Bawah 20 tahun	1	2.0
	20 – 25 tahun	8	15.1
	26 – 30 tahun	12	22.6
	31 – 35 tahun	7	13.2
	36 – 40 tahun	15	28.3
	Melebihi 40 tahun	10	18.8



Taraf perkahwinan	Bujang	6	11.3
	Berkahwin	27	50.9
	Ibu tunggal	19	35.8
	Bapa tunggal	1	2.0
Tahap pendidikan tertinggi	Tidak bersekolah	2	3.8
	Sekolah rendah	3	5.7
	Sekolah menengah	31	58.5
	Sijil kemahiran	13	24.5
	Diploma dan lebih tinggi	4	7.5
Jangkahayat perniagaan	Kurang setahun	8	15.1
	1 – 3 tahun	13	24.5
	4 – 5 tahun	18	34.0
	Melebihi 5 tahun	14	26.4
Bentuk perniagaan	Milikan tunggal tidak berdaftar	4	7.5
	Milikan tunggal berdaftar	32	60.4
	Perkongsian	14	26.4
	Sendirian berhad	3	5.7
Pensijilan kualiti	Halal JAKIM	14*	26.4
	MESTI	14*	26.4
	Tiada pengiktirafan kualiti	39	73.6
Sebab tiada pensijilan kualiti	Tidak memerlukan pensijilan	18	46.2
	Tidak memohon	10	25.6
	Memohon tetapi gagal	7	17.9
	Masih dalam proses memohon	4	10.3
Memiliki akaun media sosial	Facebook	35*	66.0
	Instagram	27*	51.9
	Tiada	18	34.0
Memiliki akaun media sosial perniagaan	Facebook page/ Ads	6*	11.3
	Instagram for business	6*	11.3
	Google Ads	0	-
	Laman sesawang	1*	1.9
	Tiada	47	88.7
Sebab tiada media sosial perniagaan	Tidak berminat	5	10.6
	Tiada pengetahuan	40	85.1
	Tidak perlu	2	4.3
Usahawan bimbingan	RISDA	36	67.9
	MARA	13*	24.5
	TEKUN Nasional	24*	45.3
	Amanah Ikhtiar Malaysia	19*	35.8
	FELCRA	8	15.1
	MADA	5*	9.4
	FAMA	6*	11.3
	Agensi-agensi lain	2*	3.8

\* Responden dibenar menjawab melebihi satu pilihan jawapan

Berdasarkan kepada Jadual 2, dapat disimpulkan bahawa majoriti usahawan terdiri daripada usahawan pembuatan atau perkilangan yang merangkumi 56.6 peratus, diikuti dengan perkhidmatan penginapan 17 peratus, agensi 11.3 peratus dan perniagaan-perniagaan lain sekitar 15.1 peratus. Manakala perincian pembuatan pula menunjukkan bahawa pembuatan atau pemprosesan asas tani merupakan kategori pembuatan majoriti, iaitu sekitar 36.6 peratus, diikuti oleh pemprosesan kuih (termasuk biskut) sebanyak 30 peratus, jahitan (16.7 peratus), pertukangan kayu atau perabut (10 peratus) dan produk berasaskan besi (6.7 peratus). Usahawan wanita merupakan kelompok terbesar merangkumi 66 peratus berbanding usahawan lelaki sebesar 34 peratus. Usahawan di kawasan kajian hanya meliputi Melayu dan Siam, masing-masing membentuk 96 peratus dan 4 peratus. Taburan usahawan mengikut peringkat umur pula menunjukkan bahawa kategori umur sekitar 36 hingga 40 tahun membentuk kelompok majoriti sebesar 28.3 peratus, diikuti oleh kelompok umur 26 hingga 30 tahun (22.6 peratus), melebihi 40 tahun (18.8 peratus), 20 hingga 25 tahun (15.1 peratus) dan bawah 20 tahun (2 peratus)

Taburan responden mengikut taraf perkahwinan pula menunjukkan responden berkahwin merupakan kumpulan majoriti yang membentuk 50.9 peratus, diikuti oleh kumpulan ibu tunggal (35.8 peratus), belum berkahwin (11,3 peratus) dan bapa tunggal (2 peratus). Klasifikasi responden mengikut tahap pendidikan tertinggi pula memaparkan kumpulan responden berpendidikan sekolah menengah sebanyak 58.5 peratus, diikuti oleh pemegang sijil kemahiran (24.5 peratus), diploma dan yang lebih tinggi (7.5 peratus) dan responden yang tidak bersekolah (3.8 peratus). Manakala daripada sudut jangkahayat perniagaan pula memaparkan bahawa perniagaan yang berusia empat hingga lima tahun membentuk kumpulan sebesar 34 peratus diikuti oleh kumpulan perniagaan berusia lebih lima tahun (26.4 peratus), satu hingga tiga tahun (24.5 peratus) dan kurang setahun (15.1 peratus). Klasifikasi bentuk atau pendaftaran perniagaan berbentuk milikan tunggal berdaftar dengan Suruhanjaya Syarikat Malaysia (SSM) membentuk kumpulan majoriti sebesar 60.4 peratus dan diikuti oleh bentuk perniagaan perkongsian (26.4 peratus), milikan tunggal tidak berdaftar (7.5 peratus) dan sendirian berhad (5.7 peratus). Item-item pengukuran seterusnya adalah berkaitan dengan penglibatan usahawan dengan pengiktirafan kualiti dan penggunaan media sosial. Hanya kelompok responden sebesar 26.4 peratus memiliki pensijilan kualiti Halal JAKIM dan MESTI Kementerian Kesihatan Malaysia. Peratusan yang sama bagi kedua-dua kumpulan berkenaan adalah kerana proses permohonan kedua-dua pengiktirafan kualiti berkenaan adalah seiring, iaitu sijil MESTI merupakan langkah awal ke arah memperolehi pensijilan Halal JAKIM. Walaupun kumpulan responden yang tidak memiliki pensijilan kualiti adalah besar, iaitu sebesar 73.6 peratus, sebenarnya kelompok responden yang menjalankan perniagaan yang tidak memerlukan kedua-dua pensijilan berkenaan, iaitu merangkumi sekitar 46.2 peratus. Bagaimanapun, kedapatan responden yang masih tidak mementingkan pengiktirafan kualiti, iaitu sebesar 25.6 peratus. Bagaimanapun, penelitian perlu dilakukan untuk mengenalpasti persoalan yang dihadapi oleh sebahagian responden yang gagal memiliki pensijilan kualiti berkenaan (gagal mematuhi kriteria penilaian kualiti berkenaan), iaitu kelompok sebesar 17.9 peratus. Manakala terdapat sekitar 10.3 peratus kumpulan responden masih menunggu keputusan permohonan pensijilan kualiti berkenaan.

Penelitian berkaitan dengan usaha responden memanfaatkan media sosial dimulai dengan item pengukuran untuk mengesan sama ada usahawan memiliki atau tidak akaun media sosial. Majoriti responden telah memiliki akaun Facebook profile, iaitu akaun asas untuk mengguna media sosial ini, iaitu kumpulan responden yang membentuk sebesar 66 peratus. Manakala,

kelompok responden yang memiliki akaun Instagram membentuk kumpulan responden sebesar 51.9 peratus berbanding kumpulan responden yang tidak memiliki akaun media sosial, iaitu sebesar 34 peratus. Walaupun penglibatan responden dalam media sosial agak tinggi, tetapi sebenarnya pencapaian ini tidak boleh dibanggakan kerana kemudahan media sosial asas tidak memberi kesan yang signifikan untuk usahawan memanfaatkan media sosial untuk perniagaan mereka secara berkesan. Bagaimanapun, keadaan ini dianggap baik kerana usahawan telah melangkah ‘sebelah kaki’ dalam dunia perniagaan atau pemasaran digital. Oleh itu, kajian telah menyediakan dua item pengukuran tambahan untuk mengukur tahap penglibatan usahawan dalam memanfaatkan media sosial untuk perniagaan mereka. Majoriti responden tidak memiliki akaun media sosial untuk perniagaan, iaitu kumpulan responden yang membentuk sebesar 88.7 peratus. Hanya sekitar 11.3 peratus responden memiliki akaun media sosial untuk perniagaan (fb page dan Instagram for business). Berdasarkan kepada jawapan responden terhadap item pengukuran yang menyelidiki sebab mengapa mereka tidak memiliki akaun media sosial untuk perniagaan, iaitu majoriti menyatakan mereka tidak mempunyai pengetahuan memanfaatkan akaun media sosial untuk perniagaan (85.1 peratus), diikuti oleh responden yang tidak berminat menggunakan akaun media sosial untuk berkomunikasi (10.6 peratus) dan responden yang menganggap tidak perlu menggunakan media sosial (4.3 peratus). Bahagian terakhir dalam Jadual 2 pula memaparkan taburan responden mengikut agensi pembangunan usahawan kerajaan yang membantu, melatih dan membimbing usahawan berkenaan. Berdasarkan kepada dapatan kajian, majoriti responden dibimbing oleh agensi RISDA (67.9 peratus), diikuti oleh usahawan TEKUN Nasional (45.3 peratus), AIM (35.8 peratus), MARA (24.5 peratus), FELCRA (15.1 peratus), FAMA (11.3 peratus), MADA (9.4 peratus) dan agensi-agensi lain (3.8 peratus). Peratusan kumpulan-kumpulan usahawan bimbingan melebihi daripada seratus peratus kerana terdapat usahawan yang dibantu oleh lebih daripada satu agensi pembangunan usahawan kerajaan. Manakala kawasan kajian memiliki lebih ramai usahawan bimbingan RISDA kerana kawasan kajian merupakan kawasan penanaman getah berbanding kegiatan pertanian yang lain.

Jadual 3: Pengaruh Faktor Peribadi Umum

Faktor Peribadi Umum		Min	Sisihan Piawai
Minat	Bercita-cita menjadi peniaga	3.122	.334
	Lebih yakin berniaga	2.793	.534
Agama	Saranan kuat agama	3.211	.482
	Mendapat ganjaran kebaikan	3.625	.317
	Memperolehi rezeki yang halal	3.544	.326
	Sunnah Rasulullah	3.356	.326
	Percaya agama memandang tinggi	3.217	.477
Persepsi terhadap ilmu yang dimiliki	Percaya memiliki ilmu yang cukup	2.683	.458
	Yakin boleh berjaya	2.987	.512
Ketersediaan modal sendiri	Dana peribadi	2.783	.358
	Dana keluarga	2.995	.481
	Gadaian/ jualan harta	2.433	.449
Pengalaman berniaga di sekolah	Berniaga kecil-kecilan di sekolah	2.374	.518
	Terlibat dalam koperasi sekolah	2.446	.337
Peralihan pekerjaan	Gagal memilih pekerjaan lain	1.893	.313
	Pemberhentian kerja	2.423	.523
	Berhenti kerja untuk berniaga	2.683	.475

Kebebasan diri	Kebebasan membuat keputusan	3.218	.356
	Bebas mengurus masa	3.311	.449
Dorongan sumber ekonomi keluarga	Pendapatan keluarga tidak mencukupi	3.216	.311
	Meningkat kualiti hidup keluarga	3.338	.452
Persepsi terhadap keusahawanan mampu mengkayakan diri	Yakin kaya menerusi perniagaan	2.873	.418
	Sedar kebanyakan peniaga kaya	2.997	.518
Agensi kerajaan yang sangat membantu kejayaan usahawan	Senarai lima agensi mengikut persepsi usahawan:	(Frekuensi)	(%)
	MARA	12	22.6
	TEKUN	11	20.8
	AIM	8	15.1
	RISDA	7	13.2
	MADA	4	7.5

Berdasarkan kepada dapatan kajian seperti ditunjukkan oleh Jadual 3 membuktikan bahawa kedua-dua item berkaitan minat responden, iaitu responden menyimpan cita-cita menjadi peniaga atau usahawan sejak di bangku sekolah lagi dan mereka lebih yakin untuk memilih kerjaya berniaga atau keusahawanan. Dimensi pengukuran berkaitan kepercayaan agama pula memaparkan bahawa semua item pengukuran dianggap sangat mempengaruhi pemilihan penglibatan responden dalam bidang keusahawanan. Kelima-lima item pengukuran, iaitu penglibatan responden dalam bidang keusahawanan adalah untuk memenuhi tuntutan kuat agama khususnya untuk mendapat ganjaran kebaikan (pahala), memperolehi rezeki yang halal dan mendapat ganjaran kerana mengikut amalan Rasulullah s.a.w. (sunnah). Selain itu, majoriti responden mempercayai bahawa bidang perniagaan atau keusahawanan mendapat pengiktirafan tinggi oleh agama kerana agama memandang tinggi kepada individu peniaga atau usahawan. Walaupun kedua-dua item pengukuran bagi dimensi pengukuran berkaitan persepsi responden terhadap tahap ilmu atau kemahiran pengurusan perniagaan atau keusahawanan yang mereka miliki sedikit rendah dan sisihan piawai yang relatif besar berbanding item pengukuran lain, majoriti responden masih mempercayai bahawa penglibatan mereka dalam bidang perniagaan atau keusahawanan dibuat berdasarkan kepada tahap kepercayaan mereka berkaitan ilmu kemahiran yang mencukupi untuk terlibat dalam bidang perniagaan atau keusahawanan. Ini membuatkan mereka lebih yakin untuk berjaya dalam bidang berkenaan.

Dimensi pengukuran ketersediaan modal peribadi yang diwakili oleh tiga item pengukuran menunjukkan bahawa majoriti responden mempercayai bahawa ketiga-tiga sumber dana peribadi mempengaruhi penglibatan mereka dalam keusahawanan terutamanya daripada segi dana peribadi (simpanan) dan dana keluarga (bantuan daripada ahli keluarga seperti ibubapa, pasangan atau saudara terdekat). Bagaimanapun, skor purata bagi memperolehi dana menerusi penjualan atau penggadaian aset kurang dipersetujui walaupun masih berada di skor setuju. Majoriti responden turut mempercayai bahawa pengalaman penglibatan mereka dalam aktiviti perniagaan dan keusahawanan di peringkat sekolah seperti aktiviti perniagaan kecil-kecilan di sekolah serta penglibatan mereka dalam pengurusan dan aktiviti koperasi sekolah mempengaruhi penglibatan mereka dalam bidang kerjaya keusahawanan.

Kebanyakan responden juga turut mempercayai bahawa peralihan pekerjaan secara paksa yang dihadapi oleh individu mempengaruhi penglibatan responden dalam kerjaya keusahawanan

seperti kerana diberhenti daripada pekerjaan terdahulu ataupun berhenti kerja untuk berkecimpung dalam kerjaya keusahawanan. Bagaimanapun, item peralihan kerjaya kerana responden gagal memilih pekerjaan lain tidak disokong oleh kebanyakan responden, iaitu dengan skor purata di bawah 2.000 dengan sisihan piawaian yang kecil. Dimensi kebebasan diri yang diwakili oleh dua item pengukuran, yang kedua-dua item pengukuran berkenaan memperoleh skor purata melebihi 3.200 dan sisihan piawaian yang kecil, iaitu ini bermakna majoriti responden sangat bersetuju bahawa kecenderungan penglibatan mereka dalam keusahawanan kerana bidang kerjaya berkenaan memberikan kebebasan membuat keputusan mengurus tadbir kerjaya dan bebas mengurus masa kehidupan mereka. Dimensi dorongan untuk memenuhi tuntutan ekonomi atau pendapatan keluarga juga memaparkan skor seperti dimensi peralihan kerjaya, iaitu kedua-dua item pengukurannya seperti menampung ketidakcukupan pendapatan keluarga dan penglibatan bagi meningkatkan kualiti hidup keluarga mereka. Dimensi terakhir dalam kumpulan faktor pengaruh umum ialah berkaitan penglibatan responden dalam bidang kerjaya keusahawanan kerana dipengaruhi oleh persepsi positif mereka bahawa bidang keusahawanan mampu menjadikan mereka kaya. Oleh itu, kedua-dua item pengukuran, iaitu keyakinan bahawa bidang perniagaan mampu menjadikan individu kaya serta kebanyakan mereka menyedari kebanyakan usahawan atau peniaga tergolong sebagai individu kaya. Item terakhir pula meminta responden menyenaraikan agensi-agensi kerajaan yang sangat bermakna (signifikan) dalam membangun potensi keusahawanan sebenar. Kebanyakan responden (22.6 peratus) telah menyenaraikan MARA sebagai agensi kerajaan yang banyak dan sangat membantu usahawan luar bandar dalam memaju potensi keusahawanan dan kemajuan perniagaan mereka. Ini diikuti oleh TEKUN Nasional, Amanah Ikhtiar Malaysia (AIM) dan MADA.

### **Rumusan dapatan kajian**

Berdasarkan perbincangan dalam bahagian dapatan kajian seperti yang ditunjukkan oleh Jadual 2 dapat disimpulkan bahawa kebanyakan usahawan terdiri daripada usahawan pembuatan terutamanya perusahaan asas tani seperti produk berasaskan madu kelulut, produk hiliran durian sejuk beku dan sebagainya. Manakala daripada segi jantina pula memaparkan majoriti usahawan adalah usahawan wanita dan berkahwin. Majoriti usahawan merupakan usahawan muda (jangkahayat perniagaan berusia empat hingga lima tahun) dengan majoriti perniagaan berbentuk milikan tunggal berdaftar dengan Suruhanjaya Syarikat Malaysia (SSM) membentuk kumpulan majoriti sebesar 60.4 peratus. Manakala daripada segi perolehan pengiktirafan kualiti produk pula menunjukkan majoriti usahawan tidak memiliki pengiktirafan kualiti. Berdasarkan kepada Jadual 2, hanya sebahagian kecil usahawan sahaja memiliki pengiktirafan kualiti, iaitu sebesar 26.4 peratus memiliki pensijilan kualiti Halal JAKIM dan MESTI Kementerian Kesihatan Malaysia. Peratusan yang sama bagi kedua-dua kumpulan adalah kerana proses permohonan kedua-dua pengiktirafan kualiti berkenaan adalah seiring, iaitu sijil MESTI merupakan langkah awal ke arah memperoleh pensijilan Halal JAKIM. Walaupun kumpulan responden yang tidak memiliki pensijilan kualiti adalah besar, iaitu sebesar 73.6 peratus, sebenarnya kelompok responden yang menjalankan perniagaan yang tidak memerlukan kedua-dua pensijilan berkenaan, iaitu merangkumi sekitar 46.2 peratus. Bagaimanapun, kedapatan responden yang masih tidak mementingkan pengiktirafan kualiti, iaitu sebesar 25.6 peratus. Apa yang menariknya, terdapat usahawan yang memohon tetapi gagal memiliki pensijilan kualiti berkenaan. Kegagalan usahawan adalah disebabkan mereka gagal mematuhi kriteria penilaian kualiti berkenaan (Halal JAKIM dan MESTI), iaitu kelompok sebesar 17.9 peratus. Manakala terdapat sekitar 10.3 peratus kumpulan responden masih menunggu keputusan permohonan pensijilan kualiti berkenaan. Berdasarkan kepada



angka-angka berkenaan, didapati bahawa majoriti usahawan (53.8 peratus) mempunyai kesedaran kepentingan pengiktirafan kualiti demi kemajuan perniagaan mereka (kelebihan bersaing).

Dapatan kajian yang memaparkan majoriti usahawan memiliki akaun Facebook dan Instagram, menunjukkan bahawa kebanyakan daripada usahawan menyedari akan kepentingan media sosial untuk berkomunikasi. Bagaimanapun, kebanyakan usahawan hanya memiliki akaun asas media sosial berkenaan dan bukannya akaun perdagangan. Contohnya, majoriti hanya memiliki akaun Facebook profile dan akaun Instagram biasa dan bukannya akaun media sosial perniagaan, iaitu Facebook Page atau Instagram for Business, iaitu kurang 15 peratus responden memiliki akaun media sosial untuk perniagaan. Berdasarkan kepada jawapan responden terhadap item pengukuran yang menyelidiki sebab mengapa mereka tidak memiliki akaun media sosial untuk perniagaan, iaitu majoriti menyatakan mereka tidak mempunyai pengetahuan memanfaatkan akaun media sosial untuk perniagaan (85.1 peratus). Ini bermakna, majoriti usahawan memerlukan latihan dan program motivasi memanfaatkan media sosial untuk perniagaan. Selain itu, berdasarkan kepada dapatan kajian, majoriti responden dibimbing oleh agensi RISDA (67.9 peratus), diikuti oleh usahawan TEKUN Nasional (45.3 peratus), AIM (35.8 peratus), MARA (24.5 peratus), FELCRA (15.1 peratus), FAMA (11.3 peratus), MADA (9.4 peratus) dan agensi-agensi lain (3.8 peratus). Kedapatan kumpulan-kumpulan usahawan yang dibimbing oleh lebih daripada satu agensi pembangunan usahawan kerajaan kerana kedapatan usahawan yang memperolehi bantuan kewangan daripada agensi seperti yang menyediakan bantuan kewangan sahaja seperti TEKUN Nasional dan AIM. Manakala ramai usahawan bimbingan RISDA kerana kawasan kajian merupakan kawasan penanaman getah berbanding kegiatan pertanian yang lain. Bagaimanapun, berdasarkan kepada susunan carta agensi yang banyak membantu uahawan, MARA merupakan agensi pilihan dan diikuti oleh agensi menyediakan bantuan kewangan, iaitu TEKUN Nasional dan Amanah Ikhtiar Malaysia (AIM).

### **Cadangan**

Berdasarkan kepada perbincangan dalam bahagian rumusan dapatan kajian, dapat disimpulkan bahawa agensi-agensi pembangunan keusahawanan dan komuniti setempat memainkan peranan yang amat penting dalam memupuk dan menyokong budaya keusahawanan di kalangan rakyat luar bandar. Bermula dengan pendidikan formal dan tidak formal di peringkat sekolah, iaitu menerusi pengenalan kursus keusahawanan dan pengurusan perniagaan serta penglibatan pelajar dalam pengurusan koperasi sekolah sehinggalah kepada pendidikan tinggi seperti pengenalan kursus-kursus dan program keusahawanan. Tahniah diberikan kepada Kementerian Pendidikan Malaysia kerana telah berjaya mewujudkan sebuah universiti keusahawanan, iaitu Universiti Malaysia Kelantan. Bagaimanapun, kementerian berkenaan seharusnya mengorak langkah kepada usaha mewujudkan sekolah, institut latihan kemahiran, kolej komuniti dan politeknik khusus dalam bidang keusahawanan. Selain itu, agensi pembangunan keusahawanan perlu memberikan perhatian daripada aspek memajukan ilmu kemahiran pemasaran digital dan pengurusan perniagaan yang lengkap seperti yang disediakan oleh pihak MARA. Dapatan kajian yang mendapati ramai usahawan (melebihi 80 peratus) yang mengharapkan latihan kemahiran pemasaran digital dan media sosial perniagaan diberikan kepada mereka bagi meningkatkan penglibatan mereka dalam memanfaatkan media sosial perniagaan. Manakala, MARA dipilih sebagai agensi pilihan kerana MARA berjaya menyediakan bantuan keusahawanan daripada asas kepada menggerakkan produk dalam pasaran, iaitu melengkapkan fungsian pemasaran (4P – produk, perletakan harga, pengedaran dan promosi). Kejayaan

MARA meraih tempat dihati kebanyakan usahawan luar bandar adalah kerana agensi berkenaan bukan sahaja menyediakan bimbingan dan bantuan frasarana tetapi juga turut melengkap atau membantu usahawan daripada sudut pemasaran produk terutamanya di peringkat luar kawasan. Tidak dinafikan agensi-agensi kerajaan lain turut menyediakan bantuan seperti disediakan oleh MARA, tetapi bantuan MARA melebihi sekadar membantu usahawan menghasilkan produk bermutu. Bantuan promosi dan pengedaran yang disediakan oleh unit-unit keusahawanan dan perniagaan organisasi MARA banyak membantu menjayakan produk usahawan di pasaran.

### Penutup

Generasi muda yang kebanyakannya sedang berada di bangku sekolah dan pusat pengajian tinggi negara merupakan generasi sangat penting dalam menjadikan Malaysia negara maju. Hakikat sejarah penubuhan negara-negara maju di dunia membuktikan bahawa hasrat berkenaan, iaitu menjadi sebuah negara maju hanya dapat dicapai menerusi langkah meningkatkan bilangan usahawan dan sumbangan usahawan dalam pendapatan negara. Selain menyumbang pendapatan kepada negara, bidang keusahawanan turut memainkan peranan dalam mempengaruhi tahap kestabilan dan kemakmuran ekonomi rakyat bangsa Malaysia, iaitu menerusi penjanaaan dan memperbanyakkan peluang-peluang pekerjaan.

### Rujukan

- Azizi Ali. ((2016). Lahirnya seorang jutawan. Kuala Lumpur: True Wealth.
- Azmi, A. M., Nik Hairi, O. & Yee, L. K. (2012). Faktor kritikal kejayaan usahawan dalam perniagaan. *Journal of Social Sciences and Humanities*, 7(1), 34-45.
- Che Asniza Osman & Rohana Ngah, (2016). Assessing sustainable competitive advantage in relation with intellectual capital, knowledge management and innovativeness in women-owned SMEs in Malaysia. *Journal of International business Economics and Entrepreneurship*, 1(1), 47-51.
- Ershad Ali, (2017). Impact of part time work on the academic performance of international students. *Journal of International business Economics and Entrepreneurship*, 2(1), 18-22.
- Haryati Shafii, Sharifah Meryam Shareh Musa & Zakila Abd Rahman, (2009). Pembangunan modal insan kea rah meningkatkan kualiti hidup masyarakat. *International Conference on Human Capital Development (ICONHCD 2009)*, 25-27 May 2009.
- Hisrich, Robert D. & Peters, Michael P., (2016). *Entrepreneurship*, (10<sup>th</sup>. ed.). Boston: McGraw-Hill/ Irwin.
- Jyoti, S.A.B., (2010). Managing innovation: Unserstanding how continuity and change are interlinked. *Global Journal of Flexible Systems Management*, 11(1-2), 63-73.
- Dewan Bahasa dan Pustaka. (2005). *Kamus Dewan*, 4<sup>th</sup>. ed. Kuala Lumpur: Dewan Bahasa dan Pustaka.
- Kamus Webster's New World* (2012). Boston: Houghton Mifflin Harcourt.
- Karpov, A. O. (2016). Socialization for the knowledge society. *International Journal of Environment and Science Education*, 11(10), 3487-3496.
- Kao, John J., (1989). *Entrepreneurship, creativity & organization: Text, cases & readings*. New Jersey: Prentice Hall.
- Kotler, P. & Armstrong, G., (2018). *Principles of marketing* (17<sup>th</sup>. ed.). Harlow: Pearson Education.
- Kuratko, Donald F. & Hodgetts, Richard M. (2007). *Entrepreneurship: Theory, process, practice*, (7<sup>th</sup>. ed.). New York: Thomson South-Western.

- Malhotra, N.K., (2019). Marketing research: An applied orientation, (7<sup>th</sup> ed.). New York: Pearson Education.
- Melvin Mojikon, Azizan Abdullah & Sofian Shamsuddin, (2017). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating effect of government's role. *Journal of International Business Economics and Entrepreneurship*, 1(1), 39-45.
- McClelland, D.C. (1987). Human motivation. New York: University of Cambridge.
- Miltenberger, R.G. (2008). Behavioral modification: Principles and procedures. Boston: Thomson Publishing.
- Mimi Mohaffiza Mohamad, Simah anak Adai & Adnan Ahmad. (2016). Kemahiran keusahawanan pelatih wanita kursus rekaan fesyen pakaian di Institut Latihan Kemahiran. *Jurnal Pemikir Pendidik*, 7, 137-151.
- Mohamad Izzuan Mohd Ishar & Mohd Khata Jabor, (2017). Integrasi teori-teori keusahawanan ke arah pembangunan keusahawanan dalam kalangan pelajar di Malaysia. *Malaysian Journal of Social Sciences and Humanities*, 2(1), 11-20.
- Mohamad Kamil Hj Ab. Majid, Rahimin Affandi Abd Rahim & Muhammed Yusof, (2014). Pembangunan modal insan di Malaysia: Analisis terhadap pendekatan Islam selepas negara merdeka. *Jurnal Hadhari*, 6(2), 15-34.
- Mohd Afendi Daud & Junaidi Awang besar, (2016). Meninjau kembali Dasar Pandang Ke Timur Mahathir: Penelitian aspek pelaksanaan dan implikasi. *Malaysian Journal of Society and Space*, 12(9), 79-91.
- Mohd Syahrir Rahim, Ahmad Zamil Abd. Khalid, Shahadah Hj. Abdullah, Syahrina Abdullah, Saudah Ahmad, Norria Zakaria.... Donny Abdul Latief Poespowidjojo. (2017). Asas keusahawanan: Ke arah pengukuhan minda dan kemahiran keusahawanan. Sintok: UUM Press.
- Mustafa, M. (2017). Leadership innovation and implement organizational change and lead a new initiative through adoption of the innovation and change management practices for Shiraz Industries Private Limite Company: A survey from Pakistan. *Journal of Business & Financial Affairs*,
- Nooriah Yusof & Zakiah Jamaluddin, (2017). Pembangunan kebolehpasaran siswazah: Tindakan universiti dan cabaran yang dihadapi. *Jurnal Personalia Pelajar*, 20(1), 33-46.
- Noraniza Yusoff, Azlizan Talib & Yusuf Pon, (2011). Impak pembangunan infrastruktur ke atas pembangunan komuniti penduduk di Daerah Pendang dan Kubang Pasu, Kedah Darul Aman, Malaysia. *Journal of Governance and Development*, 7, 16-36.
- Norashidah Hashim, Norasmah Othman & Noraishah Buang. (2009). *Jurnal Pendidikan Malaysia*, 34(1), 187-203.
- Noraznida Husin & Siti Zubaidah Md. Nor. (2018). Faktor yang mempengaruhi pemilihan program pengajian di IPTS: Kajian di Fakulti Pengurusan dan Muamalah, Kolej Universiti Islam Antarabangsa Selangor. *Proceeding of the 5<sup>th</sup>. International Conference on Management and Muamalah*, 46-53.
- Norazila Mat, Muhammad Syaif Noordin, Nur Atiqah Abdullah, Nazri Muslim & Jamsari Alias, (2017). Pembentukan kemahiran insaniah pelajar melalui badan beruniform di Universiti Kebangsaan Malaysia. *Jurnal Personalia Pelajar*, 20(1), 15-32.
- Nurulhayah Muhamad & Muhammad Hafizuddin Abu. (2016). *Journal of Business Innovation*, 1 (2), 31-44.
- Nurul Hisifbli Ibrahim & Abdul Rahman Saili, (2017). Assessment of entrepreneurial inclination among the seaweed operator at Semporna, Sabah using EAO Model. *Journal of International Business Economics and Entrepreneurship*, 2(1), 57-66.

- Rohana Ahmad & Ahmad Martadha Mohamed, (2019). Hubungan pengaruh gaya kepemimpinan transformasional terhadap pelaksanaan program pelan penggantian pembangunan kerjaya dalam perkhidmatan awam Malaysia. *Jurnal Pengurusan*, 55, 77-90.
- Rosbi Abd Rahman & Sanep Ahmad, (2011). Strategi pembangunan keusahawanan asnaf fakir dan miskin melalui agihan bantuan modal zakat. *Jurnal Pengurusan*, 33, 37-44.
- Siti Syuhada Abd Rahman, Muhammad Firdaus Muhammad Sabri & Suhaila Nadzri. (2015). Kompetensi keusahawanan diri dalam kalangan mahasiswa yang mengambil kursus keusahawanan di university. *Proceeding of the 2<sup>nd</sup>. International Conference on Management and Muamalah 2015*.31-49.
- Sodri Ariffin, Ismail Ab. Wahab & Zurida Hambali, (2013). *Fundamentals of entrepreneurship*. Shah Alam: Oxford Fajar.
- Sollahuddin Abdul Hamid, Mohd Sobhi Ishak & Hydzulkifli Hashim, (2017). Penghayatan agama (religiosity) dalam pembangunan keusahawanan. *Jurnal Pembangunan Sosial*, 20, 51-62.
- Stanford Encyclopedia of Philosophy Archive (2014). California: Stanford University.
- Syed Jamal Abdul Nasir Syed Muhamad, Muhamad Zulkiflee Osman, Asmawati Kamarudin, Azlina Nadia Mohd Arshad & Norliana Rahim, (2017). Assessing the business development strategy: A case study at an oil and gas company in Malaysia. *Journal of International business Economics and Entrepreneurship*, 1(1), 39-45.
- Tan, Bee Leong, Tan, Cheng Ling, Yeo, Sook Fern & Ching, Sock Lee, (2017). An examination of the factors influencing the green initiative and competitiveness of private higher education institutions in Malaysia. *Jurnal Pengurusan*, 51, 87-99.
- Tan, Bee Leong, Tan, Cheng Ling, Yeo, Sook Fern & Ching, Sock Lee, (2019). Examining the business venture success of restaurants: The role of innovation capability as mediator. *Jurnal Pengurusan*, 55, 91-112.
- Teong-Jin, Steven Toh, Tan, Cheng Ling & Yen, Sook Fern, (2016). What are the attractiveness aspects that influence customer loyalty to homestays? A study in Taiwan. *Jurnal Pengurusan*, 48, 201-218.
- Ummi Munirah Syuhada Mohamad Zan, Aidatul Najwa Harun Arrosyid, Mohamed Rizki Moi, Wan Suraya Wan Hassin & Wan Shahzinda Shah Shahar. (2017). Faktor-faktor yang mempengaruhi kejayaan usahawan wanita TEKUN: Satu kajian di Daerah Ulu Langat. *Proceeding of the 4<sup>th</sup>. International Conference on Management and Muamalah 2017*, 15-29.
- Yahaya Ibrahim & Norsiah Ahmad, (2006). Keusahawanan dan daya saing usahawan Melayu di sektor pelancongan. *Jurnal Pengajian Melayu*, 17, 16-33.
- Zaidatol Alkmaliah Lope Pihie Habibah Elia. (2014). Keupayaan usahawan bumiputera melaksana kemahiran keusahawanan: Satu kajian kes. (2004). *Pertanika Journal Of Social Sciences and Humanities*, 12(1), 61-70.
- Zhang, S.X. & Cueto, J., (2015). The study of bias in entrepreneurship. *Entrepreneurship Theory and Practice*, 41(3), 419-454.
- Zulkarnain A. Hatta, Sivamurugan Pandian & Azeem Fazwan Ahmad Farouk. (2008). Pembangunan social 50 tahun merdeka. *Jurnal Kemanusiaan*, 12, 46-71.
- Zurita Mohd Saleh, (2017). Social capital influence on supply chain integration in the food processing industry in Malaysia. *Journal of International business Economics and Entrepreneurship*, 2(1), 34-44.



Proceeding: 2nd International Conference on  
Entrepreneurship, Business and Tourism (ICEBT 2019)  
(eISBN: 978 – 967 – 17343 - 9)  
Mövenpick Hotel and Convention Centre KLIA,  
Kuala Lumpur, Malaysia

**“This Page is Intentionally Left Blank”**





eISBN 978-967-17343-3-9



9 789671 734339