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**ORIENTASI PASARAN: KOMPETENSI
KEUSAHAWANAN DAN PRESTASI PKS DI MALAYSIA**



MOHMAD AMIN BIN MAD IDRIS

UUM
Universiti Utara Malaysia

**DOKTOR PENTADBIRAN PERNIAGAAN
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PRESTASI PKS DI MALAYSIA**



Oleh

MOHMAD AMIN BIN MAD IDRIS

UUM
Universiti Utara Malaysia

**Disertasi diserahkan kepada
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
bagi memenuhi sebahagian syarat Ijazah Doktor Pentadbiran Perniagaan**

KEBENARAN MENGGUNA

Dalam mempersembahkan disertasi ini sebagai memenuhi sebahagian daripada keperluan ijazah pasca daripada Universiti Utara Malaysia (UUM), saya dengan ini bersetuju memberi kebenaran kepada Perpustakaan Sultanah Bahiyah Universiti Utara Malaysia mempamerkan tesis ini bagi tujuan rujukan. Saya juga bersetuju memberi kebenaran kepada penyelia saya atau Dekan Othman Yeop Abdullah Graduate School of Business membuat salinan disertasi ini dalam apa bentuk sekali pun, samaada sepenuhnya, atau pun sebahagian daripadanya, bagi tujuan akademik. Saya faham bahawa sebarang penyalinan atau penerbitan atau penggunaan disertasi saya ini yang sebahagian daripadanya adalah untuk keuntungan kewangan tidak akan dibenarkan tanpa kebenaran bertulis daripada saya. Pengiktirafan perlu diberi kepada saya dan kepada UUM di dalam mana-mana penggunaan akademik yang mana dilakukan dari mana-mana bahan di dalam disertasi saya.

Permohonan untuk kebenaran menyalin atau untuk menggunakan bahan di dalam disertasi ini bagi tujuan lain sama ada sepenuhnya atau sebahagian daripadanya hendaklah dialamatkan kepada:



Dekan
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRAK

Sumbangan perusahaan kecil dan sederhana (PKS) dalam pertumbuhan ekonomi dan sosial, serta menggalakkan persaingan di dalam pasaran di kalangan kebanyakan negara telah dikaji sepenuhnya. Bagaimanapun penemuan-penemuan tidak konsisten yang dilaporkan dalam literatur mencetuskan keperluan untuk menjalankan kajian-kajian seterusnya mengenai faktor-faktor yang mempengaruhi prestasi PKS. Oleh itu, kajian ini direkabentuk untuk meneliti kesan langsung orientasi pasaran, kompetensi keusahawanan dan orientasi keusahawanan ke atas prestasi PKS di Malaysia. Kajian ini juga bertujuan menentukan peranan pengantara iaitu orientasi keusahawanan ke atas hubungan-hubungan di antara orientasi pasaran dengan prestasi PKS, dan di antara kompetensi keusahawanan dengan prestasi PKS. Rekabentuk tinjauan kuantitatif telah digunakan dan data telah dipungut daripada syarikat-syarikat PKS yang berdaftar dengan SME Corp. Kajian ini juga menggunakan teknik persampelan rawak bersistematik. Analisis statistik telah dijalankan untuk menguji hipotesis-hipotesis kajian dengan menggunakan perisian statistik *Statistical Package for the Social Sciences*. Dapatan kajian menunjukkan wujud hubungan signifikan dan positif di antara orientasi pasaran dengan prestasi, kompetensi keusahawanan dengan prestasi, dan orientasi keusahawanan dengan prestasi. Mengenai hubungan pengantaraan, dapatan juga menunjukkan bahawa orientasi keusahawanan mengantaraan hubungan di antara orientasi pasaran dengan prestasi, dan di antara kompetensi keusahawanan dengan prestasi. Kajian ini menyumbang kepada literatur semasa tentang cara orientasi keusahawanan bertindak sebagai pengantara hubungan kedua-dua orientasi pasaran dan kompetensi keusahawanan dengan prestasi PKS khususnya dalam konteks Malaysia yang masih kekurangan bahan-bahan rujukannya. Selain itu, kajian ini mengemukakan satu strategi khusus tentang cara prestasi syarikat-syarikat PKS dapat ditingkatkan. Kajian ini dirumuskan dengan perbincangan-perbincangan berhubung implikasi teoretikal dan pengurusan, batasan kajian serta cadangan-cadangan untuk kajian masa hadapan.

Kata kunci: perusahaan kecil dan sederhana, orientasi pasaran, kompetensi keusahawanan, orientasi keusahawanan, prestasi

ABSTRACT

The contribution of the small and medium enterprises (SMEs) in economic and social growth and promoting competitiveness among most nations has been well researched. However, the inconsistencies of findings reported in the literature triggered the need to further research on the factors affecting SME performance. Therefore, this study was designed to examine the direct effect of market orientation, entrepreneurial competencies and entrepreneurial orientation on SME performance in Malaysia. The study also aimed to determine the mediating role of entrepreneurial orientation on the relationship between market orientation and performance, and between entrepreneurial competencies and performance. A quantitative survey design was adopted, and data were collected from the SMEs registered with the SME Corp. The study also employed a systematic random sampling technique. Statistical analysis has been carried out to test the study hypotheses using Statistical Package for the Social Sciences. The findings indicated that significant and positive relationship exists between market orientation and performance, entrepreneurial competencies and performance, and between entrepreneurial orientation and performance. On the mediation relationship, the findings also revealed that entrepreneurial orientation mediate the relationships between market orientation and performance, and between entrepreneurial competencies and performance. This study contributes mainly to the current literature on how entrepreneurial orientation mediate both market orientation and entrepreneurial competencies and SME performance relationships especially in the Malaysian context where similar studies are generally scarce. Moreover the study specifies a strategy on how to improve the performance of the SMEs. The study concluded with a discussion of the theoretical and managerial implications, the limitations as well as suggestions for future research.

Keywords: small and medium enterprises, market orientation, entrepreneurial competencies, entrepreneurial orientation, performance

PENGHARGAAN

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SENARAI SINGKATAN

| | |
|--------|--|
| AEC | ASEAN Economic Community |
| AIM | Amanah Ikhtiar Malaysia |
| ASEAN | Association of South East Asian Nations |
| DEB | Dasar Ekonomi Baru |
| KDNK | Keluaran Dalam Negara Kasar |
| KK | Kompetensi keusahawanan |
| MKTOR | Market orientation |
| MARA | Majlis Amanah Raayat |
| MARKOR | Market orientation |
| MITI | Ministry of International Trade and Industry |
| PKS | Perusahaan Kecil dan Sederhana |
| OP | Orientasi pasaran |
| OK | Orientasi keusahawanan |
| OPP2 | The Second Outline Perspective Plan |
| PIP | Pelan Induk Perindustrian |
| RMK2 | Rancangan Malaysia Ke-2 |
| RMK3 | Rancangan Malaysia Ke-3 |
| RMK4 | Rancangan Malaysia Ke-4 |
| RMK5 | Rancangan Malaysia Ke-5 |
| TEKUN | Tabung Ekonomi Kumpulan Usaha Niaga |
| TPPA | Trans-Pacific Partnership Agreement |

BAB SATU

Pengenalan

1.1 Latar Belakang Kajian

Perusahaan Kecil dan Sederhana (PKS) memainkan peranan penting di dalam pembangunan ekonomi sesebuah negara di mana sektor ini didapati banyak memberi sumbangan ke arah mewujudkan pekerjaan, menggalakkan pertumbuhan ekonomi, dan mengurangkan kadar kemiskinan melalui peningkatan pendapatan (Davidsson, 2015; Oke, Burke & Myers, 2007; Wolff & Pett, 2006). PKS juga telah dilihat sebagai penggalak kepada peningkatan kemahiran keusahawanan dan memainkan peranan dalam mengagihkannya aktiviti ekonomi di kalangan masyarakat (Habaradas, 2008). Di samping berperanan sebagai pembekal dan penyedia servis sokongan kepada syarikat-syarikat korporat, PKS juga bertindak sebagai pemangkin dan inkubator bagi membangun perniagaan berskala kecil menjadi perniagaan berskala besar (Habaradas, 2008; Ramukumba, 2014). Apabila berlakunya penurunan saiz sesebuah syarikat kooperat akibat daripada kemelesetan ekonomi di dalam sesebuah negara yang menyebabkan langkah drastik mungkin terpaksa diambil oleh syarikat-syarikat tersebut untuk membuang pekerja-pekerja mereka bagi menyelamatkan syarikat, memulakan satu perniagaan PKS akan menjadi satu pilihan penyelesaian terbaik oleh pekerja-pekerja yang dibuang (Wiboonchutikula, 2002).

Di kebanyakan negara, PKS adalah satu sektor perniagaan yang paling dinamik kerana ia mempunyai pengaruh yang kuat ke atas ekonomi semua negara (Ladzani dan Vuuren, 2002) dan sering memainkan peranan utama di dalam mencapai matlamat sosio-ekonomi negara-negara berkenaan (Love & Roper, 2013). PKS juga

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