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**THE EFFECTS OF ENTREPRENEURIAL MANAGEMENT,
ENTREPRENEURIAL ORIENTATION AND ETHICS ON THE
WOMEN-OWNED SMES BUSINESS PERFORMANCE
IN MALAYSIA**

UMI KARTINI BINTI RASHID



UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
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MAC 2017**

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IN MALAYSIA**

By



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ABSTRACT

Being one of the major players in economic growth, the number of women-owned SMEs in Malaysia is increasing and researches are directed on their business performance. Notwithstanding the vital importance of this area, very few studies have been done to look at the relationships between entrepreneurial management, entrepreneurial orientation and ethics, and the performance of women-owned businesses particularly in Malaysia. Therefore, this study focused primarily on testing the possibility of ethics as the mediating variable in the relationships between entrepreneurial management and entrepreneurial orientation, and women-owned SMEs business performance. Based on the literature, six dimensions of entrepreneurial management: entrepreneurial culture, growth orientation, management structure, resource orientation, reward philosophy, and strategic orientation; and three dimensions of entrepreneurial orientation: innovativeness, pro-activeness and risk taking, were selected, and 18 direct and indirect hypotheses were developed. Measurement tools were based on scales previously established in the literature for measuring entrepreneurial management, entrepreneurial orientation, ethics, and also business performance. A total of 207 usable data were gathered through a mail questionnaire survey, and multiple regressions analysis was employed to analyse the data. The empirical findings revealed significant relationships between women-owned SMEs business performance and resource orientation, reward philosophy, strategic orientation, innovativeness, pro-activeness as well as risk taking. Ethics was found to mediate the relationships between reward philosophy, strategic orientation, pro-activeness, risk taking and women-owned SMEs business performance. The research framework of this study contributes to the existing body of knowledge of women entrepreneurs and entrepreneurship literature. The theoretical contributions and practical implications are also significant findings for women owners-managers of SMEs and women entrepreneurial development in the country. Finally, some limitations are also acknowledged that indicate future research directions.

Keywords: Ethics, entrepreneurial management, entrepreneurial orientation, women-owned SMEs, business performance

ABSTRAK

Perusahaan Kecil dan Sederhana (PKS) yang dimiliki oleh wanita adalah salah satu elemen penyumbang utama kepada pertumbuhan ekonomi, maka jumlah PKS milik wanita di Malaysia semakin meningkat dan penyelidikan tertumpu kepada prestasi perniagaan mereka. Walaupun ia penting, namun kajian tentang hubungan antara pengurusan keusahawanan, orientasi keusahawanan dan etika, serta prestasi perniagaan milik wanita khususnya di Malaysia adalah kurang dilakukan. Oleh itu, tumpuan kajian ini adalah untuk menguji kemungkinan etika sebagai pemboleh ubah pengantara dalam hubungan antara pengurusan keusahawanan dan orientasi keusahawanan, serta prestasi perniagaan PKS milik wanita. Berdasarkan kajian literatur, terdapat enam dimensi pengurusan keusahawanan iaitu budaya keusahawanan, orientasi pertumbuhan, struktur pengurusan, orientasi sumber, falsafah ganjaran, dan orientasi strategik. Manakala tiga dimensi orientasi keusahawanan iaitu inovasi, proaktif dan pengambilan risiko telah dipilih dan sebanyak 18 hipotesis langsung dan tidak langsung telah dibangunkan. Alat pengukuran yang digunakan adalah berdasarkan kepada skala yang dibangunkan sebelum ini, iaitu dalam kajian terdahulu untuk mengukur pengurusan keusahawanan, orientasi keusahawanan, etika, dan juga prestasi perniagaan. Sebanyak 207 data telah dapat dikumpulkan melalui kaedah soal selidik secara pos dan analisis regresi berganda telah digunakan untuk menganalisis data. Hasil kajian empirikal menunjukkan bahawa terdapat hubungan yang signifikan antara orientasi sumber, falsafah ganjaran, orientasi strategik, inovatif, proaktif, pengambilan risiko, dan prestasi perniagaan PKS milik wanita. Manakala etika didapati menjadi pengantara hubungan antara falsafah ganjaran, orientasi strategik, proaktif, pengambilan risiko dan prestasi perniagaan PKS milik wanita. Rangka kerja penyelidikan kajian ini menyumbang kepada badan pengetahuan keusahawanan wanita yang sedia ada dan literatur keusahawanan. Hasil kajian juga menawarkan implikasi teori dan praktikal kepada perniagaan PKS milik wanita dan juga untuk pembangunan keusahawanan wanita di negara ini. Akhir sekali, beberapa batasan turut memberi ruang dan arah kepada penyelidikan pada masa hadapan.

Kata kunci: Etika, pengurusan keusahawanan, orientasi keusahawanan, PKS milik wanita, prestasi perniagaan.

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LIST OF ABBREVIATIONS

| | | |
|------|---|--|
| AIM | : | Amanah Ikhtiar Malaysia (Endeavour Trust of Malaysia) |
| BEIM | : | Business Ethics Institute of Malaysia (BEIM) |
| CA | : | Competitive Advantage |
| CEO | : | Chief Executive Officer |
| CGC | : | Credit Guarantee Corporation Malaysia Berhad |
| ECT | : | Ethical Climate Theory |
| EFA | : | Explanatory Factor Analysis |
| EM | : | Entrepreneurial Management |
| EO | : | Entrepreneurial Orientation |
| EWC | : | Ethical Work Climate |
| DOA | : | Department of Agriculture |
| DOSM | : | Department of Statistics Malaysia |
| DV | : | Dependent Variable |
| DWD | : | Department of Women's Development |
| ECT | : | Earnings per Share |
| EU | : | European Union |
| FEM | : | Federation of Women Entrepreneurs Association Malaysia |
| GDP | : | Gross Domestic Product |

| | | |
|-----------|---|--|
| GEM | : | Global Entrepreneurship Monitor |
| GTP | : | Government Transformation Programme |
| HDC | : | Halal Industry Development Corporation |
| HRM | : | Human Resource Management |
| ICD | : | Innovation Creed |
| ICN | : | Innovation Conviction |
| ICT | : | Information and Communication Technology |
| IEO | : | International Entrepreneurial Orientation |
| I-KeuNITA | : | Inkubator Keusahawanan Wanita |
| I-KIT | : | Intensive Skill Training for Single Mother |
| IMT | : | Innovation Mindset |
| IV | : | Independent Variable |
| IWE | : | Islamic Work Ethic |
| KEMAS | : | Kemajuan Masyarakat (Department of Community Development) |
| KMO | : | Kaiser-Meyer-Olkin |
| LIH NKRA | : | Low-Income Households National Key Results Area |
| LO | : | Learning Orientation |
| MAREF | : | Malaysian Accountancy research and Education Foundation |
| MATRADE | : | Malaysia External Trade Development Corporation |

| | | |
|------------------|---|--|
| MID | : | Ministry of Industrial Development |
| MIDA | : | Malaysian Industrial Development Authority |
| MIDF | : | Malaysian Industrial Development Finance |
| MITI | : | Ministry of International Trade and Industry |
| MO | : | Marketing Orientation |
| MOA | : | Ministry of Agriculture |
| MOF | : | Ministry of Finance |
| MPC | : | Malaysia Productivity Corporation |
| MSA | : | Measure of Sampling Adequacy |
| MSMEs | : | Micro, Small, and Medium Enterprises |
| MWFCD | : | Ministry of Women, Family and Community Development |
| NACH | : | Need for Achievement |
| NAWEM | : | National Association of Women Entrepreneurs of Malaysia |
| OCED | : | The Organisation for Economic Co-operation and Development |
| 1AZAM | : | Akhiri Zaman Miskin (Poverty Eradiction) |
| OP | : | Organizational Performance |
| PCA | : | Principal Component Analysis |
| PENIAGA- WATI | : | Persatuan Wanita Bumiputra Dalam Perniagaan Profesion Malaysia |
| PWE | : | Protestant Work Ethic |

| | | |
|-------------|---|--|
| RBV | : | Resource-Based View |
| RMK10 | : | Rancangan Malaysia Ke 10 (Tenth Malaysia Plan) |
| SBM | : | School of Business Management |
| SD | : | Standard Deviation |
| SEM | : | Structural Equation Modeling |
| SME Corp | : | Small and Medium Enterprise Corporation |
| SMEDAN | : | Small and Medium Enterprises Development Agency of Nigeria |
| SMEs | : | Small and Medium Enterprises |
| SMIDEC | : | Small and Medium Industries Development Corporation |
| TO | : | Technology Orientation |
| UAE | : | United Arab Emirates |
| UK | : | United Kingdom |
| UNDP | : | United Nation Development Programme |
| US | : | United States |
| USAHANITA | : | Persatuan Usahawan Wanita Bumiputera |
| UUM | : | Universiti Utara Malaysia |
| VIF | : | Variance Inflation Factor |
| WAWASA-NITA | : | Persatuan Usahawan Wawasan Wanita Malaysia |
| WEDP | : | Women Exporters Development Programme |

CHAPTER 1 INTRODUCTION

1.1 Background

Entrepreneurship is a fascinating journey consists of hurdles and constraints in the middle path, and success or failure at its final destination. From only just a thought or an idea, entrepreneurs will start on new businesses either by selling products or services (Gartner, 1985; Scarborough, 2011). These businesses are acknowledged as small and medium enterprises (SMEs) based on the standard definitions according to countries (Lukács, 2005).

Nowadays, entrepreneurship is encouraged throughout the economy (Dess, Lumpkin, & Covin, 1997) as it has been recognized as one of the key components of economic development (L. Klapper, Amit, Guillen, & Quesada, 2007). In addition, entrepreneurship is also crucial in modernizing and transforming not only the economies, but also the societies (Smallbone & Welter, 2001), neither in the advanced nor less developed countries. Thus, many managers are looking for ways to make their organizations more entrepreneurial (Brown, Davidsson, & Wiklund, 2001), including women who were found to be a part of the major contributors in the economic growth (Ahl, 2006; N. H. Ahmad & Seet, 2010; Piperopoulos, 2012; Raman, Anantharaman, & Ramanathan, 2013; Grine, Fares, & Meguellati, 2015) in the number of small businesses (Still & Timms, 2000).

According to Fairlie (2009) in the Kauffman Index of Entrepreneurial Activity (1996–2009) Report 2010, every month more than 550,000 new businesses were

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APPENDICES

APPENDIX 1

SURVEY ON THE EFFECT OF ENTREPRENEURIAL MANAGEMENT, ENTREPRENEURIAL ORIENTAION AND ETHICS ON WOMEN- OWNED SMEs PERFORMANCE IN MALAYSIA

ASSALAMUALAIKUM DAN GOOD DAY,

YBhg Dato'/Datuk/Datin/Dr./Puan/Cik,,

For your information, I am a PhD candidate at Universiti Utara Malaysia (UUM). In order to complete my PhD thesis, I need to conduct a research regarding the effect of entrepreneurial management, entrepreneurial orientation and ethics on the women-owned business performance in Malaysia. Therefore, in order to gain the information needed for this study, your firm has been chosen to participate in this study.

I am writing to ask for your help to fill in this survey. By completing the enclosed survey, you will be helping us to better understand how entrepreneurial management, entrepreneurial orientation and ethics relate to the women-owned business performance in Malaysia. Completing the questionnaire will take you less than 30 minutes. Feedback from you is very important to ensure the success of this study. However, your response will remain anonymous and treated in the strictest confidential – it will be strictly use for academic purpose only. As a token of appreciation, I am pledging RM2 for every questionnaire completed to Rumah Hembusan Kasih, an orphanage centre in Kangar, Perlis.

Lastly, this survey is an important part of my dissertation research. If you have any enquiries regarding this survey, please do not hesitate to contact me or my supervisor, Prof. Dr. Rosli Mahmood at 04-9285074 or email rosli@uum.edu.my.

Your cooperation is highly appreciated. Thank you very much.

Sincerely,

Umi Kartini binti Rashid
Email: kartini@uthm.edu.my
H/phone: 010-5418775

APPENDIX 2

SOAL SELIDIK IMPAK PENGURUSAN KEUSAHAWANAN, ORIENTASI KEUSAHAWANAN DAN ETIKA TERHADAP PRESTASI PERNIAGAAN MILIK WANITA DI MALAYSIA

ASSALAMUALAIKUM DAN SALAM SEJAHTERA,

YBhg Dato'/Datuk/Datin/Dr./Puan/Cik,,

Saya merupakan calon PhD di Universiti Utara Malaysia (UUM). Bagi menyiapkan laporan tesis PhD, saya perlu melakukan kajian berkenaan dengan impak pengurusan keusahawanan, orientasi keusahawanan dan etika terhadap prestasi perniagaan milik wanita di Malaysia. Untuk tujuan tersebut, saya telah memilih firma puan untuk terlibat dalam kajian ini.

Sehubungan dengan itu, saya memohon dan merayu jasa baik pihak puan untuk mengisi borang soal selidik yang disertakan yang hanya akan mengambil masa kurang dari 30 minit. Maklumbalas dari puan amat penting untuk memastikan kejayaan kajian ini. Namun begitu, segala maklumat yang diperolehi akan dianggap rahsia dan sulit, dan akan digunakan untuk tujuan akademik semata-mata. Sebagai tanda penghargaan, saya akan menderma RM2 kepada Rumah Hembusan Kasih, rumah anak-anak yatim dan fakir miskin di Kangar, Perlis, dari setiap borang soal selidik yang telah diisi dan dikembalikan kepada saya melalui pos atau emel

Akhir kata, soal selidik ini merupakan bahagian penting dalam kajian PhD saya. Saya amat berharap agar puan akan membantu saya mengisi borang soal selidik ini. Sekiranya puan mempunyai sebarang soalan mengenai soal selidik ini, puan bolehlah menghubungi saya atau penyelia saya, Prof. Dr. Rosli Mahmood di talian 04-9285074 atau emel rosli@uum.edu.my.

Kerjasama puan amat dihargai dan diucapkan jutaan terima kasih.

Yang benar,

Umi Kartini binti Rashid
Emel: kartini@uthm.edu.my
Tel bimbit: 010-5418775

APPENDIX 3

SECTION A (BAHAGIAN A): ENTREPRENEURIAL MANAGEMENT (PENGURUSAN KEUSAHAWANAN)

Please indicate the extent of your agreement with the following statement on scale 1 (strongly disagree) to 7 (strongly agree). Please circle your answer.

(Sila nyatakan tahap persetujuan anda dengan kenyataan berikut pada skala 1 (amat tidak bersetuju) hingga 7 (amat bersetuju). Sila bulatkan jawapan anda.)

| | | | | | | |
|--|--------------------------------------|---|---|--|-----------------------------|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Strongly Disagree <i>(Amat Tidak Bersetuju)</i> | Disagree <i>(Tidak Bersetuju)</i> | Quitely Disagree <i>(Agak Tidak Bersetuju)</i> | Neither Disagree Nor Agree <i>(Berkecuali)</i> | Quitely Agree <i>(Agak Bersetuju)</i> | Agree <i>(Bersetuju)</i> | Strongly Agree <i>(Amat Bersetuju)</i> |

1) STRATEGIC ORIENTATION (*ORIENTASI STRATEGIK*)

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 1 | As we define our strategies, our major concern is how to best utilize the resources we control. <i>(Kebimbangan utama ketika menggariskan strategi kami adalah bagaimana untuk menggunakan sumber-sumber terkawal dengan sebaik-baiknya.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | We limit the opportunities we pursue on the basis of our current resources. <i>(Kami menghadkan peluang-peluang yang dikejar berdasarkan sumber-sumber yang ada pada masa ini.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | Opportunities control our business strategies. <i>(Strategi perniagaan kami</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|--|---|--|--|--|--|--|--|--|
| | <i>ditentukan oleh peluang-peluang yang ada di sekeliling.)</i> | | | | | | | |
|--|---|--|--|--|--|--|--|--|

2) RESOURCE ORIENTATION (*ORIENTASI SUMBER*)

| | | | | | | | | |
|---|--|---|---|---|---|---|---|---|
| 4 | Since our objective is to use our resources, we will usually invest heavily and rapidly. (<i>Memandangkan matlamat kami adalah untuk menggunakan sumber-sumber sendiri, biasanya kami akan melabur dengan cepat dan dalam jumlah yang banyak.</i>) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | All we need from resources is the ability to use them. (<i>Yang paling penting tentang sumber adalah bagaimana kami boleh menggunakan dan memanfaatkan sumber tersebut.</i>) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6 | We like to employ resources that we borrow or rent. (<i>Kami suka menggunakan sumber-sumber yang dipinjam atau disewa.</i>) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7 | In exploiting opportunities, access to money is more important than just having the idea. (<i>Lebih penting mempunyai peluang untuk mendapatkan wang daripada sekadar memiliki idea untuk melakukan sesuatu.</i>) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | We divide a project into several stages and decide about the required resources for each stage individually, before starting it. (multiple | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|----|--|---|---|---|---|---|---|---|
| | step commitment). <i>(Kami membahagikan projek kepada beberapa peringkat dan membuat keputusan mengenai sumber-sumber yang diperlukan untuk setiap peringkat secara berasingan sebelum memulakan projek. (Komitmen di beberapa peringkat)).</i> | | | | | | | |
| 9 | Our managers are dedicated to the same projects with long term commitment. <i>(Pengurus-pengurus kami dikhususkan kepada projek-projek yang sama dan perlu komited untuk jangka panjang.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10 | To maximize our return, we invest as little resources as possible even though this strategy may increase the risk of failure. <i>(Bagi memaksimumkan pulangan, kami menggunakan sumber kami seminimum mungkin walaupun strategi ini mungkin meningkatkan risiko kegagalan.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11 | Borrowing, renting and contracting resources when we need them keep us up to the latest market developments and technologies. <i>(Peminjaman, penyewaan dan pengambilan sumber secara kontrak apabila diperlukan membolehkan kami terus mengikuti perkembangan terbaru pasaran dan teknologi.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12 | We prefer the stability and the rapid availability of | | | | | | | |

| | | | | | | | | |
|--|--|---|---|---|---|---|---|---|
| | using resources that we own and are familiar with. <i>(Kami lebih suka menggunakan sumber-sumber yang dimiliki kerana kami telah biasa dengan sumber tersebut dan ia boleh didapatkan dengan cepat.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|--|---|---|---|---|---|---|---|

3) MANAGEMENT STRUCTURE (*STRUKTUR PENGURUSAN*)

| | | | | | | | | |
|----|---|---|---|---|---|---|---|---|
| 13 | We prefer tight control of funds and operations by means of sophisticated control and information systems. <i>(Kami lebih menyukai kawalan dana dan operasi yang ketat melalui penggunaan sistem kawalan dan sistem maklumat yang canggih.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14 | We strongly emphasize getting things done even if this means disregarding formal procedure. <i>(Kami amat menekankan usaha untuk menyiapkan sesuatu tugas walaupun ini bermakna prosedur formal harus diketepikan.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15 | We strongly emphasize holding to tried and true management principles and industry norms. <i>(Kami berpegang teguh kepada prinsip-prinsip pengurusan dan kebiasaan industri yang telah teruji dan terbukti.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16 | Managers' operating styles are allowed to range freely from very formal to very informal. <i>(Pengurus boleh menggunakan apa jua cara</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|----|---|---|---|---|---|---|---|---|
| | <i>operasi, daripada sangat formal hinggalah kepada sangat tidak formal.)</i> | | | | | | | |
| 17 | There is a strong emphasis on getting line and staff personnel to adhere closely to their formal job descriptions. <i>(Usaha agar semua kakitangan mematuhi huraian tugas rasmi mereka amat dititikberatkan.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

4) REWARD PHILOSOPHY (FALSAFAH GANJARAN)

| | | | | | | | | |
|----|--|---|---|---|---|---|---|---|
| 18 | Our employees are evaluated and compensated based on their responsibilities. <i>(Pekerja kami dinilai dan dibayar berdasarkan pada tanggungjawab mereka.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19 | Our employees are usually rewarded by promotion and annual raises. <i>(Pekerja kami biasanya diberikan ganjaran melalui kenaikan pangkat dan kenaikan gaji tahunan.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20 | An employee's standing is based on the values/he adds. <i>(Kedudukan seseorang pekerja adalah berdasarkan nilai yang dibawa atau ditambah olehnya kepada syarikat.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 21 | An employee's performance is evaluated by short-term profit targets. <i>(Prestasi pekerja dinilai melalui sasaran keuntungan jangka pendek.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 22 | Rewarding in our firm is | | | | | | | |

| | | | | | | | | |
|----|---|---|---|---|---|---|---|---|
| | based on the employee's individual performance. <i>(Ganjaran di syarikat kami diberikan berdasarkan kepada prestasi individu pekerja.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 23 | We reward our employees by giving them more job flexibility and access to resources they might need to develop new ideas. <i>(Kami memberikan ganjaran kepada kakitangan dengan memberi mereka pekerjaan yang lebih fleksibel serta akses kepada sumber-sumber yang mungkin diperlukan bagi membangunkan idea-idea baru.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

5) GROWTH ORIENTATION (*ORIENTASI PERTUMBUHAN*)

| | | | | | | | | |
|----|---|---|---|---|---|---|---|---|
| 24 | It is generally known throughout the firm that growth is our top objective. <i>(Seluruh kakitangan syarikat umumnya mengetahui bahawa pertumbuhan adalah matlamat utama kami.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 25 | It is generally known throughout the firm that steady and sure growth is the best way to expand. <i>(Seluruh kakitangan syarikat umumnya mengetahui bahawa pertumbuhan yang stabil dan pasti adalah cara terbaik untuk mengembangkan perniagaan.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

6) ENTREPRENEURIAL CULTURE (BUDAYA KEUSAHAWANAN)

| | | | | | | | | |
|----|---|---|---|---|---|---|---|---|
| 26 | We have many more promising ideas than we have time and the resources to pursue. <i>(Kami mempunyai lebih banyak idea-idea yang berpotensi berbanding dengan masa dan sumber untuk meneruskan perniagaan.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 27 | Changes in the society-at-large seldom lead to commercially promising ideas for our firm. <i>(Perubahan dalam masyarakat umum jarang menghasilkan idea yang boleh dikembangkan secara komersial untuk syarikat kami.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 28 | We never experience a lack of ideas that we can convert into profitable products/ services. <i>(Kami tidak pernah kekurangan idea yang boleh ditukarkan kepada produk/perkhidmatan yang menguntungkan.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**SECTION B (BAHAGIAN B): ENTREPRENEURIAL ORIENTATION
(ORIENTASI KEUSAHAWANAN)**

Please indicate the extent of your agreement with the following statement on scale 1 (strongly disagree) to 7 (strongly agree). Please circle your answer.

(Sila nyatakan tahap persetujuan anda dengan kenyataan berikut pada skala 1 (amat tidak setuju) hingga 7 (amat setuju). Sila bulatkan jawapan anda.)

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|--|---|---|--|-------------------------------|---|
| Strongly Disagree (<i>Amat Tidak Bersetuju</i>) | Disagree (<i>Tidak Bersetuju</i>) | Quitely Disagree (<i>Agak Tidak Bersetuju</i>) | Neither Disagree Nor Agree (<i>Berkecuali</i>) | Quitely Agree (<i>Agak Bersetuju</i>) | Agree (<i>Bersetuju</i>) | Strongly Agree (<i>Amat Bersetuju</i>) |

1) INNOVATIVENESS (KEINOVASIAN)

| | | | | | | | | |
|---|--|---|---|---|---|---|---|---|
| 1 | Our firm emphasizes on utilizing new technology. (<i>Syarikat kami menekankan penggunaan teknologi baru.</i>) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | Our firm encourages new idea from any workers regardless of his or her status in the firm. (<i>Syarikat kami menggalakkan idea baru daripada mana-mana pekerja tanpa mengira pangkatnya dalam syarikat.</i>) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | Our firm emphasizes on research and development. (<i>Syarikat kami memberikan penekanan pada penyelidikan dan pembangunan.</i>) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

2) PROACTIVENESS (*KEPROAKTIFAN*)

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 4 | We initiate actions to which competitors then respond in using new technology. <i>(Kami memulakan sesuatu tindakan; pesaing pula bertindak balas melalui penggunaan teknologi baru.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | We are the first to introduce new product or service. <i>(Syarikat kami menjadi peneraju dalam memperkenalkan produk atau perkhidmatan baru.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6 | We always respond to unrelated opportunities. <i>(Kami sentiasa mengambil peluang yang ada walaupun ia tidak berkaitan.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

3) RISK TAKING (*PENGAMBILAN RISIKO*)

| | | | | | | | | |
|---|--|---|---|---|---|---|---|---|
| 7 | We practice –wait and see” position to minimize risk. <i>(Kami menggunakan pendekatan “tunggu dan lihat” bagi mengurangkan risiko.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | Our firm explore bravely and open minded to achieve goal. <i>(Syarikat kami berani meneroka dan berfikiran terbuka bagi mencapai matlamat.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9 | We always invest in unexplored technologies. <i>(Kami sentiasa melabur dalam teknologi yang belum diterokai.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

SECTION C (BAHAGIAN C): ETHICS (ETIKA)

Please indicate the extent of your agreement with the following statement on scale 1 (strongly disagree) to 7 (strongly agree). Please circle your answer.

(Sila nyatakan tahap persetujuan anda dengan kenyataan berikut pada skala 1 (amat tidak setuju) hingga 7 (amat setuju). Sila bulatkan jawapan anda.)

| | | | | | | |
|--|--------------------------------------|---|---|--|-----------------------------|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Strongly Disagree <i>(Amat Tidak Bersetuju)</i> | Disagree <i>(Tidak Bersetuju)</i> | Quitely Disagree <i>(Agak Tidak Bersetuju)</i> | Neither Disagree Nor Agree <i>(Berkecuali)</i> | Quitely Agree <i>(Agak Bersetuju)</i> | Agree <i>(Bersetuju)</i> | Strongly Agree <i>(Amat Bersetuju)</i> |

| | | | | | | | | |
|---|--|---|---|---|---|---|---|---|
| 1 | What is best for everyone in the company is the major consideration here. <i>(Perkara utama yang dipertimbangkan di syarikat ini adalah apa yang terbaik untuk semua orang di sini.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | The most important concern is the good of all the people in the company as a whole. <i>(Perkara paling utama yang menjadi perhatian kami adalah kualiti atau sifat baik dalam diri setiap orang di syarikat ini secara keseluruhannya.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | Our major concern is always what is best for the other person. <i>(Perkara utama yang menjadi perhatian di syarikat kami adalah apa yang terbaik untuk orang</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|---|--|---|---|---|---|---|---|---|
| | <i>lain.)</i> | | | | | | | |
| 4 | In this company, it is expected that you will always do what is right for the customers and public. <i>(Di syarikat ini, anda dikehendaki sentiasa melakukan apa sahaja yang betul untuk pelanggan dan orang ramai.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | The most efficient way is always the right way in this company. <i>(Di syarikat ini, jika sesuatu cara itu sangat berkesan, cara itulah yang paling tepat dan sesuai untuk digunakan.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6 | In this company, each person is expected above all to work efficiently. <i>(Di syarikat ini, setiap orang dijangka melakukan kerja dengan cekap.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7 | People are expected to comply with the law and professional standards over and above other considerations. <i>(Setiap orang dijangka mematuhi undang-undang dan standard profesional melebihi pertimbangan lain.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | In this company, the law or ethical code of their profession is the major consideration. <i>(Di syarikat ini, undang-undang atau kod etika pekerjaan masing-masing menjadi</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|----|--|---|---|---|---|---|---|---|
| | <i>pertimbangan utama.)</i> | | | | | | | |
| 9 | In this company, people are expected to strictly follow legal or professional standards. <i>(Di syarikat ini, setiap orang dijangka mematuhi sepenuhnya standard perundangan atau profesional.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10 | In this company, the first consideration is whether a decision violates any law. <i>(Di syarikat ini, pertimbangan pertama adalah sama ada keputusan yang dibuat melanggar mana-mana undang-undang.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11 | It is very important to follow the company's rules and procedures here. <i>(Pematuhan kepada peraturan dan prosedur syarikat amat dipentingkan di sini.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12 | Everyone is expected to stick by company rules and procedures. <i>(Setiap orang dijangka mematuhi peraturan dan prosedur syarikat.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13 | Successful people in this company go by the book. <i>(Pekerja yang berjaya di syarikat ini biasanya adalah orang yang benar-benar mematuhi peraturan.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14 | People in this company strictly obey the company policies. <i>(Pekerja syarikat ini benar-benar mematuhi</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|----|--|---|---|---|---|---|---|---|
| | <i>dasar syarikat.)</i> | | | | | | | |
| 15 | In this company, people protect their own interests above all else. <i>(Pekerja syarikat ini melindungi kepentingan mereka sendiri melebihi perkara lain.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16 | In this company, people are mostly out for themselves. <i>(Kebanyakan pekerja syarikat ini mementingkan diri mereka sendiri.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17 | There is no room for one's own personal morals or ethics in this company. <i>(Tiada ruang untuk moral peribadi atau etika sendiri di syarikat ini.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18 | People are expected to do anything to further the company's interests, regardless of the consequences. <i>(Pekerja dijangka melakukan apa sahaja untuk meningkatkan kepentingan syarikat, walau apapun akibatnya.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19 | People here are concerned with the company's interests -to the exclusion of all else. <i>(Pekerja di sini prihatin dengan kepentingan syarikat sehingga menyetepikan perkara lain.)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20 | Work is considered substandard only when it | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|----|---|---|---|---|---|---|---|---|
| | hurts the company's interests. (<i>Kerja dianggap kurang bermutu hanya apabila ia menjejaskan kepentingan syarikat.</i>) | | | | | | | |
| 21 | The major responsibility of people in this company is to control costs. (<i>Tanggungjawab utama pekerja syarikat ini adalah untuk mengawal kos.</i>) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 22 | In this company, people are expected to follow their own personal and moral beliefs. (<i>Pekerja syarikat ini dijangka mengikut kepercayaan peribadi dan moral masing-masing.</i>) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 23 | Each person in this company decides for themselves what is right and wrong. (<i>Setiap orang di syarikat ini membuat keputusan mereka sendiri tentang perkara yang betul atau salah.</i>) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 24 | The most important concern in this company is each person's own sense of right and wrong. (<i>Perkara paling utama yang menjadi perhatian di syarikat ini adalah pertimbangan sendiri setiap orang dalam menentukan perkara yang betul atau salah.</i>) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 25 | In this company, people are guided by their own personal ethics. (<i>Pekerja syarikat ini bertindak</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|--|---|--|--|--|--|--|--|--|
| | <i>berpandukan etika mereka sendiri.)</i> | | | | | | | |
|--|---|--|--|--|--|--|--|--|

**SECTION D (BAHAGIAN D): FIRM/BUSINESS PERFORMANCE
(PRESTASI FIRMA/PERNIAGAAN)**

With reference to **your firm's business performance** in the **past three (3) years (or since you became the owner / manager of this firm if you have been involved with it for less than three years)**, please indicate the extent of your agreement with the following statement on a 7-point scale. Please circle your answer.

(Pernyataan-pernyataan berikut merujuk kepada prestasi perniagaan firma anda berdasarkan kepada rekod tiga (3) tahun lepas (atau semenjak anda menjadi pengusaha/pengurus sekiranya anda terlibat dengan syarikat ini kurang dari tiga (3) tahun) . Sila jawab semua soalan tersebut dengan membulatkan antara nombor 1 (prestasi yang tersangat rendah) hingga 7 (prestasi yang tersangat tinggi) bagi menggambarkan situasi firma anda.)

| | | | | | | |
|--------------------------------|------------------------|----------------------------|--|-----------------------------|------------------|------------------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Very Low (Tersangat Rendah) | Low (Sangat Rendah) | Quite Low (Agak Rendah) | Neither Low Nor High (Statik/Tiada Perubahan) | Quite High (Agak Tinggi) | High (Tinggi) | Very High (Sangat Tinggi) |

| | | | | | | | | |
|---|--|---|---|---|---|---|---|---|
| 1 | Cash Flow (Aliran tunai) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | Gross Profit Margin (Margin untung kasar) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | Net Profit From Operation (Untung bersih dari operasi) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4 | Sales Growth (Pertumbuhan jualan) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | Return on Sales | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | | |
|---|--|---|---|---|---|---|---|---|
| | <i>(Pulangan terhadap jualan)</i> | | | | | | | |
| 6 | Return on Investment <i>(Pulangan terhadap pelaburan)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7 | Profit to Sales Ratio <i>(Nisbah untung ke atas jualan)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | Return to Shareholder Equity <i>(Pulangan terhadap ekuiti pemegang saham)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9 | Ability to Fund Business Growth From Profit <i>(Keupayaan untuk membiayai perniagaan dari keuntungan)</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

SECTION E (BAHAGIAN E): DEMOGRAPHIC (DEMOGRAFI)

Please tick (✓) at the most appropriate answer where applicable. *(Sila tandakan (✓) di kotak yang berkenaan.)*

| | | | |
|----|--|--------------------------|------------------------------------|
| 1. | Your current age group <i>(Umur sekarang) (tahun)</i> | <input type="checkbox"/> | 25 and below <i>(25 dan bawah)</i> |
| | | <input type="checkbox"/> | 26 - 30 |
| | | <input type="checkbox"/> | 31 - 35 |
| | | <input type="checkbox"/> | 36 - 40 |
| | | <input type="checkbox"/> | 41 - 45 |
| | | <input type="checkbox"/> | 46 - 50 |
| | | <input type="checkbox"/> | Above 50 <i>(Atas 50)</i> |
| 2. | Your age group when you started owning/ managing this business. <i>(Umur semasa mula memiliki/mengurus perniagaan ini (tahun)).</i> | <input type="checkbox"/> | 25 and below <i>(25 dan bawah)</i> |
| | | <input type="checkbox"/> | 26 - 30 |
| | | <input type="checkbox"/> | 31 - 35 |
| | | <input type="checkbox"/> | 36 - 40 |
| | | <input type="checkbox"/> | 41 - 45 |
| | | <input type="checkbox"/> | 46 - 50 |
| | | <input type="checkbox"/> | Above 50 <i>(Atas 50)</i> |

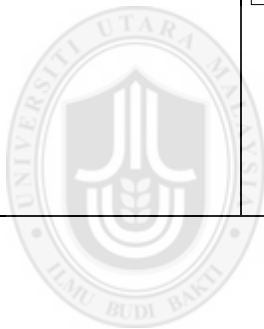
| | | |
|----|--|--|
| 3. | Marital Status (<i>Taraf Perkahwinan</i>) | <input type="checkbox"/> Single (<i>Bujang</i>) <input type="checkbox"/> Married (<i>Berkahwin</i>) <input type="checkbox"/> Widow (<i>Janda</i>) <input type="checkbox"/> Others, please state (<i>Lain-lain, sila nyatakan.</i>) |
| 4. | Race (<i>Bangsa</i>) | <input type="checkbox"/> Malay (<i>Melayu</i>) <input type="checkbox"/> Chinese (<i>Cina</i>) <input type="checkbox"/> Indian (<i>India</i>) <input type="checkbox"/> Others, please state (<i>Lain-lain, sila nyatakan.</i>) |
| 5. | No. of Children (<i>Bilangan Anak</i>) | Please State (<i>Sila Nyatakan</i>): |
| 6. | Location (State) (<i>Lokasi</i>)(<i>Negeri</i>) | Please State (<i>Sila Nyatakan</i>): |
| 7. | Education Level (<i>Tahap Pengajian</i>) | <input type="checkbox"/> Primary (<i>Sekolah rendah</i>) <input type="checkbox"/> Secondary (<i>Sekolah menengah</i>) <input type="checkbox"/> Diploma (<i>Diploma</i>) <input type="checkbox"/> First Degree (<i>Ijazah Pertama</i>) <input type="checkbox"/> Master (<i>Sarjana</i>) <input type="checkbox"/> PhD (<i>PhD</i>) <input type="checkbox"/> Others, please state. (<i>Lain-lain, sila nyatakan.</i>) |
| 8. | Total Years of Experience (<i>Jumlah Pengalaman Kerja (tahun)</i>). | <input type="checkbox"/> Less than 1 (<i>Kurang dari 1</i>) <input type="checkbox"/> 1 - 5 <input type="checkbox"/> 6 - 10 <input type="checkbox"/> 11 - 15 <input type="checkbox"/> 16 - 20 <input type="checkbox"/> Above 20 (<i>Atas 20</i>) |
| 9. | Total Years of Experience With This Firm/Company. (<i>Jumlah Pengalaman Dengan Firma/Syarikat Ini (tahun)</i>). | <input type="checkbox"/> Less than 1 (<i>Kurang dari 1</i>) <input type="checkbox"/> 1 - 5 <input type="checkbox"/> 6 - 10 <input type="checkbox"/> 11 - 15 <input type="checkbox"/> 16 - 20 <input type="checkbox"/> Above 20 (<i>Atas 20</i>) |

SECTION F (BAHAGIAN F): FIRM/COMPANY (FIRMA/PERNIAGAAN)

Please fill in the information relating to your company background or tick (√) at the most appropriate answer where applicable. *(Sila isikan maklumat berkaitan dengan latar belakang syarikat anda atau tandakan (√) di kotak yang berkenaan.)*

| | | |
|----|--|--|
| 1. | Ways of owning this business <i>(Kaedah memiliki syarikat ini.)</i> | <input type="checkbox"/> Start-up <i>(Membuka sendiri)</i> <input type="checkbox"/> Succession <i>(Mewarisi)</i> <input type="checkbox"/> Management Buy In <i>(Pengurusan Beli Alih)</i> <input type="checkbox"/> Joined as Partner <i>(Masuk Sebagai Rakan Kongsi)</i> <input type="checkbox"/> Take-over <i>(Ambil alih)</i> <input type="checkbox"/> Others, please state. <i>(Lain-lain, sila nyatakan.)</i> |
| 2. | Your firm age (in years). <i>(Umur syarikat anda (tahun)).</i> | <input type="checkbox"/> Less than 5 <i>(Kurang dari 5)</i> <input type="checkbox"/> 5 - 10 <input type="checkbox"/> 11 - 15 <input type="checkbox"/> 16 - 20 <input type="checkbox"/> 21 - 25 <input type="checkbox"/> Above 25 <i>(Atas 25)</i> |
| 3. | Ownership structure <i>(Struktur pemilikan syarikat anda.)</i> | <input type="checkbox"/> Sole proprietorships <i>(Pemilikan Tunggal)</i> <input type="checkbox"/> Partnership <i>(Perkongsi)</i> <input type="checkbox"/> Private Limited <i>(Syarikat Sendirian Berhad)</i> |
| 4. | Are you actively involved in the operations of this business? <i>(Adakah anda terlibat di dalam operasi perniagaan ini secara aktif?)</i> | <input type="checkbox"/> Yes <i>(Ya)</i> <input type="checkbox"/> No <i>(Tidak)</i> |
| 5. | How many employees are there in your business organization? <i>(Jumlah pekerja tetap di dalam firma/ perniagaan anda (orang))</i> | Please State <i>(Sila Nyatakan):</i> _____ |

| | | |
|----|--|---|
| 6. | Please specify in what sub-sector industry your company involved? (<i>Sub-sektor industri di mana syarikat anda terlibat.</i>) | <input type="checkbox"/> Manufacturing (e.g. Food & Beverages, Textile, Electrical & Components, Spare Parts & Accessories, and etc.). Please state <hr/> <i>Pembuatan (contoh: makanan & minuman, tekstil, produk elektrik & komponen, alat ganti & aksesori dll)</i> <i>Sila nyatakan</i> _____ <input type="checkbox"/> Service (e.g. Hotel, Restaurant, Education, Professional, Transportation & Communication, Telecommunication, and etc.). Please state <hr/> <i>Perkhidmatan (contoh: hotel, restoran, pendidikan, profesional, pengangkutan & komunikasi dll)</i> <i>Sila nyatakan</i> _____ <input type="checkbox"/> Agricultural (e.g. Cultivation of Crops, Animal Husbandry, Logging, Fish Farming, and etc.). Please state <hr/> <i>Pertanian (contoh: penanaman tanaman, penternakan haiwan, pembalakan, penangkapan ikan dll)</i> <i>Sila nyatakan</i> _____ |
|----|--|---|



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THANK YOU FOR YOUR COOPERATION
(TERIMA KASIH DI ATAS KERJASAMA ANDA)

APPENDIX 4

Reliability Analysis for Variables

1) Entrepreneurial Culture

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .686 | .782 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|-------------------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| EM(entrepreneurial_culture)26 | 10.71 | 2.801 | .605 | .430 | .541 |
| EMecrecode | 11.60 | 1.200 | .565 | .320 | .758 |
| EM(entrepreneurial_culture)28 | 10.98 | 3.022 | .618 | .433 | .576 |

2) Growth Orientation

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .919 | .925 | 2 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|--------------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| EM(growth_orientation)24 | 6.04 | 1.134 | .860 | .740 | . |
| EM(growth_orientation)25 | 6.07 | .836 | .860 | .740 | . |

3) Management Structure

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .822 | .834 | 5 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|----------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| EM(mgmt_structure)13 | 22.73 | 10.245 | .654 | .503 | .783 |
| EM(mgmt_structure)14 | 22.31 | 11.946 | .547 | .344 | .810 |
| EM(mgmt_structure)15 | 22.16 | 12.453 | .737 | .622 | .760 |
| EM(mgmt_structure)16 | 22.13 | 13.073 | .608 | .399 | .791 |
| EM(mgmt_structure)17 | 21.96 | 12.953 | .612 | .454 | .789 |

4) Resource Orientation

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .851 | .850 | 9 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|----------------------------|-------------------------------------|---|--|------------------------------------|--|
| EM(resource_orientation)4 | 43.78 | 41.677 | .348 | .447 | .857 |
| EM(resource_orientation)5 | 42.24 | 41.962 | .451 | .508 | .846 |
| EM(resource_orientation)6 | 44.58 | 38.613 | .521 | .365 | .841 |
| EM(resource_orientation)7 | 41.87 | 43.345 | .393 | .512 | .851 |
| EM(resource_orientation)8 | 42.69 | 36.265 | .802 | .779 | .811 |
| EM(resource_orientation)9 | 42.80 | 35.891 | .759 | .832 | .814 |
| EM(resource_orientation)10 | 43.27 | 33.473 | .712 | .710 | .820 |
| EM(resource_orientation)11 | 43.29 | 36.710 | .650 | .790 | .826 |
| EM(resource_orientation)12 | 42.16 | 41.407 | .529 | .433 | .840 |

5) Reward Philosophy

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---------------------|---|------------|
| .760 | .788 | 6 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|-------------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| EM(reward_philosophy)18 | 27.40 | 12.245 | .547 | .543 | .721 |
| EM(reward_philosophy)19 | 27.62 | 10.240 | .577 | .607 | .704 |
| EM(reward_philosophy)20 | 27.67 | 9.455 | .811 | .729 | .632 |
| EM(reward_philosophy)21 | 28.67 | 13.273 | .160 | .187 | .818 |
| EM(reward_philosophy)22 | 27.47 | 11.891 | .729 | .659 | .692 |
| EM(reward_philosophy)23 | 28.07 | 11.427 | .408 | .257 | .754 |

6) Strategic Orientation

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .864 | .883 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|----------------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| EM(strategic_orientation)1 | 11.36 | 4.553 | .848 | .757 | .714 |
| EM(strategic_orientation)2 | 11.78 | 3.904 | .699 | .522 | .896 |
| EM(strategic_orientation)3 | 11.31 | 5.583 | .752 | .676 | .825 |

7) Innovativeness

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .668 | .685 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| EO(innovativeness)1 | 10.96 | 2.225 | .529 | .289 | .504 |
| EO(innovativeness)2 | 10.47 | 3.664 | .421 | .189 | .690 |
| EO(innovativeness)3 | 11.29 | 1.756 | .596 | .356 | .414 |

8) Proactiveness

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .813 | .816 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|--------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| EO(proactiveness)4 | 10.44 | 3.389 | .713 | .509 | .692 |
| EO(proactiveness)5 | 10.60 | 3.473 | .646 | .423 | .767 |
| EO(proactiveness)6 | 9.76 | 4.098 | .646 | .429 | .768 |

9) Risk-taking

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .722 | .725 | 3 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| EO(risk-taking)7 | 10.38 | 1.877 | .476 | .234 | .714 |
| EO(risk-taking)8 | 10.16 | 1.634 | .562 | .338 | .616 |
| EO(risk-taking)9 | 11.07 | 1.155 | .632 | .405 | .532 |

10) Ethics

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .929 | .945 | 25 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|----------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| Ethics1 | 128.93 | 286.564 | .693 | . | .925 |
| Ethics2 | 128.98 | 284.204 | .721 | . | .924 |
| Ethics3 | 129.09 | 281.992 | .700 | . | .924 |
| Ethics4 | 128.91 | 288.856 | .697 | . | .925 |
| Ethics5 | 128.91 | 286.401 | .737 | . | .924 |
| Ethics6 | 128.91 | 286.583 | .634 | . | .925 |
| Ethics7 | 129.20 | 287.118 | .780 | . | .924 |
| Ethics8 | 129.11 | 286.283 | .818 | . | .924 |
| Ethics9 | 129.16 | 285.543 | .812 | . | .924 |
| Ethics10 | 129.09 | 288.583 | .718 | . | .925 |
| Ethics11 | 129.00 | 285.364 | .774 | . | .924 |
| Ethics12 | 128.89 | 290.646 | .707 | . | .925 |
| Ethics13 | 129.00 | 285.727 | .717 | . | .924 |
| Ethics14 | 129.20 | 284.300 | .735 | . | .924 |
| Ethics15 | 131.36 | 278.053 | .531 | . | .927 |
| Ethics16 | 132.40 | 304.382 | .068 | . | .934 |
| Ethics17 | 133.07 | 328.564 | -.418 | . | .944 |
| Ethics18 | 131.16 | 300.043 | .144 | . | .934 |
| Ethics19 | 130.60 | 279.473 | .576 | . | .926 |
| Ethics20 | 129.87 | 282.255 | .610 | . | .925 |
| Ethics21 | 129.36 | 270.780 | .806 | . | .922 |
| Ethics22 | 129.89 | 272.737 | .723 | . | .923 |
| Ethics23 | 130.40 | 265.109 | .773 | . | .922 |
| Ethics24 | 130.02 | 274.795 | .699 | . | .924 |
| Ethics25 | 130.31 | 272.583 | .659 | . | .925 |

11) Business Performance

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .958 | .959 | 9 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|--------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| Performance1 | 43.05 | 27.719 | .711 | .890 | .959 |
| Performance2 | 43.25 | 25.308 | .890 | .928 | .950 |
| Performance3 | 43.20 | 24.957 | .929 | .955 | .948 |
| Performance4 | 43.00 | 27.535 | .748 | .920 | .957 |
| Performance5 | 43.05 | 26.323 | .791 | .888 | .955 |
| Performance6 | 43.23 | 25.017 | .884 | .944 | .950 |
| Performance7 | 43.20 | 25.050 | .874 | .941 | .951 |
| Performance8 | 43.41 | 25.271 | .747 | .652 | .959 |
| Performance9 | 43.16 | 25.021 | .910 | .950 | .949 |

APPENDIX 5

Independent-Samples T Test of Study Variable

| Group Statistics | | | | | |
|-------------------------|----------|-----|--------|----------------|-----------------|
| | Response | N | Mean | Std. Deviation | Std. Error Mean |
| Strategic Orientation | Early | 59 | 6.0395 | .57096 | .07433 |
| | Late | 148 | 6.1216 | .57030 | .04688 |
| Resource Orientation | Early | 59 | 5.8098 | .41730 | .05433 |
| | Late | 148 | 5.8078 | .46811 | .03848 |
| Management Structure | Early | 59 | 5.2678 | .46329 | .06031 |
| | Late | 148 | 5.3527 | .59172 | .04864 |
| Reward Philosophy | Early | 59 | 5.7090 | .54280 | .07067 |
| | Late | 148 | 5.6453 | .59897 | .04923 |
| Growth Orientation | Early | 59 | 6.3390 | .75681 | .09853 |
| | Late | 148 | 6.3108 | .76132 | .06258 |
| Entrepreneurial Culture | Early | 59 | 5.7740 | .46913 | .06108 |
| | Late | 148 | 5.7545 | .49542 | .04072 |
| Innovativeness | Early | 59 | 5.4407 | .28662 | .03731 |
| | Late | 148 | 5.4505 | .34964 | .02874 |
| Proactiveness | Early | 59 | 5.4520 | .33769 | .04396 |
| | Late | 148 | 5.4842 | .34412 | .02829 |
| Risk Taking | Early | 59 | 5.4689 | .31634 | .04118 |
| | Late | 148 | 5.5203 | .32583 | .02678 |
| Ethics | Early | 59 | 5.9085 | .54845 | .07140 |
| | Late | 148 | 5.8786 | .18828 | .01548 |
| Performance | Early | 59 | 5.6516 | .49924 | .06500 |
| | Late | 148 | 5.6186 | .31644 | .02601 |

Independent Samples Test

| | | Levene's Test for | | t-test for Equality of Means | | | | | | |
|-------------------------|-----------------------------|-----------------------|------|------------------------------|---------|-----------------|-----------------|-----------------------|---|--------|
| | | Equality of Variances | | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | F | Sig. | | | | | | Lower | Upper |
| Strategic Orientation | Equal variances assumed | .253 | .616 | -.934 | 205 | .351 | -.08207 | .08784 | -.25525 | .09110 |
| | Equal variances not assumed | | | -.934 | 106.655 | .352 | -.08207 | .08788 | -.25629 | .09215 |
| Resource Orientation | Equal variances assumed | 1.674 | .197 | .028 | 205 | .977 | .00199 | .06995 | -.13593 | .13990 |
| | Equal variances not assumed | | | .030 | 118.974 | .976 | .00199 | .06657 | -.12984 | .13381 |
| Management Structure | Equal variances assumed | 5.015 | .026 | -.988 | 205 | .325 | -.08491 | .08597 | -.25441 | .08460 |
| | Equal variances not assumed | | | - | 135.375 | .275 | -.08491 | .07748 | -.23814 | .06833 |
| Reward Philosophy | Equal variances assumed | .984 | .322 | .710 | 205 | .479 | .06377 | .08986 | -.11340 | .24094 |
| | Equal variances not assumed | | | .740 | 117.090 | .461 | .06377 | .08613 | -.10680 | .23434 |
| Growth Orientation | Equal variances assumed | .071 | .790 | .241 | 205 | .810 | .02817 | .11702 | -.20255 | .25889 |
| | Equal variances not assumed | | | .241 | 107.342 | .810 | .02817 | .11672 | -.20321 | .25955 |
| Entrepreneurial Culture | Equal variances assumed | .079 | .779 | .260 | 205 | .795 | .01951 | .07516 | -.12867 | .16768 |
| | Equal variances not assumed | | | .266 | 112.281 | .791 | .01951 | .07341 | -.12594 | .16495 |
| Innovativeness | Equal variances assumed | 5.163 | .024 | -.191 | 205 | .849 | -.00977 | .05127 | -.11086 | .09132 |
| | Equal variances not assumed | | | -.207 | 129.276 | .836 | -.00977 | .04710 | -.10296 | .08341 |
| Proactiveness | Equal variances assumed | .193 | .661 | -.612 | 205 | .541 | -.03226 | .05271 | -.13617 | .07166 |

| | | | | | | | | | | |
|-------------|--------------------------------|---------|------|-------|---------|------|---------|--------|---------|--------|
| Risk Taking | Equal variances not assumed | | | -.617 | 108.617 | .539 | -.03226 | .05228 | -.13587 | .07136 |
| | Equal variances assumed | .764 | .383 | - | 205 | .303 | -.05134 | .04976 | -.14945 | .04676 |
| | Equal variances not assumed | | | - | 109.691 | .298 | -.05134 | .04913 | -.14870 | .04602 |
| | Equal variances assumed | 108.053 | .000 | .583 | 205 | .561 | .02983 | .05119 | -.07109 | .13075 |
| Ethics | Equal variances not assumed | | | .408 | 63.522 | .684 | .02983 | .07306 | -.11615 | .17580 |
| | Equal variances assumed | 44.146 | .000 | .568 | 205 | .571 | .03298 | .05808 | -.08154 | .14750 |
| Performance | Equal variances not assumed | | | .471 | 77.285 | .639 | .03298 | .07001 | -.10641 | .17238 |
| | Equal variances assumed | | | | | | | | | |



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APPENDIX 6

Missing Value

Case Processing Summary

| | Cases | | | | | |
|-------------------------|-------|---------|---------|---------|-------|---------|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| Strategic Orientation | 207 | 100.0% | 0 | 0.0% | 207 | 100.0% |
| Resource Orientation | 207 | 100.0% | 0 | 0.0% | 207 | 100.0% |
| Management Structure | 207 | 100.0% | 0 | 0.0% | 207 | 100.0% |
| Reward Philosophy | 207 | 100.0% | 0 | 0.0% | 207 | 100.0% |
| Growth Orientation | 207 | 100.0% | 0 | 0.0% | 207 | 100.0% |
| Entrepreneurial Culture | 207 | 100.0% | 0 | 0.0% | 207 | 100.0% |
| Innovativeness | 207 | 100.0% | 0 | 0.0% | 207 | 100.0% |
| Proactiveness | 207 | 100.0% | 0 | 0.0% | 207 | 100.0% |
| Risk Taking | 207 | 100.0% | 0 | 0.0% | 207 | 100.0% |
| Ethics | 207 | 100.0% | 0 | 0.0% | 207 | 100.0% |
| Performance | 207 | 100.0% | 0 | 0.0% | 207 | 100.0% |

APPENDIX 7

Descriptive Statistics – Frequencies: Respondents' Profile

Current Age

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid <25 | 9 | 4.3 | 4.3 | 4.3 |
| 26-30 | 17 | 8.2 | 8.2 | 12.6 |
| 31-35 | 24 | 11.6 | 11.6 | 24.2 |
| 36-40 | 46 | 22.2 | 22.2 | 46.4 |
| 41-45 | 33 | 15.9 | 15.9 | 62.3 |
| 46-50 | 32 | 15.5 | 15.5 | 77.8 |
| >50 | 46 | 22.2 | 22.2 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Age Joined Business

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid <25 | 28 | 13.5 | 13.5 | 13.5 |
| 26-30 | 43 | 20.8 | 20.8 | 34.3 |
| 31-35 | 47 | 22.7 | 22.7 | 57.0 |
| 36-40 | 47 | 22.7 | 22.7 | 79.7 |
| 41-45 | 28 | 13.5 | 13.5 | 93.2 |
| 46-50 | 11 | 5.3 | 5.3 | 98.6 |
| >50 | 3 | 1.4 | 1.4 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Marital Status

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------|-----------|---------|---------------|--------------------|
| Valid Single | 24 | 11.6 | 11.6 | 11.6 |
| Valid Married | 159 | 76.8 | 76.8 | 88.4 |
| Valid Widow | 24 | 11.6 | 11.6 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Race

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------|-----------|---------|---------------|--------------------|
| Valid Malay | 189 | 91.3 | 91.3 | 91.3 |
| Valid Chinese | 11 | 5.3 | 5.3 | 96.6 |
| Valid Indian | 5 | 2.4 | 2.4 | 99.0 |
| Valid Others | 2 | 1.0 | 1.0 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Education Level

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid Primary | 8 | 3.9 | 3.9 | 3.9 |
| Valid Secondary | 54 | 26.1 | 26.1 | 30.0 |
| Valid Diploma | 50 | 24.2 | 24.2 | 54.1 |
| Valid First Degree | 71 | 34.3 | 34.3 | 88.4 |
| Valid Master | 12 | 5.8 | 5.8 | 94.2 |
| Valid PhD | 4 | 1.9 | 1.9 | 96.1 |
| Valid Others | 8 | 3.9 | 3.9 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Child

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| 0 | 26 | 12.6 | 12.6 | 12.6 |
| 1 | 13 | 6.3 | 6.3 | 18.8 |
| 2 | 46 | 22.2 | 22.2 | 41.1 |
| 3 | 39 | 18.8 | 18.8 | 59.9 |
| 4 | 32 | 15.5 | 15.5 | 75.4 |
| 5 | 27 | 13.0 | 13.0 | 88.4 |
| 6 | 10 | 4.8 | 4.8 | 93.2 |
| 7 | 4 | 1.9 | 1.9 | 95.2 |
| 8 | 6 | 2.9 | 2.9 | 98.1 |
| 10 | 3 | 1.4 | 1.4 | 99.5 |
| 12 | 1 | .5 | .5 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

State

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| Johor | 18 | 8.7 | 8.7 | 8.7 |
| Kedah | 5 | 2.4 | 2.4 | 11.1 |
| Kelantan | 21 | 10.1 | 10.1 | 21.3 |
| Melaka | 11 | 5.3 | 5.3 | 26.6 |
| Negeri Sembilan | 14 | 6.8 | 6.8 | 33.3 |
| Pahang | 9 | 4.3 | 4.3 | 37.7 |
| Pulau Pinang | 13 | 6.3 | 6.3 | 44.0 |
| Perak | 14 | 6.8 | 6.8 | 50.7 |
| Perlis | 19 | 9.2 | 9.2 | 59.9 |
| Sabah | 1 | .5 | .5 | 60.4 |
| Sarawak | 1 | .5 | .5 | 60.9 |
| Selangor | 32 | 15.5 | 15.5 | 76.3 |
| Terengganu | 7 | 3.4 | 3.4 | 79.7 |
| Kuala Lumpur | 38 | 18.4 | 18.4 | 98.1 |
| Labuan | 1 | .5 | .5 | 98.6 |
| Putrajaya | 3 | 1.4 | 1.4 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Total Experience

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid 1-5 | 24 | 11.6 | 11.6 | 11.6 |
| 6-10 | 55 | 26.6 | 26.6 | 38.2 |
| 11-15 | 45 | 21.7 | 21.7 | 59.9 |
| 16-20 | 30 | 14.5 | 14.5 | 74.4 |
| Above 20 | 53 | 25.6 | 25.6 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Experience With Firm

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid 1-5 | 88 | 42.5 | 42.5 | 42.5 |
| 6-10 | 71 | 34.3 | 34.3 | 76.8 |
| 11-15 | 24 | 11.6 | 11.6 | 88.4 |
| 16-20 | 10 | 4.8 | 4.8 | 93.2 |
| Above 20 | 14 | 6.8 | 6.8 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

APPENDIX 8

Descriptive Statistics – Frequencies: Firms' Profile

Ways of Owning

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Valid Start-up | 127 | 61.4 | 61.4 | 61.4 |
| Succession | 38 | 18.4 | 18.4 | 79.7 |
| Management Buy In | 6 | 2.9 | 2.9 | 82.6 |
| Joined As Partner | 22 | 10.6 | 10.6 | 93.2 |
| Take-over | 14 | 6.8 | 6.8 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

FirmAge

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Valid Less than 5 | 36 | 17.4 | 17.4 | 17.4 |
| 5-10 | 92 | 44.4 | 44.4 | 61.8 |
| 11-15 | 37 | 17.9 | 17.9 | 79.7 |
| 16-20 | 18 | 8.7 | 8.7 | 88.4 |
| 21-25 | 5 | 2.4 | 2.4 | 90.8 |
| Above 25 | 19 | 9.2 | 9.2 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Ownership

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------------|-----------|---------|---------------|--------------------|
| Valid Sole Proprietorships | 127 | 61.4 | 61.4 | 61.4 |
| Partnership | 22 | 10.6 | 10.6 | 72.0 |
| Private Limited | 58 | 28.0 | 28.0 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Involvement

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid Yes | 206 | 99.5 | 99.5 | 99.5 |
| No | 1 | .5 | .5 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Employee

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------|-----------|---------|---------------|--------------------|
| 1 | 23 | 11.1 | 11.1 | 11.1 |
| 2 | 35 | 16.9 | 16.9 | 28.0 |
| 3 | 16 | 7.7 | 7.7 | 35.7 |
| 4 | 22 | 10.6 | 10.6 | 46.4 |
| 5 | 20 | 9.7 | 9.7 | 56.0 |
| 6 | 15 | 7.2 | 7.2 | 63.3 |
| 7 | 5 | 2.4 | 2.4 | 65.7 |
| 8 | 8 | 3.9 | 3.9 | 69.6 |
| 9 | 1 | .5 | .5 | 70.0 |
| 10 | 20 | 9.7 | 9.7 | 79.7 |
| 12 | 6 | 2.9 | 2.9 | 82.6 |
| 13 | 1 | .5 | .5 | 83.1 |
| Valid 15 | 4 | 1.9 | 1.9 | 85.0 |
| 16 | 4 | 1.9 | 1.9 | 87.0 |
| 17 | 1 | .5 | .5 | 87.4 |
| 18 | 3 | 1.4 | 1.4 | 88.9 |
| 20 | 5 | 2.4 | 2.4 | 91.3 |
| 21 | 2 | 1.0 | 1.0 | 92.3 |
| 24 | 1 | .5 | .5 | 92.8 |
| 25 | 3 | 1.4 | 1.4 | 94.2 |
| 26 | 1 | .5 | .5 | 94.7 |
| 28 | 2 | 1.0 | 1.0 | 95.7 |
| 30 | 1 | .5 | .5 | 96.1 |
| 31 | 1 | .5 | .5 | 96.6 |
| 33 | 1 | .5 | .5 | 97.1 |

| | | | | |
|-------|-----|-------|-------|-------|
| 38 | 1 | .5 | .5 | 97.6 |
| 40 | 1 | .5 | .5 | 98.1 |
| 45 | 1 | .5 | .5 | 98.6 |
| 50 | 1 | .5 | .5 | 99.0 |
| 122 | 1 | .5 | .5 | 99.5 |
| 5000 | 1 | .5 | .5 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Industry

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------|-----------|---------|---------------|--------------------|
| Valid Manufacturing | 55 | 26.6 | 26.6 | 26.6 |
| Service | 136 | 65.7 | 65.7 | 92.3 |
| Agricultural | 16 | 7.7 | 7.7 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

Subsector

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------------------|-----------|---------|---------------|--------------------|
| Valid Food & Beverage | 42 | 20.3 | 20.3 | 20.3 |
| Textile | 6 | 2.9 | 2.9 | 23.2 |
| Manufacturing(Others) | 7 | 3.4 | 3.4 | 26.6 |
| Hotel | 8 | 3.9 | 3.9 | 30.4 |
| Restaurant | 21 | 10.1 | 10.1 | 40.6 |
| Education | 22 | 10.6 | 10.6 | 51.2 |
| Professional | 3 | 1.4 | 1.4 | 52.7 |
| Transportation & Communication | 4 | 1.9 | 1.9 | 54.6 |
| Service(Others) | 78 | 37.7 | 37.7 | 92.3 |
| Cultivation of Crops | 9 | 4.3 | 4.3 | 96.6 |
| Animal Husbandry | 4 | 1.9 | 1.9 | 98.6 |
| Logging | 2 | 1.0 | 1.0 | 99.5 |
| Fish Farming | 1 | .5 | .5 | 100.0 |
| Total | 207 | 100.0 | 100.0 | |

APPENDIX 9

Descriptive Analysis

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|------|----------------|
| EMso1 | 207 | 5 | 7 | 6.36 | .564 |
| EMso2 | 207 | 5 | 7 | 5.99 | .721 |
| EMso3 | 207 | 4 | 7 | 6.02 | .727 |
| Valid N (listwise) | 207 | | | | |

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|------|----------------|
| EMro4 | 207 | 4 | 7 | 5.87 | .688 |
| EMro5 | 207 | 5 | 7 | 6.08 | .695 |
| EMro6 | 207 | 3 | 6 | 4.68 | .810 |
| EMro7 | 207 | 4 | 7 | 6.57 | .657 |
| EMro8 | 207 | 4 | 7 | 5.83 | .999 |
| EMro9 | 207 | 4 | 7 | 5.73 | .986 |
| EMro10 | 207 | 3 | 7 | 5.87 | .863 |
| EMro11 | 207 | 2 | 7 | 5.63 | .946 |
| EMro12 | 207 | 4 | 7 | 6.25 | .740 |
| Valid N (listwise) | 207 | | | | |

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|------|----------------|
| EMms13 | 207 | 3 | 7 | 5.67 | .908 |
| EMms14 | 207 | 2 | 7 | 4.44 | 1.184 |
| EMms15 | 207 | 4 | 7 | 5.66 | .956 |
| EMms16 | 207 | 3 | 7 | 5.79 | .699 |
| EMms17 | 207 | 4 | 7 | 6.06 | .786 |
| Valid N (listwise) | 207 | | | | |

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|------|----------------|
| EMrp18 | 207 | 4 | 7 | 6.01 | .727 |
| EMrp19 | 207 | 3 | 7 | 5.99 | .839 |
| EMrp20 | 207 | 4 | 7 | 5.94 | .798 |
| EMrp21 | 207 | 3 | 7 | 4.72 | 1.036 |
| EMrp22 | 207 | 5 | 7 | 5.97 | .682 |
| EMrp23 | 207 | 3 | 7 | 5.49 | .858 |
| Valid N (listwise) | 207 | | | | |

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|------|----------------|
| EMgo24 | 207 | 4 | 7 | 6.26 | .842 |
| EMgo25 | 207 | 5 | 7 | 6.39 | .742 |
| Valid N (listwise) | 207 | | | | |

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|------|----------------|
| EMec26 | 207 | 4 | 7 | 5.92 | .709 |
| EMec27 | 207 | 4 | 7 | 5.68 | .611 |
| EMec28 | 207 | 4 | 7 | 5.71 | .531 |
| Valid N (listwise) | 207 | | | | |

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|------|----------------|
| EOi1 | 207 | 2 | 5 | 4.04 | .652 |
| EOi2 | 207 | 2 | 5 | 3.99 | .700 |
| EOi3 | 207 | 2 | 5 | 4.10 | .697 |
| Valid N (listwise) | 207 | | | | |

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|------|----------------|
| EOp4 | 207 | 2 | 5 | 3.71 | .813 |
| EOp5 | 207 | 1 | 5 | 3.93 | .806 |
| EOp6 | 207 | 1 | 5 | 3.94 | .755 |
| Valid N (listwise) | 207 | | | | |

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|------|----------------|
| EOrt7 | 207 | 2 | 5 | 3.80 | .720 |
| EOrt8 | 207 | 2 | 5 | 4.02 | .649 |
| EOrt9 | 207 | 3 | 5 | 4.12 | .631 |
| Valid N (listwise) | 207 | | | | |

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|------|-----|---------|---------|------|----------------|
| ET1 | 207 | 2 | 5 | 4.10 | .697 |
| ET2 | 207 | 2 | 5 | 3.71 | .813 |
| ET3 | 207 | 5 | 7 | 5.97 | .682 |
| ET4 | 207 | 3 | 7 | 5.49 | .858 |
| ET5 | 207 | 4 | 7 | 6.26 | .842 |
| ET6 | 207 | 4 | 7 | 6.02 | .727 |
| ET7 | 207 | 3 | 6 | 4.68 | .810 |
| ET8 | 207 | 2 | 7 | 4.44 | 1.184 |
| ET9 | 207 | 3 | 7 | 5.99 | .839 |
| ET10 | 207 | 3 | 6 | 4.68 | .810 |
| ET11 | 207 | 4 | 7 | 6.57 | .657 |
| ET12 | 207 | 5 | 7 | 5.99 | .721 |
| ET13 | 207 | 4 | 7 | 6.02 | .727 |
| ET14 | 207 | 3 | 7 | 5.78 | .870 |
| ET15 | 207 | 1 | 5 | 3.94 | .755 |
| ET16 | 207 | 2 | 5 | 3.80 | .720 |
| ET17 | 207 | 2 | 5 | 4.02 | .649 |
| ET18 | 207 | 3 | 7 | 5.91 | .834 |
| ET19 | 207 | 2 | 7 | 5.56 | .993 |

| | | | | | |
|--------------------|-----|---|---|------|-------|
| ET20 | 207 | 3 | 7 | 5.86 | .842 |
| ET21 | 207 | 3 | 7 | 5.95 | .902 |
| ET22 | 207 | 1 | 7 | 5.58 | .909 |
| ET23 | 207 | 1 | 7 | 5.55 | 1.060 |
| ET24 | 207 | 1 | 7 | 5.62 | .987 |
| ET25 | 207 | 1 | 7 | 5.22 | 1.119 |
| Valid N (listwise) | 207 | | | | |

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|------|----------------|
| P1 | 207 | 5 | 7 | 6.36 | .564 |
| P2 | 207 | 5 | 7 | 6.08 | .695 |
| P3 | 207 | 5 | 7 | 5.57 | .619 |
| P4 | 207 | 4 | 7 | 6.25 | .740 |
| P5 | 207 | 5 | 7 | 5.62 | .656 |
| P6 | 207 | 3 | 7 | 5.99 | .839 |
| P7 | 207 | 1 | 5 | 3.94 | .755 |
| P8 | 207 | 2 | 5 | 3.80 | .720 |
| P9 | 207 | 3 | 7 | 5.95 | .902 |
| Valid N (listwise) | 207 | | | | |

APPENDIX 10

Factor Analysis – Entrepreneurial Management

KMO and Bartlett's Test

| | |
|---|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .871 |
| Bartlett's Test of Sphericity Approx. Chi-Square | 3797.892 |
| df | 351 |
| Sig. | .000 |

Anti-image Matrices

| | | EMs | EMs | EMs | EMr | EMr | EMr | EMr | EMr | EMro | EMro | EMro | EMm | EMm | EMm | EMm | EMm | EMrp | EMrp | EMrp | EMrp | EMrp | EMrp | EMg | EMg | EMe | EMe | EMe | |
|--------------------------|-----------|-------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|
| | | o1 | o2 | o3 | o5 | o6 | o7 | o8 | o9 | 10 | 11 | 12 | s13 | s14 | s15 | s16 | s17 | 18 | 19 | 20 | 21 | 22 | 23 | o24 | o25 | c26 | c27 | c28 | |
| Anti-image Covariance | EMso 1 | .397 | - | - | .119 | .035 | .047 | .037 | - | -.029 | -.021 | .025 | - | .049 | .067 | .035 | -.050 | .011 | .040 | -.010 | -.027 | -.040 | .004 | .062 | -.052 | -.122 | -.087 | -.004 | |
| | | | .141 | .025 | | | | | | .034 | | | | 2.823 | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | E-6 | | | | | | | | | | | | | | | |
| | EMso 2 | -.141 | .222 | - | - | - | - | - | - | - | -.029 | -.076 | -.045 | -.007 | -.077 | -.045 | .027 | .006 | .005 | -.027 | .008 | .006 | .025 | .024 | -.039 | .048 | .020 | -.001 | .038 |
| | | | | .104 | .097 | .085 | .016 | .019 | .005 | | | | | | | | | | | | | | | | | | | | |
| | EMso 3 | -.025 | - | .273 | .023 | .058 | - | - | .001 | .009 | -.050 | -.015 | -.002 | .020 | -.003 | -.063 | .002 | -.050 | .021 | -.018 | .021 | .013 | -.008 | .032 | -.086 | .006 | .052 | -.014 | |
| | | .104 | | | .018 | .003 | | | | | | | | | | | | | | | | | | | | | | | |
| EMro 5 | .119 | - | .023 | .561 | .068 | - | - | - | -.011 | -.024 | .046 | -.007 | .011 | .069 | .000 | -.055 | .026 | .033 | .038 | .063 | -.047 | -.011 | .036 | -.043 | -.138 | -.015 | .008 | | |
| | | .097 | | | .064 | .038 | .085 | | | | | | | | | | | | | | | | | | | | | | |
| EMro 6 | .035 | - | .058 | .068 | .754 | - | - | - | .077 | -.025 | .049 | .029 | .047 | .057 | -.026 | -.041 | .030 | -.021 | .001 | -.030 | .001 | .031 | -.027 | .025 | -.001 | -.029 | -.008 | | |
| | | .085 | | | .079 | .061 | .020 | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------|-------|------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| EMro | .047 | - | - | - | - | .547 | - | .050 | -.032 | .044 | -.109 | -.032 | -.041 | .022 | .001 | -.027 | -.008 | -.043 | .034 | .041 | -.010 | -.013 | .034 | -.058 | -.043 | -.047 | .027 |
| 7 | | .016 | .018 | .064 | .079 | | .018 | | | | | | | | | | | | | | | | | | | | |
| EMro | .037 | - | - | - | - | - | .227 | - | -.097 | .011 | .009 | -.022 | .033 | -.012 | -.031 | .024 | -.032 | .018 | -.040 | -.019 | -.034 | .077 | -.014 | .020 | .019 | -.065 | -.024 |
| 8 | | .019 | .003 | .038 | .061 | .018 | | .080 | | | | | | | | | | | | | | | | | | | |
| EMro | -.034 | - | .001 | - | - | .050 | - | .263 | .000 | -.030 | -.048 | -.010 | -.084 | -.052 | .046 | .021 | -.020 | -.059 | .024 | -.079 | .034 | -.005 | -.003 | -.039 | .009 | .032 | -.018 |
| 9 | | .005 | | .085 | .020 | | .080 | | | | | | | | | | | | | | | | | | | | |
| EMro | -.029 | .029 | .009 | - | .077 | - | - | .000 | .684 | -.052 | -.010 | -.059 | -.060 | .001 | .037 | .013 | .013 | -.029 | -.012 | .009 | .056 | -.037 | .040 | -.001 | -.070 | -.068 | .067 |
| 10 | | | | .011 | .032 | .097 | | | | | | | | | | | | | | | | | | | | | |
| EMro | -.021 | .076 | - | - | - | .044 | .011 | - | -.052 | .736 | -.011 | -.022 | -.004 | -.103 | .034 | .038 | .003 | -.030 | .055 | -.044 | -.037 | .033 | -.046 | .049 | - | -.001 | -.030 |
| 11 | | | .050 | .024 | .025 | | .030 | | | | | | | | | | | | | | | | | | 2.631 | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | E-5 | | |
| EMro | .025 | - | - | .046 | .049 | - | .009 | - | -.010 | -.011 | .305 | -.120 | .013 | .009 | -.132 | -.017 | .054 | .034 | .031 | .102 | -.103 | -.001 | .012 | .018 | -.001 | -.041 | -.077 |
| 12 | | .045 | .015 | | .109 | | .048 | | | | | | | | | | | | | | | | | | | | |
| EMm | - | - | - | - | .029 | - | - | - | -.059 | -.022 | -.120 | .332 | .009 | -.031 | .045 | .004 | -.062 | -.018 | .004 | -.108 | -.024 | .048 | -.003 | .026 | -.043 | .085 | .006 |
| s13 | 2.82 | .007 | .002 | .007 | .032 | .022 | .010 | | | | | | | | | | | | | | | | | | | | |
| | 3E-6 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EMm | .049 | - | .020 | .011 | .047 | - | .033 | - | -.060 | -.004 | .013 | .009 | .784 | .102 | -.061 | .017 | .004 | .081 | -.062 | .085 | -.021 | -.073 | -.037 | .043 | .053 | .041 | -.064 |
| s14 | | .077 | | | .041 | | .084 | | | | | | | | | | | | | | | | | | | | |
| EMm | .067 | - | - | .069 | .057 | .022 | - | - | .001 | -.103 | .009 | -.031 | .102 | .192 | -.028 | -.064 | -.017 | .047 | -.054 | .046 | .014 | -.015 | .014 | -.019 | -.041 | -.028 | .019 |
| s15 | | .045 | .003 | | | .012 | .052 | | | | | | | | | | | | | | | | | | | | |
| EMm | .035 | .027 | - | .000 | - | .001 | - | .046 | .037 | .034 | -.132 | .045 | -.061 | -.028 | .548 | -.036 | -.004 | -.063 | .014 | -.153 | .053 | .041 | .013 | -.010 | -.118 | -.040 | .116 |

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------|-------|------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--|
| EMrp | .123 | - | .079 | .086 | - | - | .074 | - | -.068 | -.068 | .122 | -.060 | .179 | .211 | -.166 | -.064 | -.096 | .891 ^a | -.411 | .317 | -.125 | .060 | -.115 | -.053 | .117 | .139 | -.294 | |
| 19 | | .112 | | | .048 | .114 | | .226 | | | | | | | | | | | | | | | | | | | | |
| EMrp | -.040 | .041 | - | .128 | .004 | .116 | - | .118 | -.038 | .162 | .142 | .019 | -.177 | -.314 | .049 | -.251 | .129 | -.411 | .900 ^a | -.156 | -.299 | -.161 | .042 | -.091 | -.221 | .073 | .063 | |
| 20 | | | .090 | | | | | .213 | | | | | | | | | | | | | | | | | | | | |
| EMrp | -.054 | .018 | .050 | .106 | - | .070 | - | - | .014 | -.066 | .235 | -.238 | .122 | .134 | -.264 | -.088 | .278 | .317 | -.156 | .415 ^a | -.066 | -.105 | -.077 | -.039 | .125 | -.036 | -.170 | |
| 21 | | | | | .044 | | .051 | .197 | | | | | | | | | | | | | | | | | | | | |
| EMrp | -.119 | .097 | .047 | - | .003 | - | - | .123 | .126 | -.081 | -.348 | -.077 | -.044 | .057 | .133 | -.007 | -.163 | -.125 | -.299 | -.066 | .922 ^a | -.188 | -.061 | -.032 | .208 | .034 | -.011 | |
| 22 | | | | .118 | | .026 | .132 | | | | | | | | | | | | | | | | | | | | | |
| EMrp | .009 | .080 | - | - | .056 | - | .252 | - | -.069 | .059 | -.003 | .128 | -.128 | -.053 | .086 | .105 | -.106 | .060 | -.161 | -.105 | -.188 | .896 ^a | -.296 | .041 | -.161 | .036 | -.085 | |
| 23 | | | .024 | .022 | | .028 | | .017 | | | | | | | | | | | | | | | | | | | | |
| EMgo | .281 | - | .177 | .137 | - | .131 | - | - | .138 | -.152 | .060 | -.013 | -.120 | .090 | .051 | -.263 | -.140 | -.115 | .042 | -.077 | -.061 | -.296 | .838 ^a | -.651 | -.197 | -.314 | .334 | |
| 24 | | .240 | | | .089 | | .083 | .017 | | | | | | | | | | | | | | | | | | | | |
| EMgo | -.195 | .241 | - | - | .067 | - | .099 | - | -.002 | .135 | .078 | .106 | -.113 | -.101 | -.031 | .234 | .145 | -.053 | -.091 | -.039 | -.032 | .041 | -.651 | .843 ^a | .108 | .043 | -.202 | |
| 25 | | | .385 | .134 | | .185 | | .179 | | | | | | | | | | | | | | | | | | | | |
| EMec | -.361 | .078 | .022 | - | - | - | .076 | .034 | -.159 | - | -.005 | -.139 | .111 | -.177 | -.297 | .178 | -.069 | .117 | -.221 | .125 | .208 | -.161 | -.197 | .108 | .850 ^a | .202 | -.360 | |
| 26 | | | | .344 | .002 | .109 | | | | 5.73 | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | 5E-5 | | | | | | | | | | | | | | | | | | |
| EMec | -.239 | - | .173 | - | - | - | - | .106 | -.143 | -.002 | -.128 | .254 | .080 | -.110 | -.093 | .106 | -.261 | .139 | .073 | -.036 | .034 | .036 | -.314 | .043 | .202 | .837 ^a | -.429 | |
| 27 | | .004 | | .033 | .058 | .109 | .234 | | | | | | | | | | | | | | | | | | | | | |
| EMec | -.009 | .132 | - | .018 | - | .059 | - | - | .132 | -.056 | -.224 | .017 | -.117 | .069 | .253 | -.086 | .090 | -.294 | .063 | -.170 | -.011 | -.085 | .334 | -.202 | -.360 | -.429 | .788 ^a | |
| 28 | | | .045 | | .014 | | .081 | .057 | | | | | | | | | | | | | | | | | | | | |

Communalities

| | Initial | Extraction |
|--------|---------|------------|
| EMso1 | 1.000 | .689 |
| EMso2 | 1.000 | .770 |
| EMso3 | 1.000 | .736 |
| EMro5 | 1.000 | .420 |
| EMro6 | 1.000 | .752 |
| EMro7 | 1.000 | .592 |
| EMro8 | 1.000 | .766 |
| EMro9 | 1.000 | .682 |
| EMro10 | 1.000 | .445 |
| EMro11 | 1.000 | .532 |
| EMro12 | 1.000 | .675 |
| EMms13 | 1.000 | .676 |
| EMms14 | 1.000 | .553 |
| EMms15 | 1.000 | .819 |
| EMms16 | 1.000 | .428 |
| EMms17 | 1.000 | .749 |
| EMrp18 | 1.000 | .777 |
| EMrp19 | 1.000 | .690 |
| EMrp20 | 1.000 | .813 |
| EMrp21 | 1.000 | .594 |
| EMrp22 | 1.000 | .669 |
| EMrp23 | 1.000 | .703 |
| EMgo24 | 1.000 | .842 |
| EMgo25 | 1.000 | .724 |
| EMec26 | 1.000 | .689 |
| EMec27 | 1.000 | .639 |
| EMec28 | 1.000 | .656 |

Extraction Method: Principal
Component Analysis.

Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared | | | Rotation Sums of Squared | | |
|-----------|---------------------|---------------|--------------|----------------------------|---------------|--------------|--------------------------|---------------|--------------|
| | | | | Loadings | | | Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 10.808 | 40.030 | 40.030 | 10.808 | 40.030 | 40.030 | 7.503 | 27.790 | 27.790 |
| 2 | 2.313 | 8.567 | 48.597 | 2.313 | 8.567 | 48.597 | 3.802 | 14.083 | 41.873 |
| 3 | 1.307 | 4.840 | 53.437 | 1.307 | 4.840 | 53.437 | 2.611 | 9.672 | 51.545 |
| 4 | 1.280 | 4.743 | 58.179 | 1.280 | 4.743 | 58.179 | 1.552 | 5.748 | 57.293 |
| 5 | 1.236 | 4.579 | 62.758 | 1.236 | 4.579 | 62.758 | 1.319 | 4.885 | 62.178 |
| 6 | 1.136 | 4.208 | 66.966 | 1.136 | 4.208 | 66.966 | 1.293 | 4.788 | 66.966 |
| 7 | .951 | 3.521 | 70.486 | | | | | | |
| 8 | .896 | 3.317 | 73.803 | | | | | | |
| 9 | .839 | 3.108 | 76.912 | | | | | | |
| 10 | .804 | 2.979 | 79.891 | | | | | | |
| 11 | .714 | 2.644 | 82.535 | | | | | | |
| 12 | .640 | 2.372 | 84.907 | | | | | | |
| 13 | .583 | 2.161 | 87.068 | | | | | | |
| 14 | .544 | 2.016 | 89.084 | | | | | | |
| 15 | .409 | 1.515 | 90.598 | | | | | | |
| 16 | .400 | 1.483 | 92.081 | | | | | | |
| 17 | .313 | 1.160 | 93.241 | | | | | | |
| 18 | .285 | 1.057 | 94.298 | | | | | | |
| 19 | .274 | 1.014 | 95.311 | | | | | | |
| 20 | .268 | .991 | 96.303 | | | | | | |
| 21 | .230 | .851 | 97.154 | | | | | | |
| 22 | .178 | .658 | 97.811 | | | | | | |
| 23 | .163 | .602 | 98.413 | | | | | | |
| 24 | .149 | .552 | 98.965 | | | | | | |
| 25 | .117 | .432 | 99.397 | | | | | | |
| 26 | .094 | .349 | 99.747 | | | | | | |
| 27 | .068 | .253 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.



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Rotated Component Matrix^a

| | Component | | | | | |
|--------|-----------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| EMso1 | | | .735 | | | |
| EMso2 | .462 | | .642 | | | |
| EMso3 | .537 | | .615 | | | |
| EMro5 | | .526 | | | | |
| EMro6 | | .850 | | | | |
| EMro7 | | .593 | | | | |
| EMro8 | | .515 | | | | |
| EMro9 | | .614 | | | | |
| EMro10 | | .612 | | | | |
| EMro11 | | .601 | | | | |
| EMro12 | | .733 | | | | |
| EMms13 | .603 | | | | | |
| EMms14 | .725 | | | | | |
| EMms15 | .760 | | | | | |
| EMms16 | .472 | | | | | |
| EMms17 | .786 | | | | | |
| EMrp18 | | | | .793 | | |
| EMrp19 | | | | .789 | | |
| EMrp20 | | | | .861 | | |
| EMrp21 | | | | .723 | | |
| EMrp22 | | | | .754 | | |
| EMrp23 | | | | .678 | | |
| EMgo24 | | | | | | .867 |
| EMgo25 | | | | | | .710 |
| EMec26 | | .451 | | | .512 | |
| EMec27 | | | | .400 | .496 | |
| EMec28 | | | | | .557 | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

APPENDIX 11

Factor Analysis – Entrepreneurial Orientation

KMO and Bartlett's Test

| | |
|---|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .790 |
| Bartlett's Test of Sphericity Approx. Chi-Square | 1004.200 |
| df | 36 |
| Sig. | .000 |

Anti-image Matrices

| | | EOi1 | EOi2 | EOi3 | EOp4 | EOp5 | EOp6 | EOrt7 | EOrt8 | EOrt9 |
|---------------------------|-------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Anti-image Covariance | EOi1 | .472 | -.107 | -.190 | .027 | -.057 | .054 | -.039 | .017 | .025 |
| | EOi2 | -.107 | .408 | -.136 | -.089 | -.003 | -.020 | -.054 | -.014 | -.016 |
| | EOi3 | -.190 | -.136 | .355 | -.066 | -.014 | .023 | .032 | -.038 | -.089 |
| | EOp4 | .027 | -.089 | -.066 | .501 | -.148 | -.025 | -.112 | .059 | .028 |
| | EOp5 | -.057 | -.003 | -.014 | -.148 | .355 | -.203 | .113 | .024 | -.006 |
| | EOp6 | .054 | -.020 | .023 | -.025 | -.203 | .300 | -.090 | -.137 | .055 |
| | EOrt7 | -.039 | -.054 | .032 | -.112 | .113 | -.090 | .514 | -.144 | -.065 |
| | EOrt8 | .017 | -.014 | -.038 | .059 | .024 | -.137 | -.144 | .375 | -.194 |
| | EOrt9 | .025 | -.016 | -.089 | .028 | -.006 | .055 | -.065 | -.194 | .598 |
| Anti-image Correlation | EOi1 | .790 ^a | -.243 | -.465 | .055 | -.139 | .144 | -.078 | .041 | .047 |
| | EOi2 | -.243 | .886 ^a | -.357 | -.197 | -.007 | -.057 | -.117 | -.035 | -.033 |
| | EOi3 | -.465 | -.357 | .808 ^a | -.156 | -.040 | .071 | .074 | -.104 | -.193 |
| | EOp4 | .055 | -.197 | -.156 | .849 ^a | -.349 | -.064 | -.221 | .137 | .051 |
| | EOp5 | -.139 | -.007 | -.040 | -.349 | .706 ^a | -.622 | .264 | .065 | -.013 |
| | EOp6 | .144 | -.057 | .071 | -.064 | -.622 | .717 ^a | -.229 | -.409 | .129 |
| | EOrt7 | -.078 | -.117 | .074 | -.221 | .264 | -.229 | .805 ^a | -.328 | -.118 |
| | EOrt8 | .041 | -.035 | -.104 | .137 | .065 | -.409 | -.328 | .772 ^a | -.410 |
| | EOrt9 | .047 | -.033 | -.193 | .051 | -.013 | .129 | -.118 | -.410 | .802 ^a |

a. Measures of Sampling Adequacy(MSA)

Communalities

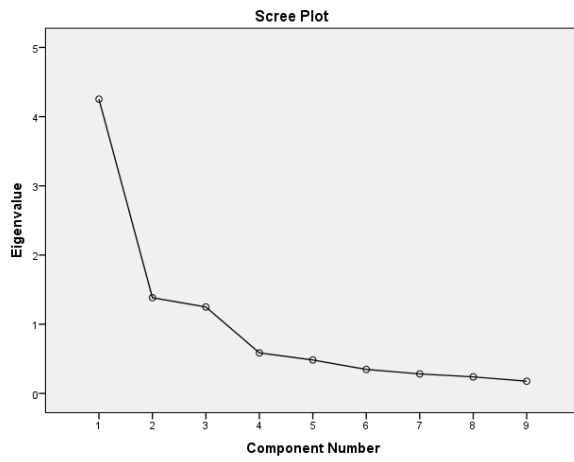
| | Initial | Extraction |
|-------|---------|------------|
| EOi1 | 1.000 | .784 |
| EOi2 | 1.000 | .747 |
| EOi3 | 1.000 | .822 |
| EOp4 | 1.000 | .684 |
| EOp5 | 1.000 | .823 |
| EOp6 | 1.000 | .856 |
| EOrt7 | 1.000 | .651 |
| EOrt8 | 1.000 | .815 |
| EOrt9 | 1.000 | .704 |

Extraction Method: Principal Component Analysis.

Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| | | | | | | | | | |
| 1 | 4.253 | 47.258 | 47.258 | 4.253 | 47.258 | 47.258 | 2.392 | 26.572 | 26.572 |
| 2 | 1.383 | 15.368 | 62.626 | 1.383 | 15.368 | 62.626 | 2.261 | 25.123 | 51.695 |
| 3 | 1.249 | 13.882 | 76.507 | 1.249 | 13.882 | 76.507 | 2.233 | 24.812 | 76.507 |
| 4 | .586 | 6.512 | 83.019 | | | | | | |
| 5 | .483 | 5.372 | 88.391 | | | | | | |
| 6 | .347 | 3.857 | 92.248 | | | | | | |
| 7 | .282 | 3.132 | 95.380 | | | | | | |
| 8 | .239 | 2.661 | 98.041 | | | | | | |
| 9 | .176 | 1.959 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

| | Component | | |
|-------|-----------|------|------|
| | 1 | 2 | 3 |
| EOi1 | .878 | | |
| EOi2 | .755 | | |
| EOi3 | .853 | | |
| EOp4 | | .714 | |
| EOp5 | | .880 | |
| EOp6 | | .820 | |
| EOrt7 | | | .750 |
| EOrt8 | | | .843 |
| EOrt9 | | | .787 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.

a. Rotation converged in 5 iterations.

APPENDIX 12

Factor Analysis – Ethics

KMO and Bartlett's Test

| | |
|--|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .798 |
| Approx. Chi-Square | 1375.297 |
| Bartlett's Test of Sphericity | df |
| Sig. | .000 |

Anti-image

Matrices

| | | Ethic | Ethic | Ethic | Ethic | Ethic | Ethic | Ethic | Ethic | Ethic | Ethics | Ethics | Ethics | Ethics | Ethics | Ethics | Ethics | Ethics | Ethics | Ethics | Ethics | Ethics | Ethics | Ethics | Ethics | |
|------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|------|
| | | s1 | s2 | s3 | s4 | s5 | s6 | s7 | s8 | s9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| Covariance | Ethics | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1 | .727 | -.088 | -.036 | -.087 | -.021 | -.114 | -.119 | .015 | -.011 | .002 | .038 | -.010 | -.032 | .014 | .041 | .022 | -.057 | .014 | -.019 | .010 | -.083 | -.002 | .009 | -.053 | .015 |
| | Ethics | -.088 | .674 | -.173 | .100 | -.128 | .007 | -.015 | -.050 | -.094 | -.044 | .019 | .084 | -.092 | -.054 | -.030 | -.030 | .088 | -.017 | .040 | .010 | -.028 | .031 | -.061 | .069 | .007 |
| 2 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ethics | -.036 | -.173 | .667 | -.165 | .017 | -.041 | .075 | -.029 | -.119 | -.062 | -.023 | -.022 | -.034 | .007 | .023 | .017 | -.065 | .013 | -.010 | -.038 | .014 | -.015 | .003 | .026 | -.042 | |
| 3 | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Ethics 4 | -0.087 | .100 | -.165 | .668 | -.164 | .021 | -.028 | .036 | -.005 | -.058 | .013 | -.066 | .009 | -.065 | -.059 | .015 | .033 | -.093 | .020 | .067 | -.026 | .029 | -.131 | .028 | .046 |
| Ethics 5 | -.021 | -.128 | .017 | -.164 | .549 | -.190 | -.052 | -.055 | -.008 | .086 | -.059 | -.031 | -.028 | .060 | .097 | -.112 | -.040 | .061 | -.041 | .021 | -.054 | -.082 | .012 | -.019 | .017 |
| Ethics 6 | -.114 | .007 | -.041 | .021 | -.190 | .621 | -.010 | .029 | .019 | -.022 | -.048 | -.085 | -.011 | -.123 | -.094 | .016 | .061 | .026 | -.013 | .005 | .029 | .036 | .046 | .070 | -.110 |
| Ethics 7 | -.119 | -.015 | .075 | -.028 | -.052 | -.010 | .732 | -.056 | -.021 | -.068 | .001 | -.031 | -.014 | -.046 | -.125 | -.064 | .096 | .035 | .036 | -.044 | .013 | .011 | -.039 | .000 | -.062 |
| Ethics 8 | .015 | -.050 | -.029 | .036 | -.055 | .029 | -.056 | .693 | .012 | -.154 | -.041 | -.146 | .030 | -.122 | -.062 | .030 | .029 | -.084 | .059 | -.018 | -.017 | .033 | -.045 | -.037 | .006 |
| Ethics 9 | -.011 | -.094 | -.119 | -.005 | -.008 | .019 | -.021 | .012 | .749 | -.020 | -.078 | -.068 | .031 | -.095 | -.018 | -.020 | -.058 | -.018 | -.045 | .001 | .037 | -.059 | .053 | -.050 | -.020 |
| Ethics 10 | .002 | -.044 | -.062 | -.058 | .086 | -.022 | -.068 | -.154 | -.020 | .724 | -.115 | .108 | -.054 | -.006 | .089 | -.108 | -.010 | -.067 | -.062 | .055 | -.039 | -.042 | .097 | -.086 | .014 |
| Ethics 11 | .038 | .019 | -.023 | .013 | -.059 | -.048 | .001 | -.041 | -.078 | -.115 | .698 | -.084 | -.125 | .038 | -.030 | .009 | -.029 | -.025 | .028 | .006 | -.043 | .017 | -.060 | -.053 | .022 |
| Ethics 12 | -.010 | .084 | -.022 | -.066 | -.031 | -.085 | .031 | -.146 | -.068 | .108 | -.084 | .735 | -.101 | -.026 | .021 | -.041 | -.008 | .021 | .003 | .015 | -.067 | .000 | .003 | .023 | .037 |
| Ethics 13 | -.032 | -.092 | -.034 | .009 | -.028 | -.011 | -.014 | .030 | .031 | -.054 | -.125 | -.101 | .667 | -.130 | .018 | .064 | -.066 | .024 | .015 | -.052 | -.034 | -.074 | -.011 | .032 | .001 |

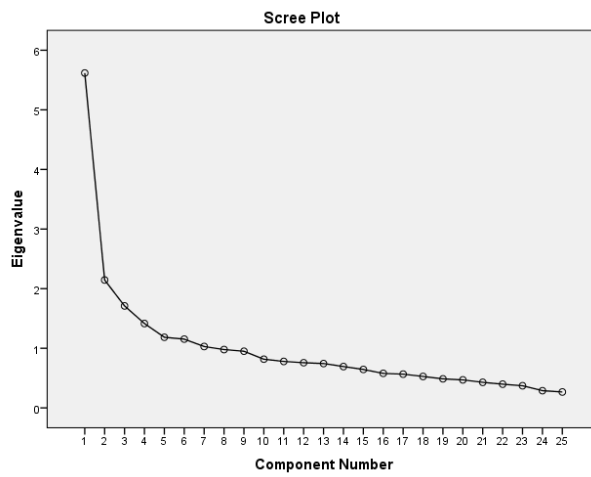
| | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Ethics | .014 | -.054 | .007 | -.065 | .060 | -.123 | -.046 | -.122 | -.095 | -.006 | .038 | -.026 | -.130 | .639 | .002 | -.023 | -.070 | .046 | -.104 | -.008 | .018 | -.048 | .122 | -.032 | -.087 |
| 14 | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ethics | .041 | -.030 | .023 | -.059 | .097 | -.094 | -.125 | -.062 | -.018 | .089 | -.030 | .021 | .018 | .002 | .533 | -.225 | -.237 | -.056 | .005 | .044 | -.077 | -.069 | -.003 | -.007 | .042 |
| 15 | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ethics | .022 | -.030 | .017 | .015 | -.112 | .016 | -.064 | .030 | -.020 | -.108 | .009 | -.041 | .064 | -.023 | -.225 | .655 | -.032 | -.053 | .046 | -.062 | .052 | .089 | .011 | -.041 | .013 |
| 16 | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ethics | -.057 | .088 | -.065 | .033 | -.040 | .061 | .096 | .029 | -.058 | -.010 | -.029 | -.008 | -.066 | -.070 | -.237 | -.032 | .677 | -.021 | .007 | .023 | -.034 | .127 | -.026 | -.012 | .052 |
| 17 | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ethics | .014 | -.017 | .013 | -.093 | .061 | .026 | .035 | -.084 | -.018 | -.067 | -.025 | .021 | .024 | .046 | -.056 | -.053 | -.021 | .715 | -.243 | -.095 | .061 | .059 | .022 | .058 | -.041 |
| 18 | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ethics | -.019 | .040 | -.010 | .020 | -.041 | -.013 | .036 | .059 | -.045 | -.062 | .028 | .003 | .015 | -.104 | .005 | .046 | .007 | -.243 | .659 | -.140 | -.006 | -.035 | -.111 | .077 | -.038 |
| 19 | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ethics | .010 | .010 | -.038 | .067 | .021 | .005 | -.044 | -.018 | .001 | .055 | .006 | .015 | -.052 | -.008 | .044 | -.062 | .023 | -.095 | -.140 | .568 | -.231 | .051 | -.056 | -.087 | .051 |
| 20 | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ethics | -.083 | -.028 | .014 | -.026 | -.054 | .029 | .013 | -.017 | .037 | -.039 | -.043 | -.067 | -.034 | .018 | -.077 | .052 | -.034 | .061 | -.006 | -.231 | .500 | -.058 | .023 | -.074 | -.068 |
| 21 | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ethics | -.002 | .031 | -.015 | .029 | -.082 | .036 | .011 | .033 | -.059 | -.042 | .017 | .000 | -.074 | -.048 | -.069 | .089 | .127 | .059 | -.035 | .051 | -.058 | .675 | -.141 | -.116 | .025 |
| 22 | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ethics | .009 | -.061 | .003 | -.131 | .012 | .046 | -.039 | -.045 | .053 | .097 | -.060 | .003 | -.011 | .122 | -.003 | .011 | -.026 | .022 | -.111 | -.056 | .023 | -.141 | .518 | -.098 | -.195 |
| 23 | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------------------|--------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Anti-image Correlation | Ethics 24 | -.053 | .069 | .026 | .028 | -.019 | .070 | .000 | -.037 | -.050 | -.086 | -.053 | .023 | .032 | -.032 | -.007 | -.041 | -.012 | .058 | .077 | -.087 | -.074 | -.116 | -.098 | .544 | -.143 |
| | Ethics 25 | .015 | .007 | -.042 | .046 | .017 | -.110 | -.062 | .006 | -.020 | .014 | .022 | .037 | .001 | -.087 | .042 | .013 | .052 | -.041 | -.038 | .051 | -.068 | .025 | -.195 | -.143 | .582 |
| | Ethics 1 | .891 ^a | -.126 | -.052 | -.124 | -.033 | -.170 | -.163 | .021 | -.015 | .003 | .053 | -.014 | -.046 | .020 | .065 | .033 | -.081 | .019 | -.027 | .015 | -.138 | -.003 | .015 | -.084 | .024 |
| | Ethics 2 | -.126 | .792 ^a | -.258 | .149 | -.210 | .010 | -.022 | -.073 | -.132 | -.063 | .028 | .119 | -.138 | -.083 | -.049 | -.045 | .131 | -.025 | .059 | .017 | -.048 | .046 | -.103 | .115 | .012 |
| | Ethics 3 | -.052 | -.258 | .848 ^a | -.247 | .028 | -.064 | .107 | -.042 | -.169 | -.090 | -.033 | -.032 | -.052 | .011 | .039 | .025 | -.097 | .019 | -.015 | -.062 | .024 | -.022 | .005 | .042 | -.068 |
| | Ethics 4 | -.124 | .149 | -.247 | .771 ^a | -.271 | -.033 | -.040 | .053 | -.007 | -.084 | .019 | -.094 | .014 | -.099 | -.099 | .022 | .049 | -.135 | .030 | .109 | -.046 | .043 | -.223 | .046 | .074 |
| | Ethics 5 | -.033 | -.210 | .028 | -.271 | .797 ^a | -.325 | -.082 | -.089 | -.013 | .136 | -.095 | -.049 | -.046 | .101 | .179 | -.187 | -.065 | .097 | -.068 | .037 | -.103 | -.134 | .023 | -.035 | .031 |
| | Ethics 6 | -.170 | .010 | -.064 | .033 | -.325 | .795 ^a | -.015 | .045 | .028 | -.033 | -.073 | -.126 | -.018 | -.196 | -.163 | .024 | .094 | .038 | -.020 | .009 | .053 | .055 | .082 | .120 | -.182 |
| Ethics 7 | -.163 | -.022 | .107 | -.040 | -.082 | -.015 | .858 ^a | -.079 | -.029 | -.094 | .001 | .042 | -.020 | -.068 | -.201 | -.093 | .136 | .048 | .052 | -.068 | .021 | .015 | -.063 | .000 | -.095 | |
| Ethics 8 | .021 | -.073 | -.042 | .053 | -.089 | .045 | -.079 | .854 ^a | .017 | -.217 | -.059 | -.205 | .044 | -.183 | -.103 | .045 | .042 | -.120 | .088 | -.029 | -.029 | .048 | -.076 | -.061 | .009 | |

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------|-------|--------|--------|--------|--------|-------|--------|-------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------|-------|-------|-------|-------|-------|-------|
| Ethics 9 | -0.15 | -0.132 | -0.169 | -0.007 | -0.013 | .028 | -0.029 | .017 | .885 ^a | -.027 | -.108 | -.092 | .044 | -.137 | -.028 | -.029 | -.081 | -.024 | -.064 | .002 | .060 | -.083 | .085 | -.078 | -.031 |
| Ethics 10 | .003 | -.063 | -.090 | -.084 | .136 | -.033 | -.094 | -.217 | -.027 | .730 ^a | -.161 | .149 | -.078 | -.009 | .143 | -.156 | -.015 | -.094 | -.090 | .086 | -.064 | -.061 | .158 | -.136 | .021 |
| Ethics 11 | .053 | .028 | -.033 | .019 | -.095 | -.073 | .001 | -.059 | -.108 | -.161 | .899 ^a | -.118 | -.183 | .057 | -.050 | .013 | -.042 | -.036 | .041 | .010 | -.073 | .024 | -.100 | -.087 | .035 |
| Ethics 12 | -.014 | .119 | -.032 | -.094 | -.049 | -.126 | .042 | -.205 | -.092 | .149 | -.118 | .832 ^a | -.145 | -.038 | .034 | -.060 | -.011 | .029 | .004 | .023 | -.110 | -.001 | .004 | .037 | .057 |
| Ethics 13 | -.046 | -.138 | -.052 | .014 | -.046 | -.018 | -.020 | .044 | .044 | -.078 | -.183 | -.145 | .881 ^a | -.199 | .030 | .096 | -.098 | .035 | .023 | -.084 | -.059 | -.111 | -.018 | .053 | .002 |
| Ethics 14 | .020 | -.083 | .011 | -.099 | .101 | -.196 | -.068 | -.183 | -.137 | -.009 | .057 | -.038 | -.199 | .815 ^a | .003 | -.036 | -.106 | .068 | -.160 | -.013 | .031 | -.073 | .213 | -.054 | -.143 |
| Ethics 15 | .065 | -.049 | .039 | -.099 | .179 | -.163 | -.201 | -.103 | -.028 | .143 | -.050 | .034 | -.030 | .003 | .669 ^a | -.380 | -.395 | -.091 | .009 | .080 | -.149 | -.115 | -.006 | -.013 | .075 |
| Ethics 16 | .033 | -.045 | .025 | .022 | -.187 | .024 | -.093 | .045 | -.029 | -.156 | .013 | -.060 | .096 | -.036 | -.380 | .717 ^a | -.048 | -.077 | .071 | -.101 | .090 | .133 | .019 | -.068 | .021 |
| Ethics 17 | -.081 | .131 | -.097 | .049 | -.065 | .094 | .136 | .042 | -.081 | -.015 | -.042 | -.011 | -.098 | -.106 | -.395 | -.048 | .654 ^a | -.030 | .010 | .037 | -.058 | .188 | -.044 | -.019 | .082 |
| Ethics 18 | .019 | -.025 | .019 | -.135 | .097 | .038 | .048 | -.120 | -.024 | -.094 | -.036 | .029 | .035 | .068 | -.091 | -.077 | -.030 | .601 ^a | -.354 | -.149 | .101 | .086 | .035 | .092 | -.063 |

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Ethics 19 | -0.27 | .059 | -.015 | .030 | -.068 | -.020 | .052 | .088 | -.064 | -.090 | .041 | .004 | .023 | -.160 | .009 | .071 | .010 | -.354 | .708 ^a | -.229 | -.011 | -.052 | -.191 | .128 | -.061 |
| Ethics 20 | .015 | .017 | -.062 | .109 | .037 | .009 | -.068 | -.029 | .002 | .086 | .010 | .023 | -.084 | -.013 | .080 | -.101 | .037 | -.149 | -.229 | .759 ^a | -.433 | .082 | -.104 | -.157 | .088 |
| Ethics 21 | -.138 | -.048 | .024 | -.046 | -.103 | .053 | .021 | -.029 | .060 | -.064 | -.073 | -.110 | -.059 | .031 | -.149 | .090 | -.058 | .101 | -.011 | -.433 | .842 ^a | -.100 | .046 | -.142 | -.126 |
| Ethics 22 | -.003 | .046 | -.022 | .043 | -.134 | .055 | .015 | .048 | -.083 | -.061 | .024 | -.001 | -.111 | -.073 | -.115 | .133 | .188 | .086 | -.052 | .082 | -.100 | .790 ^a | -.238 | -.192 | .039 |
| Ethics 23 | .015 | -.103 | .005 | -.223 | .023 | .082 | -.063 | -.076 | .085 | -.158 | -.100 | .004 | -.018 | .213 | -.006 | .019 | -.044 | .035 | -.191 | -.104 | .046 | -.238 | .747 ^a | -.184 | -.355 |
| Ethics 24 | -.084 | .115 | .042 | .046 | -.035 | -.120 | .000 | -.061 | -.078 | -.136 | -.087 | .037 | .053 | -.054 | -.013 | -.068 | -.019 | .092 | .128 | -.157 | -.142 | -.192 | -.184 | .829 ^a | -.254 |
| Ethics 25 | .024 | .012 | -.068 | .074 | .031 | -.182 | -.095 | -.009 | -.031 | .021 | .035 | .057 | -.002 | -.143 | .075 | .021 | .082 | -.063 | -.061 | .088 | -.126 | .039 | -.355 | -.254 | .797 ^a |

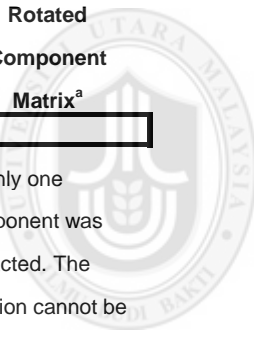
a. Measures
of Sampling
Adequacy(M
SA)



**Rotated
Component
Matrix^a**

[Redacted]

a. Only one component was extracted. The solution cannot be rotated.



Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.950 | 64.736 | 64.736 | 2.950 | 64.736 | 64.736 |
| 2 | .991 | 3.699 | 68.435 | | | |
| 3 | .978 | 3.289 | 71.724 | | | |
| 4 | .938 | 3.172 | 74.896 | | | |
| 5 | .914 | 2.998 | 77.894 | | | |
| 6 | .893 | 2.641 | 80.535 | | | |
| 7 | .836 | 2.432 | 82.967 | | | |
| 8 | .811 | 2.119 | 85.086 | | | |
| 9 | .795 | 1.841 | 86.927 | | | |
| 10 | .742 | 1.745 | 88.672 | | | |
| 11 | .710 | 1.544 | 90.216 | | | |
| 12 | .689 | 1.325 | 91.541 | | | |
| 13 | .654 | 1.290 | 92.831 | | | |
| 14 | .611 | 1.178 | 94.009 | | | |
| 15 | .597 | 1.101 | 95.110 | | | |
| 16 | .579 | .946 | 96.056 | | | |
| 17 | .566 | .882 | 96.938 | | | |
| 18 | .527 | .699 | 97.637 | | | |
| 19 | .487 | .545 | 98.182 | | | |
| 20 | .469 | .442 | 98.624 | | | |
| 21 | .429 | .326 | 98.950 | | | |
| 22 | .398 | .319 | 99.269 | | | |
| 23 | .371 | .299 | 99.568 | | | |
| 24 | .289 | .234 | 99.802 | | | |
| 25 | .267 | .198 | 100.000 | | | |

Extraction Method: Principal Component Analysis.

APPENDIX 13

Factor Analysis – Business Performance

KMO and Bartlett's Test

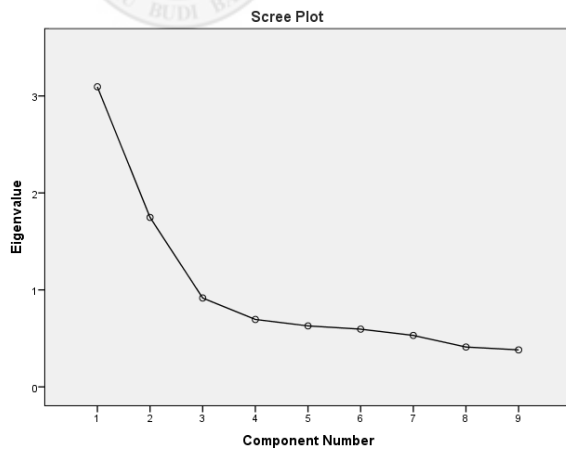
| | |
|--|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .765 |
| Approx. Chi-Square | 467.172 |
| Bartlett's Test of Sphericity | df |
| | 36 |
| | Sig. |
| | .000 |

Anti-image Matrices

| | | Perform ance1 | Perform ance2 | Perform ance3 | Perform ance4 | Perform ance5 | Perform ance6 | Perform ance7 | Perform ance8 | Perform ance9 |
|----------------------------------|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Anti- image Covari ance | Perform ance1 | .617 | -.269 | -.110 | -.057 | -.043 | .040 | -.031 | .078 | -.076 |
| | Perform ance2 | -.269 | .617 | -.086 | .002 | -.024 | .031 | .068 | -.049 | -.159 |
| | Perform ance3 | -.110 | -.086 | .722 | -.046 | .009 | .042 | -.131 | -.148 | -.127 |
| | Perform ance4 | -.057 | .002 | -.046 | .674 | -.165 | -.194 | -.032 | .022 | -.028 |
| | Perform ance5 | -.043 | -.024 | .009 | -.165 | .609 | -.046 | -.200 | -.063 | -.108 |
| | Perform ance6 | .040 | .031 | .042 | -.194 | -.046 | .619 | -.172 | -.198 | -.057 |
| | Perform ance7 | -.031 | .068 | -.131 | -.032 | -.200 | -.172 | .625 | -.026 | .009 |
| | Perform ance8 | .078 | -.049 | -.148 | .022 | -.063 | -.198 | -.026 | .802 | .103 |
| | Perform ance9 | -.076 | -.159 | -.127 | -.028 | -.108 | -.057 | .009 | .103 | .702 |
| Anti- image | Perform ance1 | .733 ^a | -.436 | -.164 | -.089 | -.070 | .065 | -.050 | .111 | -.116 |

| | | | | | | | | | | |
|-------------|--------------|-------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Correlation | Performance2 | -.436 | .697 ^a | -.129 | .003 | -.040 | .051 | .110 | -.069 | -.242 |
| | Performance3 | -.164 | -.129 | .804 ^a | -.066 | .014 | .064 | -.194 | -.194 | -.178 |
| | Performance4 | -.089 | .003 | -.066 | .815 ^a | -.257 | -.301 | -.050 | .030 | -.040 |
| | Performance5 | -.070 | -.040 | .014 | -.257 | .810 ^a | -.075 | -.324 | -.090 | -.165 |
| | Performance6 | .065 | .051 | .064 | -.301 | -.075 | .737 ^a | -.277 | -.281 | -.087 |
| | Performance7 | -.050 | .110 | -.194 | -.050 | -.324 | -.277 | .774 ^a | -.036 | .014 |
| | Performance8 | .111 | -.069 | -.194 | .030 | -.090 | -.281 | -.036 | .668 ^a | .137 |
| | Performance9 | -.116 | -.242 | -.178 | -.040 | -.165 | -.087 | .014 | .137 | .807 ^a |

a. Measures of Sampling Adequacy(MSA)



Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| | | | | | | | | | |
| 1 | 2.000 | 68.011 | 68.011 | 2.000 | 68.011 | 68.011 | 1.767 | 63.429 | 63.429 |
| 2 | .961 | 7.201 | 75.212 | | | | | | |
| 3 | .920 | 6.112 | 81.324 | | | | | | |
| 4 | .864 | 5.765 | 87.089 | | | | | | |
| 5 | .806 | 4.283 | 91.372 | | | | | | |
| 6 | .750 | 3.329 | 94.701 | | | | | | |
| 7 | .690 | 2.662 | 97.363 | | | | | | |
| 8 | .585 | 1.432 | 98.795 | | | | | | |
| 9 | .461 | 1.205 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

| | Component |
|----|-----------|
| | 1 |
| P1 | .673 |
| P2 | .640 |
| P3 | .793 |
| P4 | .675 |
| P5 | .777 |
| P6 | .649 |
| P7 | .839 |
| P8 | .871 |
| P9 | .925 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. 1 component extracted.

APPENDIX 14

Normality

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation | Skewness | | Kurtosis | |
|-----------------------------|-----------|-----------|-----------|-----------|----------------|-----------|------------|-----------|------------|
| | | | | | | Statistic | Std. Error | Statistic | Std. Error |
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | |
| strategic_orientation | 207 | 4.67 | 7.00 | 6.1224 | .58205 | .059 | .169 | -.650 | .337 |
| resource_orientation | 207 | 4.71 | 7.00 | 5.9938 | .55334 | -.022 | .169 | -.751 | .337 |
| management_structu re | 207 | 4.00 | 7.00 | 5.7947 | .66837 | -.064 | .169 | -.210 | .337 |
| reward_philoshopy | 207 | 4.50 | 7.00 | 5.8466 | .66898 | -.311 | .169 | -.805 | .337 |
| growth_orientation | 207 | 4.50 | 7.00 | 6.3261 | .75440 | -.745 | .169 | -.706 | .337 |
| entrepreneurial_cultu re | 207 | 4.67 | 6.67 | 5.7713 | .49189 | -.537 | .169 | -.696 | .337 |
| innovativeness | 207 | 2.67 | 5.00 | 4.0403 | .58384 | -.011 | .169 | -.133 | .337 |
| proactiveness | 207 | 2.00 | 5.00 | 3.8615 | .68355 | -.341 | .169 | -.104 | .337 |
| risk_taking | 207 | 2.67 | 5.00 | 3.9823 | .54288 | -.152 | .169 | -.253 | .337 |
| ethics | 207 | 4.72 | 6.76 | 5.8947 | .31798 | -.177 | .169 | 1.776 | .337 |
| performance | 207 | 5.00 | 6.78 | 5.6248 | .37148 | .307 | .169 | -.468 | .337 |
| Valid N (listwise) | 207 | | | | | | | | |

Multicollinearity

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | .689 | .282 | | 2.447 | .015 | | |
| strategic_orientation | .139 | .032 | .245 | 4.336 | .000 | .459 | 2.177 |
| resource_orientation | .189 | .039 | .316 | 4.828 | .000 | .341 | 2.932 |
| management_structure | -.007 | .034 | -.014 | -.196 | .844 | .305 | 3.274 |
| reward_philosophy | .083 | .035 | .167 | 2.364 | .019 | .292 | 3.424 |
| growth_orientation | -.059 | .028 | -.134 | - | .039 | .347 | 2.881 |
| entrepreneurial_culture | .046 | .040 | .068 | 1.135 | .258 | .409 | 2.443 |
| innovativeness | -.028 | .027 | -.050 | - | .292 | .652 | 1.533 |
| proactiveness | .107 | .025 | .222 | 4.319 | .000 | .554 | 1.805 |
| risk_taking | .182 | .029 | .299 | 6.259 | .000 | .642 | 1.557 |
| ethics | .251 | .042 | .241 | 6.036 | .000 | .915 | 1.093 |

a. Dependent Variable: performance

APPENDIX 15

Correlation

| | | Correlations | | | | | | |
|---------------------------|---|-----------------|---------------------------|--------------------------|--------------------------|----------------------|------------------------|----------------------------|
| | | perfor mance | strategic_o rientation | resource_o rientation | management _structure | reward_ph ilosopy | growth_ori entation | entrepreneur al_culture |
| performance | Pears on Corre lation Sig. (2- tailed) N | 1 | .582** | .629** | .539** | .485** | .391** | .551** |
| | | 207 | 207 | 207 | 207 | 207 | 207 | 207 |
| strategic_ori entation | Pears on Corre lation Sig. (2- tailed) N | .582** | 1 | .628** | .673** | .541** | .541** | .609** |
| | | 207 | 207 | 207 | 207 | 207 | 207 | 207 |
| resource_ori entation | Pears on Corre lation Sig. (2- tailed) N | .629** | .628** | 1 | .736** | .553** | .500** | .708** |
| | | 207 | 207 | 207 | 207 | 207 | 207 | 207 |
| management _structure | Pears on | .539** | .673** | .736** | 1 | .692** | .584** | .619** |
| | | | | | | | | |

| | | | | | | | | |
|-------------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|
| | Correlation | | | | | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 207 | 207 | 207 | 207 | 207 | 207 | 207 |
| reward_philosophy | Pearson Correlation | .485** | .541** | .553** | .692** | 1 | .786** | .585** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 207 | 207 | 207 | 207 | 207 | 207 | 207 |
| growth_orientation | Pearson Correlation | .391** | .541** | .500** | .584** | .786** | 1 | .564** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 207 | 207 | 207 | 207 | 207 | 207 | 207 |
| entrepreneurial_culture | Pearson Correlation | .551** | .609** | .708** | .619** | .585** | .564** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 207 | 207 | 207 | 207 | 207 | 207 | 207 |

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

Correlations

| | | performance | innovativeness | proactiveness | risk_taking |
|----------------|---------------------|-------------|----------------|---------------|-------------|
| performance | Pearson Correlation | 1 | .162* | .413** | .481** |
| | Sig. (2-tailed) | | .020 | .000 | .000 |
| | N | 207 | 207 | 207 | 207 |
| innovativeness | Pearson Correlation | .162* | 1 | .549** | .423** |
| | Sig. (2-tailed) | .020 | | .000 | .000 |
| | N | 207 | 207 | 207 | 207 |
| proactiveness | Pearson Correlation | .413** | .549** | 1 | .559** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 207 | 207 | 207 | 207 |
| risk_taking | Pearson Correlation | .481** | .423** | .559** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 207 | 207 | 207 | 207 |

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

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

Correlations

| | | performance | ethics |
|-------------|---------------------|-------------|--------|
| performance | Pearson Correlation | 1 | .430** |
| | Sig. (2-tailed) | | .000 |
| | N | 207 | 207 |
| ethics | Pearson Correlation | .430** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 207 | 207 |

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

APPENDIX 16

Regression Analysis of Entrepreneurial Management on Business Performance

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1 | entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy | | Enter |

a. All requested variables entered.

b. Dependent Variable: performance

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .689 ^a | .474 | .458 | .24323 | 1.351 |

a. Predictors: (Constant), entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy

b. Dependent Variable: performance

ANOVA^b

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|-----|-------------|--------|-------------------|
| 1 Regression | 10.674 | 6 | 1.779 | 30.070 | .000 ^a |
| Residual | 11.832 | 200 | .059 | | |
| Total | 22.506 | 206 | | | |

a. Predictors: (Constant), entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy

b. Dependent Variable: performance

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|-------------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 2.721 | .218 | | 12.453 | .000 | | |
| | strategic_orientation | .161 | .043 | .284 | 3.779 | .000 | .465 | 2.150 |
| | resource_orientation | .220 | .052 | .368 | 4.228 | .000 | .348 | 2.876 |
| | management_structure | -.028 | .046 | -.056 | -.604 | .546 | .309 | 3.234 |
| | reward_philosophy | .108 | .047 | .219 | 2.321 | .021 | .296 | 3.384 |
| | growth_orientation | -.064 | .038 | -.147 | -1.706 | .090 | .356 | 2.807 |
| | entrepreneurial_culture | .072 | .053 | .107 | 1.347 | .180 | .415 | 2.408 |

a. Dependent Variable: performance

Collinearity Diagnostics^a

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions | | | | | | |
|-------|-----------|------------|-----------------|----------------------|-----------------------|----------------------|----------------------|-------------------|--------------------|-------------------------|
| | | | | (Constant) | strategic_orientation | resource_orientation | management_structure | reward_philosophy | growth_orientation | entrepreneurial_culture |
| 1 | 1 | 6.973 | 1.000 | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| | 2 | .010 | 27.031 | .15 | .02 | .02 | .00 | .10 | .18 | .01 |
| | 3 | .006 | 33.019 | .31 | .02 | .03 | .27 | .00 | .10 | .00 |
| | 4 | .004 | 43.727 | .07 | .77 | .05 | .04 | .11 | .09 | .01 |
| | 5 | .003 | 46.285 | .36 | .04 | .15 | .15 | .09 | .09 | .32 |
| | 6 | .002 | 53.895 | .09 | .11 | .08 | .14 | .53 | .52 | .21 |
| | 7 | .002 | 61.250 | .01 | .05 | .67 | .39 | .17 | .02 | .45 |

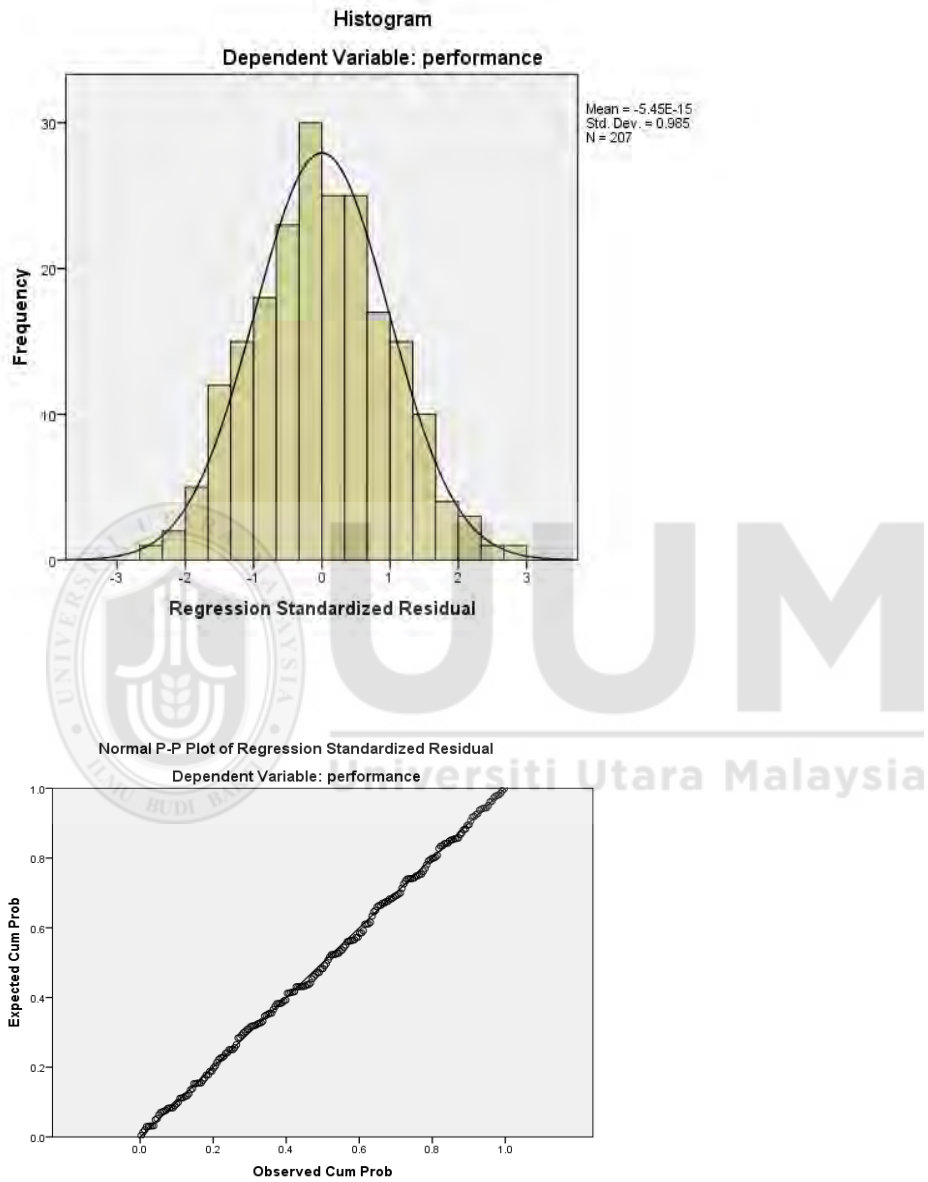
a. Dependent Variable: performance

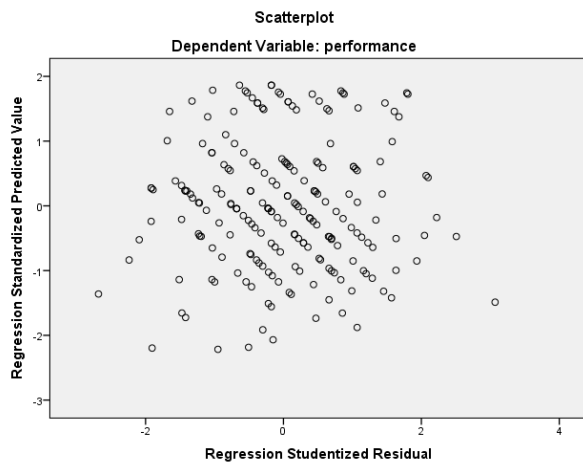
Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|-----------------------------------|---------|---------|--------|----------------|-----|
| Predicted Value | 5.0024 | 5.9309 | 5.5067 | .22763 | 207 |
| Std. Predicted Value | -2.216 | 1.864 | .000 | 1.000 | 207 |
| Standard Error of Predicted Value | .022 | .070 | .044 | .010 | 207 |
| Adjusted Predicted Value | 5.0146 | 5.9349 | 5.5066 | .22830 | 207 |
| Residual | -.64128 | .72093 | .00000 | .23966 | 207 |
| Std. Residual | -2.636 | 2.964 | .000 | .985 | 207 |
| Stud. Residual | -2.683 | 3.069 | .000 | 1.003 | 207 |
| Deleted Residual | -.66402 | .77306 | .00008 | .24846 | 207 |
| Stud. Deleted Residual | -2.726 | 3.136 | .000 | 1.008 | 207 |
| Mahal. Distance | .700 | 16.115 | 5.971 | 3.243 | 207 |
| Cook's Distance | .000 | .097 | .005 | .009 | 207 |
| Centered Leverage Value | .003 | .078 | .029 | .016 | 207 |

a. Dependent Variable: performance

Charts





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APPENDIX 17

Regression Analysis of Entrepreneurial Orientation on Business Performance

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1 | risk_taking, innovativeness, proactiveness | | Enter |

a. All requested variables entered.

b. Dependent Variable: performance

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .528 ^a | .279 | .268 | .28281 | 1.762 |

a. Predictors: (Constant), risk_taking, innovativeness, proactiveness

b. Dependent Variable: performance

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 6.270 | 3 | 2.090 | 26.130 | .000 ^a |
| | Residual | 16.236 | 203 | .080 | | |
| | Total | 22.506 | 206 | | | |

a. Predictors: (Constant), risk_taking, innovativeness, proactiveness

b. Dependent Variable: performance

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|----------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| | | | | | | | | |
| 1 | (Constant) | 4.395 | .168 | | 26.179 | .000 | | |
| | innovativeness | -.089 | .041 | -.157 | -2.177 | .031 | .679 | 1.473 |
| | proactiveness | .136 | .038 | .282 | 3.561 | .000 | .568 | 1.759 |
| | risk_taking | .238 | .044 | .390 | 5.354 | .000 | .669 | 1.496 |

a. Dependent Variable: performance

Collinearity Diagnostics^a

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions | | | |
|-------|-----------|------------|-----------------|----------------------|----------------|---------------|-------------|
| | | | | (Constant) | innovativeness | proactiveness | risk_taking |
| 1 | 1 | 3.966 | 1.000 | .00 | .00 | .00 | .00 |
| | 2 | .015 | 16.026 | .34 | .00 | .67 | .01 |
| | 3 | .011 | 18.786 | .01 | .76 | .01 | .40 |
| | 4 | .008 | 22.865 | .65 | .24 | .31 | .59 |

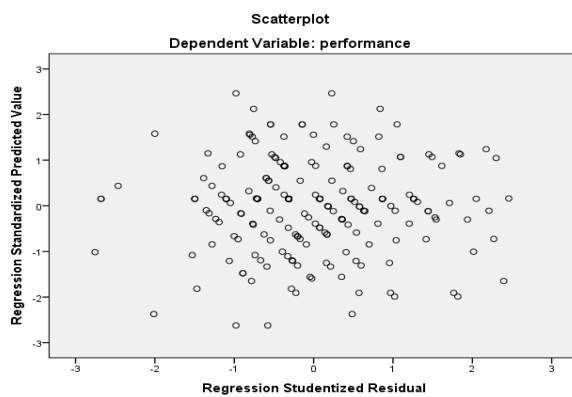
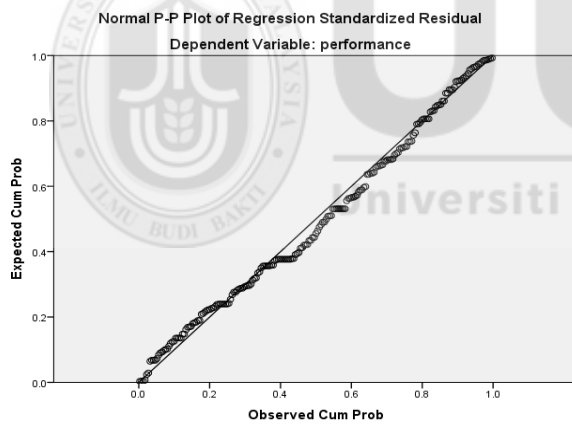
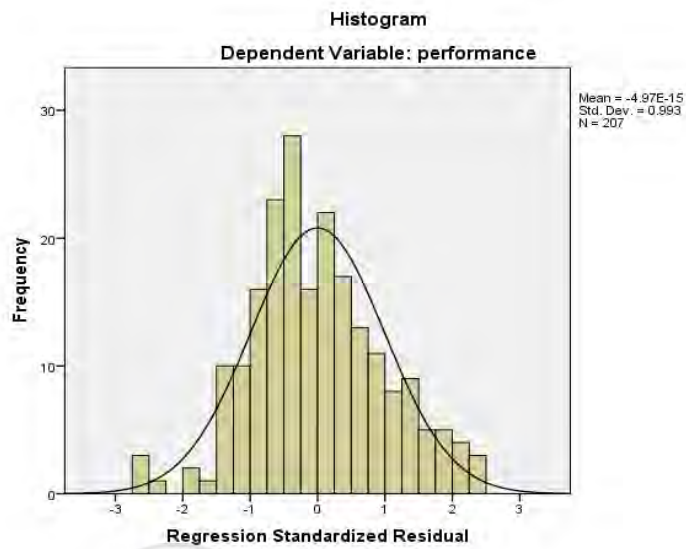
a. Dependent Variable: performance

Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|-----------------------------------|---------|---------|--------|----------------|-----|
| Predicted Value | 5.0490 | 5.9369 | 5.5067 | .17446 | 207 |
| Std. Predicted Value | -2.623 | 2.466 | .000 | 1.000 | 207 |
| Standard Error of Predicted Value | .021 | .094 | .037 | .014 | 207 |
| Adjusted Predicted Value | 5.0556 | 5.9498 | 5.5066 | .17429 | 207 |
| Residual | -.77399 | .68726 | .00000 | .28074 | 207 |
| Std. Residual | -2.737 | 2.430 | .000 | .993 | 207 |
| Stud. Residual | -2.755 | 2.459 | .000 | 1.002 | 207 |
| Deleted Residual | -.78442 | .70344 | .00006 | .28625 | 207 |
| Stud. Deleted Residual | -2.801 | 2.490 | .000 | 1.008 | 207 |
| Mahal. Distance | .091 | 21.795 | 2.986 | 3.340 | 207 |
| Cook's Distance | .000 | .126 | .005 | .012 | 207 |
| Centered Leverage Value | .000 | .106 | .014 | .016 | 207 |

a. Dependent Variable: performance

Charts



APPENDIX 18

Regression Analysis of Ethics on Business Performance

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|---------------------|-------------------|--------|
| 1 | ethics ^a | . | Enter |

a. All requested variables entered.

b. Dependent Variable: performance

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .702 ^a | .493 | .490 | .23603 | 1.712 |

a. Predictors: (Constant), ethics

b. Dependent Variable: performance

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 11.085 | 1 | 11.085 | 198.980 | .000 ^a |
| | Residual | 11.421 | 205 | .056 | | |
| | Total | 22.506 | 206 | | | |

a. Predictors: (Constant), ethics

b. Dependent Variable: performance

Coefficients^a

| Model | | Unstandardized | | Standardized | t | Sig. | Collinearity Statistics | |
|-------|------------|----------------|------------|--------------|--------|------|-------------------------|-------|
| | | Coefficients | | Coefficients | | | Tolerance | VIF |
| | | B | Std. Error | Beta | | | | |
| 1 | (Constant) | 1.515 | .283 | | 5.343 | .000 | | |
| | ethics | .752 | .053 | .702 | 14.106 | .000 | 1.000 | 1.000 |

a. Dependent Variable: performance

Collinearity Diagnostics^a

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions | |
|-------|-----------|------------|-----------------|----------------------|--------|
| | | | | (Constant) | ethics |
| | | | | 1 | 1 |
| | 2 | .002 | 34.531 | 1.00 | 1.00 |

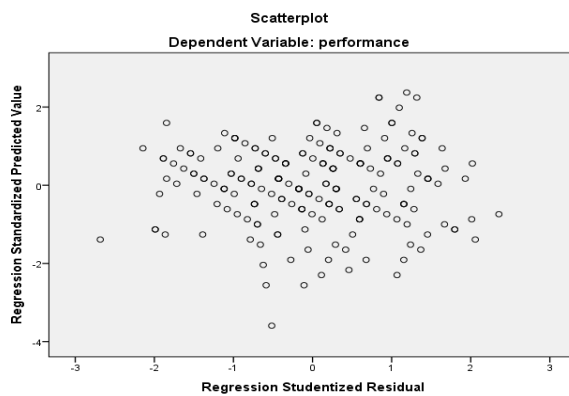
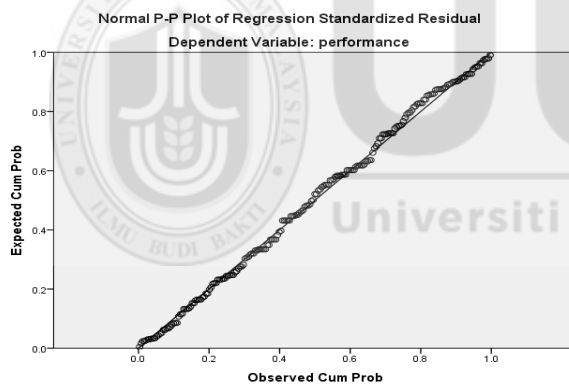
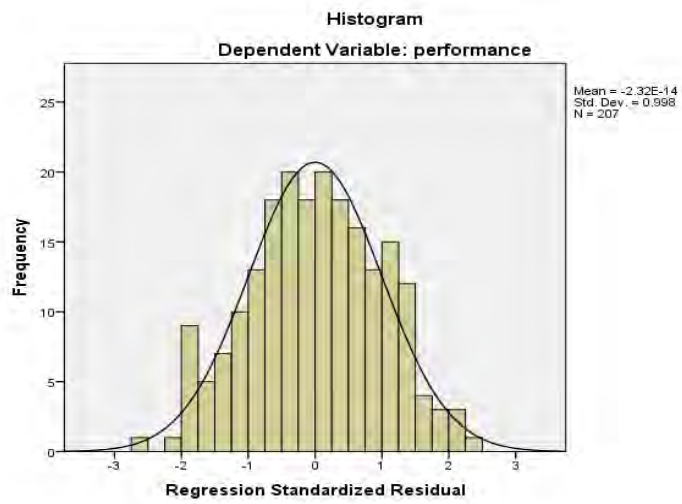
a. Dependent Variable: performance

Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|-----------------------------------|---------|---------|--------|----------------|-----|
| Predicted Value | 4.6732 | 6.0569 | 5.5067 | .23197 | 207 |
| Std. Predicted Value | -3.593 | 2.372 | .000 | 1.000 | 207 |
| Standard Error of Predicted Value | .016 | .061 | .022 | .007 | 207 |
| Adjusted Predicted Value | 4.6817 | 6.0477 | 5.5065 | .23164 | 207 |
| Residual | -.62898 | .55395 | .00000 | .23546 | 207 |
| Std. Residual | -2.665 | 2.347 | .000 | .998 | 207 |
| Stud. Residual | -2.684 | 2.356 | .000 | 1.002 | 207 |
| Deleted Residual | -.63804 | .55813 | .00018 | .23771 | 207 |
| Stud. Deleted Residual | -2.726 | 2.382 | .000 | 1.006 | 207 |
| Mahal. Distance | .001 | 12.912 | .995 | 1.542 | 207 |
| Cook's Distance | .000 | .052 | .005 | .007 | 207 |
| Centered Leverage Value | .000 | .063 | .005 | .007 | 207 |

a. Dependent Variable: performance

Charts



APPENDIX 19

Regression Analysis of Entrepreneurial Management on Ethics

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1 | entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy | . | Enter |

a. All requested variables entered.

b. Dependent Variable: ethics

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .723 ^a | .523 | .509 | .21617 | 1.250 |

a. Predictors: (Constant), entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy

b. Dependent Variable: ethics

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 10.255 | 6 | 1.709 | 36.574 | .000 ^a |
| | Residual | 9.346 | 200 | .047 | | |
| | Total | 19.601 | 206 | | | |

a. Predictors: (Constant), entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy

b. Dependent Variable: ethics

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|-------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| | | 1 | (Constant) | 2.757 | | | | |
| | strategic_orientation | .176 | .038 | .332 | 4.639 | .000 | .465 | 2.150 |
| | resource_orientation | .050 | .046 | .090 | 1.091 | .277 | .348 | 2.876 |
| | management_structure | -.023 | .041 | -.051 | -.576 | .565 | .309 | 3.234 |
| | reward_philosophy | .126 | .041 | .273 | 3.042 | .003 | .296 | 3.384 |
| | growth_orientation | .076 | .033 | .187 | 2.283 | .023 | .356 | 2.807 |
| | entrepreneurial_culture | .015 | .048 | .024 | .320 | .749 | .415 | 2.408 |

a. Dependent Variable: ethics

Collinearity Diagnostics^a

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions | | | | | | |
|-------|-----------|------------|-----------------|----------------------|-----------------------|----------------------|----------------------|-------------------|--------------------|-------------------------|
| | | | | (Constant) | strategic_orientation | resource_orientation | management_structure | reward_philosophy | growth_orientation | entrepreneurial_culture |
| 1 | 1 | 6.973 | 1.000 | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| | 2 | .010 | 27.031 | .15 | .02 | .02 | .00 | .10 | .18 | .01 |
| | 3 | .006 | 33.019 | .31 | .02 | .03 | .27 | .00 | .10 | .00 |
| | 4 | .004 | 43.727 | .07 | .77 | .05 | .04 | .11 | .09 | .01 |
| | 5 | .003 | 46.285 | .36 | .04 | .15 | .15 | .09 | .09 | .32 |
| | 6 | .002 | 53.895 | .09 | .11 | .08 | .14 | .53 | .52 | .21 |
| | 7 | .002 | 61.250 | .01 | .05 | .67 | .39 | .17 | .02 | .45 |

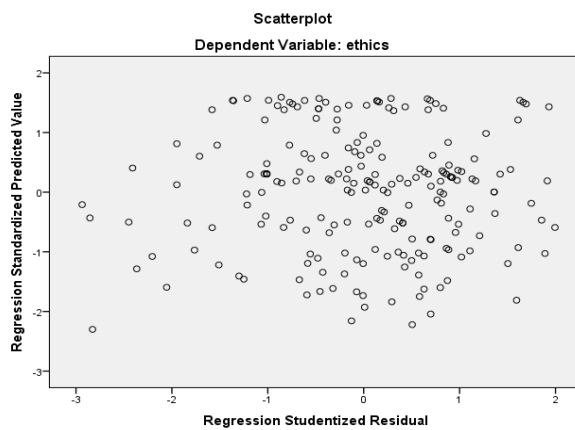
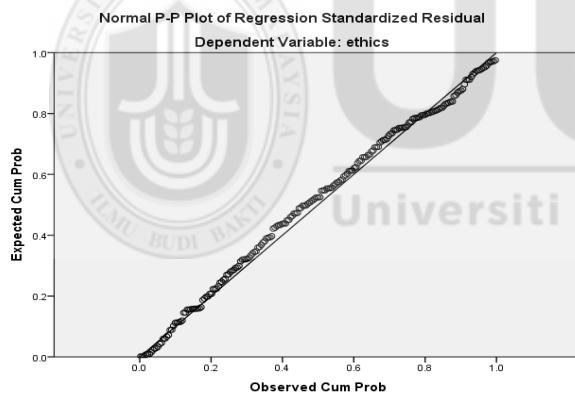
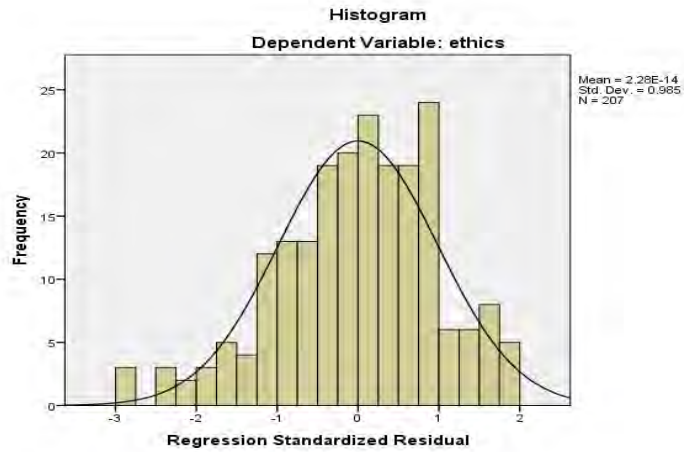
a. Dependent Variable: ethics

Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|-----------------------------------|---------|---------|---------|----------------|-----|
| Predicted Value | 4.7952 | 5.6637 | 5.3084 | .22312 | 207 |
| Std. Predicted Value | -2.300 | 1.592 | .000 | 1.000 | 207 |
| Standard Error of Predicted Value | .020 | .062 | .039 | .009 | 207 |
| Adjusted Predicted Value | 4.8083 | 5.6681 | 5.3085 | .22320 | 207 |
| Residual | -.62183 | .42371 | .00000 | .21300 | 207 |
| Std. Residual | -2.877 | 1.960 | .000 | .985 | 207 |
| Stud. Residual | -2.936 | 1.994 | .000 | 1.002 | 207 |
| Deleted Residual | -.64782 | .43865 | -.00006 | .22040 | 207 |
| Stud. Deleted Residual | -2.994 | 2.009 | -.001 | 1.008 | 207 |
| Mahal. Distance | .700 | 16.115 | 5.971 | 3.243 | 207 |
| Cook's Distance | .000 | .062 | .005 | .008 | 207 |
| Centered Leverage Value | .003 | .078 | .029 | .016 | 207 |

a. Dependent Variable: ethics

Charts



APPENDIX 20

Regression Analysis of Entrepreneurial Orientation on Ethics

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1 | risk_taking, innovativeness, proactiveness | . | Enter |

a. All requested variables entered.

b. Dependent Variable: ethics

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .373 ^a | .139 | .126 | .28836 | 1.482 |

a. Predictors: (Constant), risk_taking, innovativeness, proactiveness

b. Dependent Variable: ethics

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 2.721 | 3 | .907 | 10.908 | .000 ^a |
| | Residual | 16.880 | 203 | .083 | | |
| | Total | 19.601 | 206 | | | |

a. Predictors: (Constant), risk_taking, innovativeness, proactiveness

b. Dependent Variable: ethics

Coefficients^a

| Model | | Unstandardized | | Standardized | t | Sig. | Collinearity Statistics | |
|-------|----------------|----------------|------------|--------------|--------|------|-------------------------|-------|
| | | Coefficients | | Coefficients | | | Tolerance | VIF |
| | | B | Std. Error | Beta | | | | |
| 1 | (Constant) | 4.514 | .171 | | 26.374 | .000 | | |
| | innovativeness | -.022 | .042 | -.042 | -.535 | .593 | .679 | 1.473 |
| | proactiveness | .109 | .039 | .242 | 2.797 | .006 | .568 | 1.759 |
| | risk_taking | .116 | .045 | .205 | 2.571 | .011 | .669 | 1.496 |

a. Dependent Variable: ethics

Collinearity Diagnostics^a

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions | | | |
|-------|-----------|------------|-----------------|----------------------|----------------|---------------|-------------|
| | | | | (Constant) | innovativeness | proactiveness | risk_taking |
| | | | | 1 | 1 | 3.966 | 1.000 |
| | 2 | .015 | 16.026 | .34 | .00 | .67 | .01 |
| | 3 | .011 | 18.786 | .01 | .76 | .01 | .40 |
| | 4 | .008 | 22.865 | .65 | .24 | .31 | .59 |

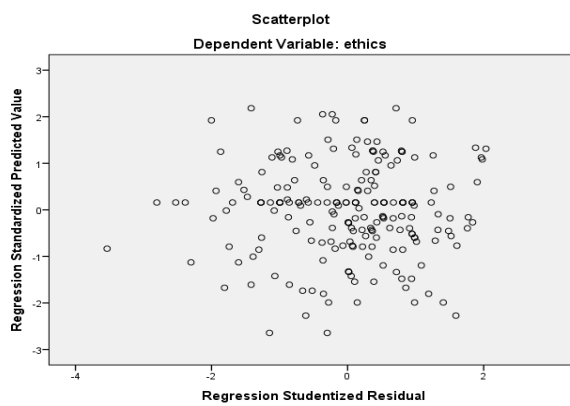
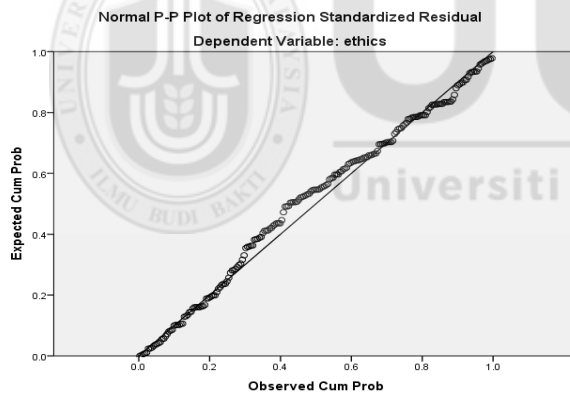
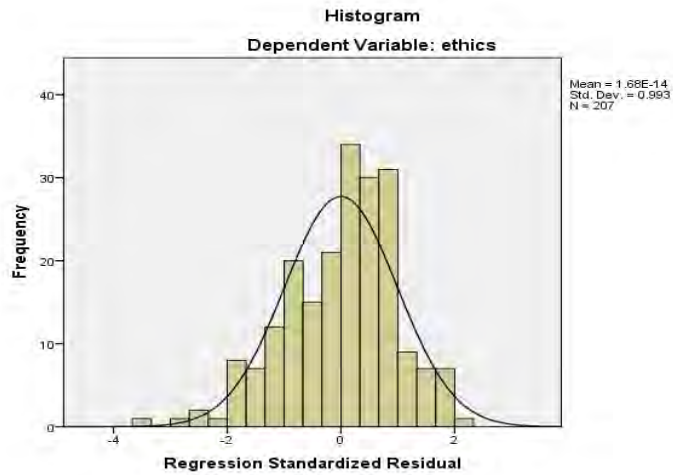
a. Dependent Variable: ethics

Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|-----------------------------------|----------|---------|--------|----------------|-----|
| Predicted Value | 5.0045 | 5.5593 | 5.3084 | .11493 | 207 |
| Std. Predicted Value | -2.644 | 2.183 | .000 | 1.000 | 207 |
| Standard Error of Predicted Value | .021 | .096 | .037 | .014 | 207 |
| Adjusted Predicted Value | 4.9934 | 5.5784 | 5.3083 | .11579 | 207 |
| Residual | -1.01255 | .58063 | .00000 | .28625 | 207 |
| Std. Residual | -3.511 | 2.014 | .000 | .993 | 207 |
| Stud. Residual | -3.535 | 2.033 | .000 | 1.002 | 207 |
| Deleted Residual | -1.02620 | .59198 | .00012 | .29167 | 207 |
| Stud. Deleted Residual | -3.640 | 2.049 | -.001 | 1.008 | 207 |
| Mahal. Distance | .091 | 21.795 | 2.986 | 3.340 | 207 |
| Cook's Distance | .000 | .079 | .005 | .009 | 207 |
| Centered Leverage Value | .000 | .106 | .014 | .016 | 207 |

a. Dependent Variable: ethics

Charts



APPENDIX 21

Mediated Regression Analysis of Entrepreneurial Management, Ethics and Business Performance

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|---------|
| 1 | entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy | | . Enter |
| 2 | ethics ^a | | . Enter |

a. All requested variables entered.

b. Dependent Variable: performance

Model Summary^c

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .689 ^a | .474 | .458 | .24323 | |
| 2 | .785 ^b | .616 | .603 | .20831 | 1.722 |

a. Predictors: (Constant), entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy

b. Predictors: (Constant), entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy, ethics

c. Dependent Variable: performance

ANOVA^c

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 10.674 | 6 | 1.779 | 30.070 | .000 ^a |
| | Residual | 11.832 | 200 | .059 | | |
| | Total | 22.506 | 206 | | | |
| 2 | Regression | 13.871 | 7 | 1.982 | 45.666 | .000 ^b |
| | Residual | 8.635 | 199 | .043 | | |
| | Total | 22.506 | 206 | | | |

a. Predictors: (Constant), entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy

b. Predictors: (Constant), entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy, ethics

c. Dependent Variable: performance

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|--------|-------------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| | | | | | | | | |
| 1 | (Constant) | 2.721 | .218 | | 12.453 | .000 | | |
| | strategic_orientation | .161 | .043 | .284 | 3.779 | .000 | .465 | 2.150 |
| | resource_orientation | .220 | .052 | .368 | 4.228 | .000 | .348 | 2.876 |
| | management_structure | -.028 | .046 | -.056 | -.604 | .546 | .309 | 3.234 |
| | reward_philosophy | .108 | .047 | .219 | 2.321 | .021 | .296 | 3.384 |
| | growth_orientation | -.064 | .038 | -.147 | -1.706 | .090 | .356 | 2.807 |
| | entrepreneurial_culture | .072 | .053 | .107 | 1.347 | .180 | .415 | 2.408 |
| 2 | (Constant) | 1.108 | .265 | | 4.180 | .000 | | |
| | strategic_orientation | .058 | .038 | .103 | 1.518 | .131 | .420 | 2.381 |
| | resource_orientation | .190 | .045 | .318 | 4.262 | .000 | .346 | 2.893 |
| | management_structure | -.014 | .039 | -.028 | -.356 | .722 | .309 | 3.240 |
| | reward_philosophy | .034 | .041 | .070 | .845 | .399 | .282 | 3.540 |
| | growth_orientation | -.109 | .033 | -.249 | -3.335 | .001 | .347 | 2.880 |
| | entrepreneurial_culture | .063 | .046 | .094 | 1.378 | .170 | .415 | 2.409 |
| ethics | .585 | .068 | .546 | 8.584 | .000 | .477 | 2.097 | |

a. Dependent Variable: performance

Excluded Variables^b

| Model | Beta In | t | Sig. | Partial Correlation | Collinearity Statistics | | | |
|-------|---------|-------------------|-------|---------------------|-------------------------|------|-------------------|------|
| | | | | | Tolerance | VIF | Minimum Tolerance | |
| 1 | ethics | .546 ^a | 8.584 | .000 | .520 | .477 | 2.097 | .282 |

a. Predictors in the Model: (Constant), entrepreneurial_culture, growth_orientation, strategic_orientation, management_structure, resource_orientation, reward_philosophy

b. Dependent Variable: performance

Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|-----------------------------------|---------|---------|--------|----------------|-----|
| Predicted Value | 4.6586 | 6.1450 | 5.5067 | .25949 | 207 |
| Std. Predicted Value | -3.269 | 2.460 | .000 | 1.000 | 207 |
| Standard Error of Predicted Value | .023 | .062 | .040 | .009 | 207 |
| Adjusted Predicted Value | 4.6687 | 6.1365 | 5.5064 | .25995 | 207 |
| Residual | -.60134 | .58573 | .00000 | .20474 | 207 |
| Std. Residual | -2.887 | 2.812 | .000 | .983 | 207 |
| Stud. Residual | -2.938 | 2.921 | .001 | 1.002 | 207 |
| Deleted Residual | -.62299 | .63196 | .00032 | .21295 | 207 |
| Stud. Deleted Residual | -2.997 | 2.978 | .001 | 1.007 | 207 |
| Mahal. Distance | 1.604 | 17.498 | 6.966 | 3.520 | 207 |
| Cook's Distance | .000 | .084 | .005 | .008 | 207 |
| Centered Leverage Value | .008 | .085 | .034 | .017 | 207 |

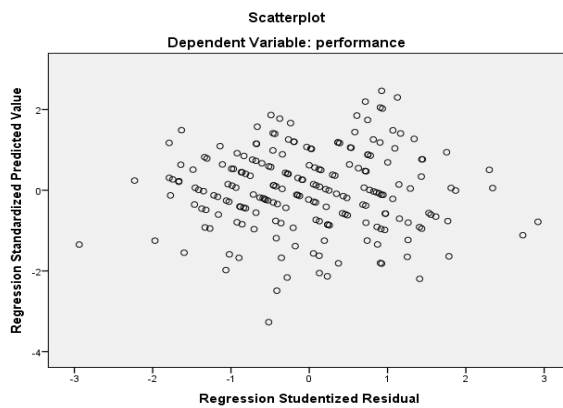
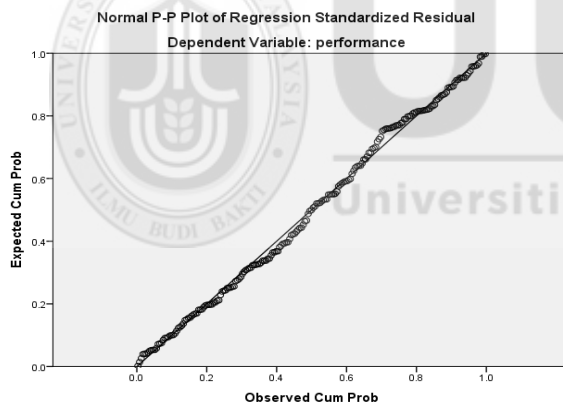
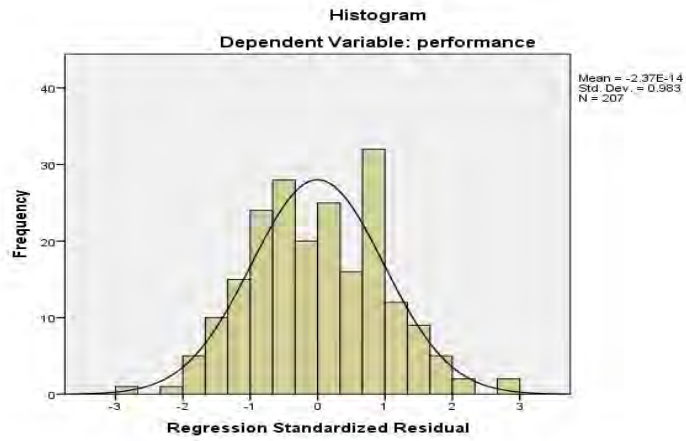
a. Dependent Variable: performance

Collinearity Diagnostics^a

| Model | Dimension | Eigen value | Condition Index | Variance Proportions | | | | | | | |
|-------|-----------|-------------|-----------------|----------------------|-----------------------|----------------------|----------------------|-------------------|--------------------|-------------------------|--------|
| | | | | (Constant) | strategic_orientation | resource_orientation | management_structure | reward_philosophy | growth_orientation | entrepreneurial_culture | ethics |
| 1 | 1 | 6.973 | 1.000 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| | 2 | .010 | 27.031 | .15 | .02 | .02 | .00 | .10 | .18 | .01 | |
| | 3 | .006 | 33.019 | .31 | .02 | .03 | .27 | .00 | .10 | .00 | |
| | 4 | .004 | 43.727 | .07 | .77 | .05 | .04 | .11 | .09 | .01 | |
| | 5 | .003 | 46.285 | .36 | .04 | .15 | .15 | .09 | .09 | .32 | |
| | 6 | .002 | 53.895 | .09 | .11 | .08 | .14 | .53 | .52 | .21 | |
| | 7 | .002 | 61.250 | .01 | .05 | .67 | .39 | .17 | .02 | .45 | |
| 2 | 1 | 7.970 | 1.000 | .00 | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| | 2 | .010 | 28.234 | .08 | .01 | .01 | .01 | .09 | .15 | .01 | .01 |
| | 3 | .007 | 33.693 | .07 | .02 | .06 | .22 | .01 | .11 | .00 | .02 |
| | 4 | .004 | 46.718 | .03 | .71 | .06 | .02 | .09 | .06 | .03 | .00 |
| | 5 | .003 | 48.072 | .07 | .00 | .10 | .21 | .09 | .13 | .33 | .03 |
| | 6 | .002 | 57.613 | .04 | .10 | .08 | .14 | .51 | .51 | .20 | .00 |
| | 7 | .002 | 65.185 | .03 | .03 | .68 | .39 | .13 | .02 | .40 | .01 |
| | 8 | .001 | 83.843 | .67 | .13 | .01 | .01 | .08 | .01 | .02 | .93 |

a. Dependent Variable: performance

Charts



APPENDIX 22

Mediated Regression Analysis of Entrepreneurial Orientation, Ethics and Business Performance

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|--|-------------------|--------|
| 1 | risk_taking, innovativeness, proactiveness | . | Enter |
| 2 | ethics ^a | . | Enter |

a. All requested variables entered.

b. Dependent Variable: performance

Model Summary^c

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .528 ^a | .279 | .268 | .28281 | |
| 2 | .762 ^b | .581 | .573 | .21606 | 1.981 |

a. Predictors: (Constant), risk_taking, innovativeness, proactiveness

b. Predictors: (Constant), risk_taking, innovativeness, proactiveness, ethics

c. Dependent Variable: performance

ANOVA^c

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 6.270 | 3 | 2.090 | 26.130 | .000 ^a |
| | Residual | 16.236 | 203 | .080 | | |
| | Total | 22.506 | 206 | | | |
| 2 | Regression | 13.076 | 4 | 3.269 | 70.030 | .000 ^b |
| | Residual | 9.430 | 202 | .047 | | |
| | Total | 22.506 | 206 | | | |

a. Predictors: (Constant), risk_taking, innovativeness, proactiveness

b. Predictors: (Constant), risk_taking, innovativeness, proactiveness, ethics

c. Dependent Variable: performance

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | | t | Sig. | Collinearity Statistics | |
|----------------|-----------------------------|------------|---------------------------|--|--------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | | Tolerance | VIF |
| | | | | | | | | |
| 1 (Constant) | 4.395 | .168 | | | 26.179 | .000 | | |
| innovativeness | -.089 | .041 | -.157 | | -2.177 | .031 | .679 | 1.473 |
| proactiveness | .136 | .038 | .282 | | 3.561 | .000 | .568 | 1.759 |
| risk_taking | .238 | .044 | .390 | | 5.354 | .000 | .669 | 1.496 |
| 2 (Constant) | 1.528 | .270 | | | 5.663 | .000 | | |
| innovativeness | -.075 | .031 | -.132 | | -2.394 | .018 | .678 | 1.475 |
| proactiveness | .067 | .030 | .138 | | 2.248 | .026 | .547 | 1.827 |
| risk_taking | .164 | .034 | .269 | | 4.753 | .000 | .648 | 1.544 |
| ethics | .635 | .053 | .593 | | 12.075 | .000 | .861 | 1.161 |

a. Dependent Variable: performance

Excluded Variables^b

| Model | Beta In | t | Sig. | Partial Correlation | Collinearity Statistics | | |
|----------|-------------------|--------|------|---------------------|-------------------------|-------|-------------------|
| | | | | | Tolerance | VIF | Minimum Tolerance |
| 1 ethics | .593 ^a | 12.075 | .000 | .647 | .861 | 1.161 | .547 |

a. Predictors in the Model: (Constant), risk_taking, innovativeness, proactiveness

b. Dependent Variable: performance

Collinearity Diagnostics^a

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions | | | | |
|-------|-----------|------------|-----------------|----------------------|----------------|---------------|-------------|--------|
| | | | | (Constant) | innovativeness | proactiveness | risk_taking | ethics |
| 1 | 1 | 3.966 | 1.000 | .00 | .00 | .00 | .00 | |
| | 2 | .015 | 16.026 | .34 | .00 | .67 | .01 | |
| | 3 | .011 | 18.786 | .01 | .76 | .01 | .40 | |
| | 4 | .008 | 22.865 | .65 | .24 | .31 | .59 | |
| 2 | 1 | 4.959 | 1.000 | .00 | .00 | .00 | .00 | .00 |
| | 2 | .019 | 16.069 | .04 | .03 | .44 | .00 | .03 |
| | 3 | .011 | 20.853 | .00 | .84 | .09 | .24 | .00 |
| | 4 | .009 | 23.761 | .02 | .11 | .43 | .75 | .03 |
| | 5 | .002 | 56.058 | .94 | .03 | .04 | .00 | .94 |

a. Dependent Variable: performance

Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|-----------------------------------|---------|---------|--------|----------------|-----|
| Predicted Value | 4.6866 | 6.0676 | 5.5067 | .25195 | 207 |
| Std. Predicted Value | -3.255 | 2.226 | .000 | 1.000 | 207 |
| Standard Error of Predicted Value | .016 | .075 | .032 | .011 | 207 |
| Adjusted Predicted Value | 4.6970 | 6.0676 | 5.5065 | .25121 | 207 |
| Residual | -.63862 | .57129 | .00000 | .21395 | 207 |
| Std. Residual | -2.956 | 2.644 | .000 | .990 | 207 |
| Stud. Residual | -2.985 | 2.680 | .000 | 1.002 | 207 |
| Deleted Residual | -.65153 | .58681 | .00020 | .21927 | 207 |
| Stud. Deleted Residual | -3.046 | 2.722 | .000 | 1.007 | 207 |
| Mahal. Distance | .092 | 24.080 | 3.981 | 3.594 | 207 |
| Cook's Distance | .000 | .113 | .005 | .011 | 207 |
| Centered Leverage Value | .000 | .117 | .019 | .017 | 207 |

a. Dependent Variable: performance

Charts

