

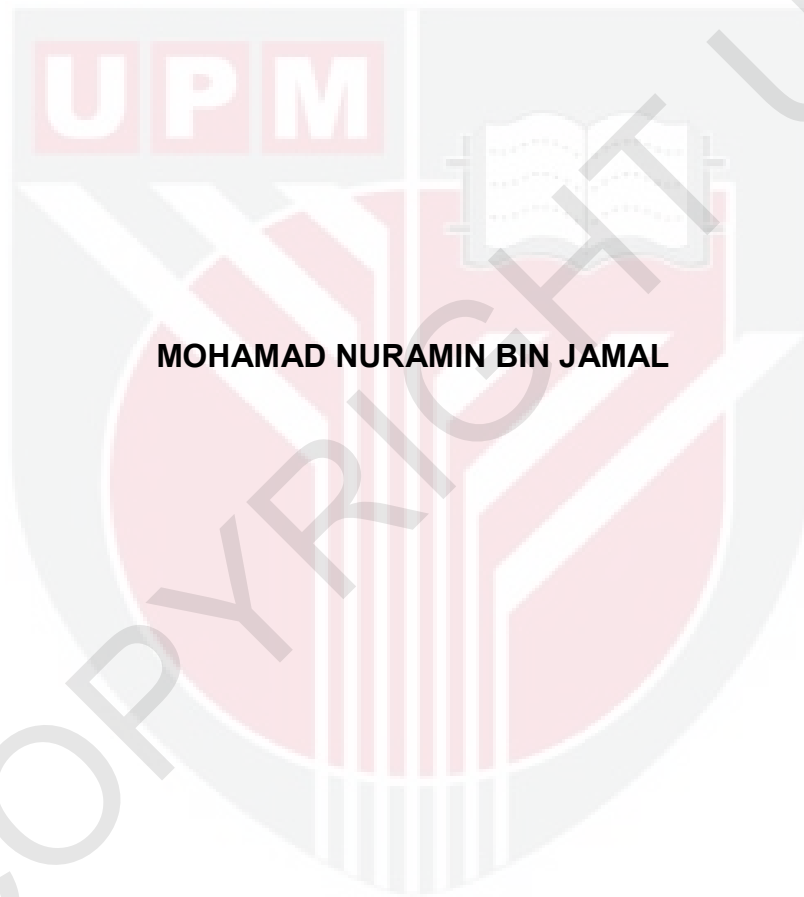


***CHARACTERISTICS OF BUMIPUTERA SMALL AND MEDIUM
ENTERPRISES (SME) IN THE MALAYSIAN WOODEN FURNITURE
INDUSTRY***

MOHAMAD NURAMIN BIN JAMAL

FH 2018 60

**CHARACTERISTICS OF BUMIPUTERA SMALL AND MEDIUM ENTERPRISES
(SME) IN THE MALAYSIAN WOODEN FURNITURE INDUSTRY**

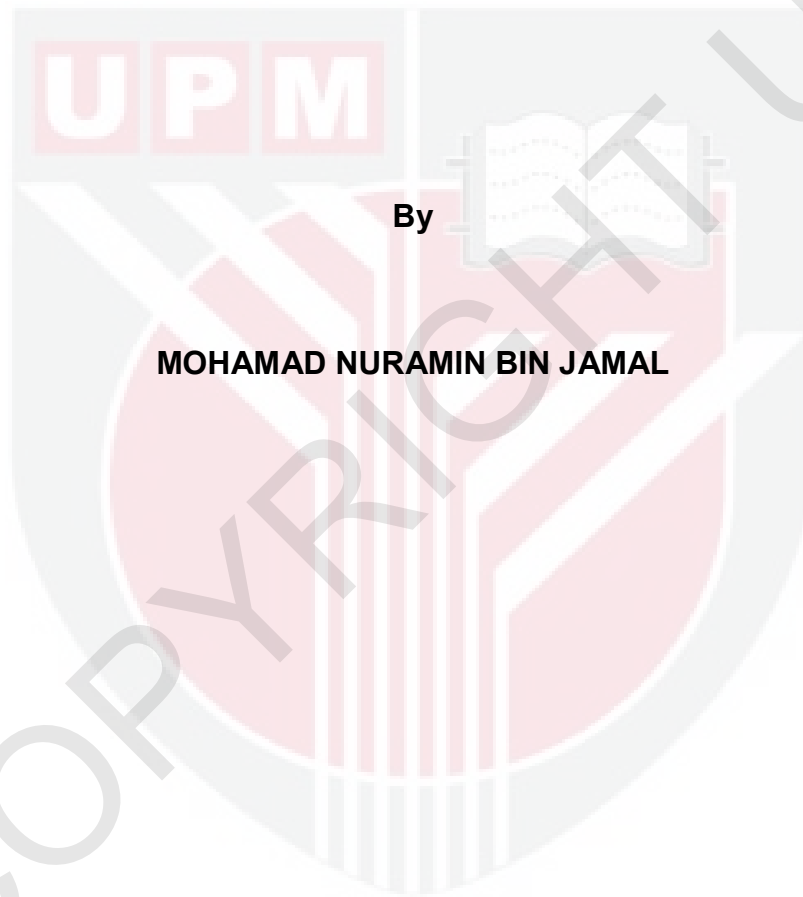


MOHAMAD NURAMIN BIN JAMAL

**FACULTY OF FORESTRY
UNIVERSITI PUTRA MALAYSIA**

2018

**CHARACTERISTICS OF BUMIPUTERA SMALL AND MEDIUM ENTERPRISES
(SME) IN THE MALAYSIAN WOODEN FURNITURE INDUSTRY**



By

MOHAMAD NURAMIN BIN JAMAL

**A Project Report Submitted in Partial Fulfillment of the Requirements
for the Degree of Bachelor of WoodScience and Technology in the
Faculty of Forestry
Universiti Putra Malaysia**

2018

DEDICATION

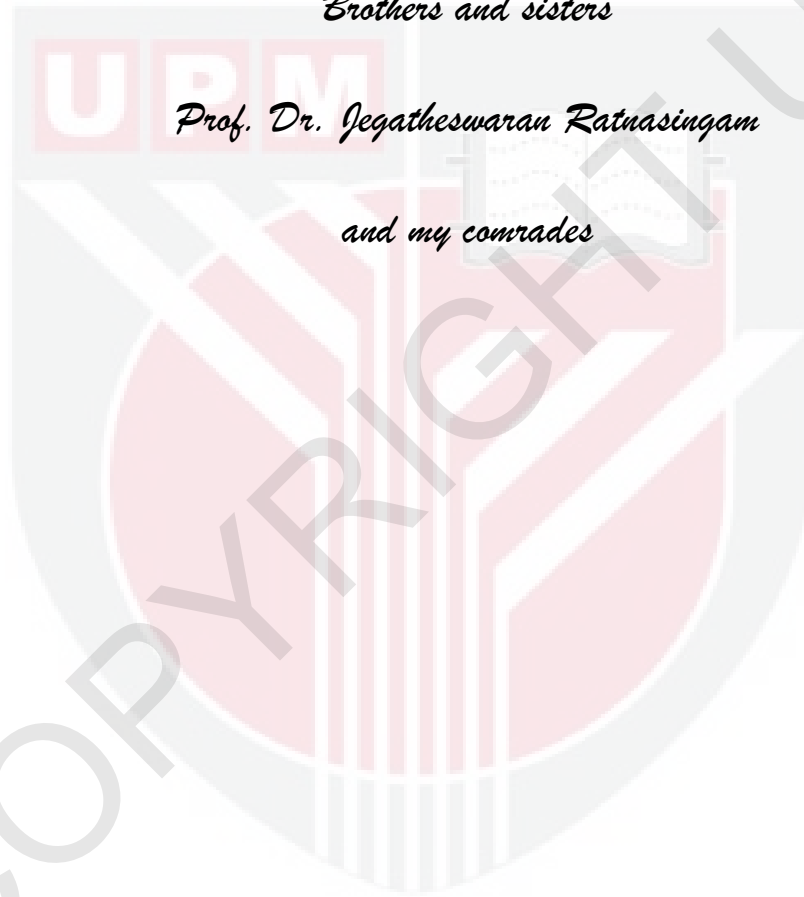
Specially dedicated to my:

Mum and Dad

Brothers and sisters

Prof. Dr. Jegatheswaran Ratnasingam

and my comrades



ABSTRACT

Bumiputera SMEs in furniture industry has their own characteristics, but there is little information about how Bumiputera manage their business especially in furniture industry. The objectives of this study were to identify the problems faced, key characteristics and most important business aspects in Bumiputera furniture SMEs. This study would be useful for Bumiputera entrepreneurs to improve their weaknesses and be aware of their potential as well as useful to government agencies involved in helping Bumiputera entrepreneurs in furniture industry. The method used was a questionnaire survey of 30 Bumiputera furniture SMEs listed by PEKA, which analyzed using frequency and score analysis. The result from this study showed that Bumiputera furniture SMEs has 17 listed characteristics from five main business aspects which were raw material, financial, market, technology and human resource. Market was their biggest weakness, where they faced difficulty to penetrate export market and hence rely on government tender projects. But, they have their own strength, which is their technology. The technology used were mostly advanced machinery, such as CNC machines in Bumiputera furniture SMEs. It is an advantage for Bumiputera furniture SMEs to get government assistance. But the advantages are not equivalent to their weaknesses where they have to improve their market so that Bumiputera furniture SMEs are in line with the development of other industries.

ABSTRAK

PKS Bumiputera dalam industri perabot mempunyai ciri-ciri mereka sendiri, tetapi hanya terdapat sedikit maklumat tentang bagaimana Bumiputera menguruskan perniagaan mereka terutama dalam industri perabot. Objektif kajian ini adalah untuk mengenal pasti masalah yang dihadapi, ciri-ciri utama dan aspek perniagaan yang paling penting dalam PKS perabot Bumiputera. Kajian ini berguna bagi usahawan Bumiputera untuk memperbaiki kelemahan mereka dan menyedari potensi mereka serta berguna kepada agensi kerajaan yang terlibat dalam membantu usahawan Bumiputera dalam industri perabot. Kaedah yang digunakan adalah tinjauan soal selidik 30 PKS perabot Bumiputera yang disenaraikan oleh PEKA, dimana dianalisis menggunakan analisis frekuensi dan skor. Hasil daripada kajian ini menunjukkan bahawa PKS perabot Bumiputera mempunyai 17 ciri tersenarai dari lima aspek perniagaan utama yang merupakan bahan mentah, kewangan, pasaran, teknologi dan sumber manusia. Pasaran merupakan kelemahan terbesar mereka, di mana sukar untuk mereka menembusi pasaran eksport dan dengan itu mereka bergantung kepada projek-projek tender kerajaan. Tetapi, mereka mempunyai kekuatan sendiri, iaitu teknologi mereka. Teknologi yang digunakan adalah kebanyakan mesin canggih, seperti mesin CNC dalam PKS perabot Bumiputera. Ia adalah satu kelebihan bagi PKS perabot Bumiputera apabila mendapatkan bantuan kerajaan. Tetapi kelebihan tersebut tidak setara dengan kelemahan mereka dimana mereka harus memperbaiki pasaran mereka agar PKS perabot Bumiputera seiring dengan kemajuan industri lain.A

ACKNOWLEDGEMENTS

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

In the name of Allah S.W.T., most benevolent, ever merciful

All praise to be to Allah S.W.T.

First and foremost, Alhamdulillah, all praise to the almighty Allah S. W. T. for HIS blessings, endless love and merciful, I finally successfully completed this final year project. I would like to extend my thankfulness to the most precious persons in my life, my father and mother for all their moral and financial support and also to my friends for never ending reminded me to always be honest and trustworthy during run this project.

As for my supervisor, Prof. Dr. Jegatheswaran Ratnasingam, I thank you for all the reprimand and guidance as it is very helpful for me in completing my project and also for the advices and patiently guiding me to complete this project successfully. His comments, time and involvement have played a significant role in improving the work seen in this thesis.

Not forgotten for staffs working at PEKA for their cooperation in giving the list of Bumiputera furniture SMEs.

Last but not least, I would like to express my appreciation to my learning partners; Hasshviny A/P Subramaniam, Zharif Ashraf bin Zulkifli and Tey Wee Chong, which are a good partner sharing their knowledge and encouragement toward completing this research together.



APPROVAL SHEET

I certify that this research project report entitled “Characteristics of Bumiputera Small and Medium Enterprises (SMEs) in the Malaysian Wooden Furniture Industry” by Mohamad Nuramin bin Jamal has been examined and approved as a partial fulfillment of the requirements for the Degree of Bachelor of Forestry Science in the Faculty of Forestry, Universiti Putra Malaysia.

Approved by:

Prof. Dr. Jegatheswaran Ratnasingam
Faculty of Forestry
Universiti Putra Malaysia
(Supervisor)

Prof. Dr. Mohamed Zakaria Bin Hussin
Dean
Faculty of Forestry
Universiti Putra Malaysia

Date: January 2018

TABLE OF CONTENT

	PAGE
DEDICATION	i
ABSTRACT	ii
ABSTRAK	iii
ACKNOWLEDGEMENT	iv
APPROVAL SHEET	vi
LIST OF TABLE	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
CHAPTER	
1 INTRODUCTION	
1.1 Background of the Study	1
1.2 Problem Statement	3
1.3 Justification	3
1.4 Objectives	4
1.5 Organization of the Thesis	4
2 LITERATURE REVIEW	
2.1 Bumiputera	5
2.2 Small and Medium Enterprises (SMEs)	6
2.3 Scenario of Furniture Industry in Malaysia	9
2.4 Scenario of Bumiputera SMEs in Malaysian furniture Industry	13
2.4.1 Size of Workshop or Factory	13
2.4.2 Lack of Resources and Workers Problem	14
2.4.3 The Level of Technology Application	16
2.4.4 Shortage in Financial Resources	17
2.4.5 Government Involvement	17
2.4.6 The Low Participation at the International Level	19
2.5 Key Success Factor (KSF) of Enterprises	20
2.6 Key Failure Factor of Enterprises	21
3 METHODOLOGY	
3.1 The Theoretical Framework	22
3.2 Research Design	24
3.3 Data Collection Method	25
3.4 Questionnaire Design	25
3.5 Secondary Data	27
3.6 Granting Score Method	27
3.7 Pilot Survey	28
3.8 Data Analysis Method	30
4 RESULTS AND DISCUSSION	
4.1 Respondent's Business Background	31
4.1.1 Business Area	31

4.1.2	The Duration of Involvement in Industry until 2016	32
4.1.3	Types of Furniture Product	33
4.1.4	Customer Loyalty	34
4.1.5	Average Sales per Year	35
4.1.6	Profit Margin per Year	35
4.2	The Characteristics of Bumiputera SMEs in furniture Industry	36
4.2.1	Raw Material	37
4.2.1.1	Types of Raw Material Used	37
4.2.1.2	Source of Raw Material	38
4.2.1.3	Distance from Factory to Raw Material Location	38
4.2.2	Financial	39
4.2.2.1	Initial Capital	39
4.2.2.2	Initial Capital Source	40
4.2.3	Market	41
4.2.3.1	Market Focused	41
4.2.3.2	Project Source	42
4.2.4	Technology	43
4.2.4.1	Machinery Types	43
4.2.4.2	Technology investment Frequency	44
4.2.5	Human Resource	45
4.2.5.1	Number of Worker	45
4.2.5.2	Types of Worker	46
4.2.5.3	Workers Training	47
4.3	The Key Success Factor of Bumiputera SMEs in Furniture Industry	49
5	CONCLUSION AND RECOMMENDATION	
5.1	Conclusion	52
5.2	Recommendation	52
	REFERENCES	54
	APPENDICES	
	Appendix I	58
	Appendix II	59

LIST OF TABLES

TABLE		PAGE
2.1	Difference in SME definition.	7
3.1	Key Business Characteristics.	23
3.2	Alpha Cronbach value for pilot survey.	29
4.1	Types of raw material used by Bumiputera SMEs in furniture industry.	37
4.2	Source of raw material for furniture manufacturing by Bumiputera furniture SMEs.	38
4.3	The distance from Bumiputera SME's factory to raw material source location.	39
4.4	Bumiputera furniture SMEs initial capital.	40
4.5	Bumiputera furniture SMEs initial capital source.	41
4.6	Market focused by Bumiputera SMEs in furniture industry.	42
4.7	Project source of Bumiputera SMEs in furniture industry.	42
4.8	Types of machinery used by Bumiputera furniture SMEs.	44
4.9	Technology investment frequency by Bumiputera furniture SMEs.	44
4.10	Number of worker in Bumiputera furniture SMEs.	46
4.11	Types of main workers in Bumiputera SMEs furniture industry.	47
4.12	Frequency of Bumiputera furniture SMEs trained their workers	48
4.13	How Bumiputera furniture SMEs trained their workers.	48
4.14	The most important business aspects in Bumiputera furniture SMEs.	49

LIST OF FIGURES

FIGURE		PAGE
2.1	Number of SME in Malaysia according to enterprise category	6
3.1	The theoretical framework	22
3.2	Research methodology flow chart.	24
4.1	Distribution of Bumiputera furniture SME area.	31
4.2	The involvement period of Bumiputera SMEs in furniture industry.	33
4.3	Types of furniture product manufactured by Bumiputera SMEs.	33
4.4	Most customer of Bumiputera SMEs in furniture industry.	34
4.5	Average sales per year for Bumiputera SMEs in furniture industry.	35
4.6	Profit margin per year for Bumiputera SMEs in furniture industry.	36

LIST OF ABBREVIATIONS

BJC	Builders joinery and carpentry
CFS	Critical Success Factor
FITEC	Furniture Industry Technology Centre
GDP	Gross Domestic Product
ILP	Institut Latihan Perindustrian
KLCC	Kuala Lumpur Convention Centre
KSF	Key Success Factor
MARA	Majlis Amanah Rakyat
MPIC	Ministry of Plantation Industries and Commodities
MTIB	Malaysian Timber Industry Board
PEKA	Persatuan Pengusaha Kayu-Kayan dan Perabot Bumiputera
PWTC	Putra World Trade Centre
RMK	Rancangan Malaysia Ke
SMEs	Small and Medium Enterprises
SMIDEC	Small and Medium Industries Development

CHAPTER 1

INTRODUCTION

1.1 Background of Study

The start of the timber industry in Malaysia can be traced back to the colonial period in the country, as completely reported by Ratnasingam and Loras (2003). During that period, the backbone of the timber industry was logging, sawmilling and plywood, and veneer industries, and the outputs were predominantly for domestic consumption (Norini and Woon, 2002). The growth of timber industry was further boosted as the country developed rapidly after independence in 1957. With comprehensive land broadening schemes carried out by various government agencies after 1960s, a significantly volume of primary processed timber products were directed to exports (Lin *et al.*, 2016).

According to Ratnasingam *et al.* (2013), the resurrection of the timber industry as a primary socioeconomic sector was due to the transformation from an agricultural-based economy to a manufacturing-based economy acquired momentum in 1970s. Through a series of Industrial Master Plans (IMPs) implemented from the mid-1980s, the industrial transformation was carried out, aimed at improving and enhancing the product-mix as well as the productivity of the manufacturing sector. The focus was geared towards a shift from primary processed timber products to value-added timber products (Ziaie *et al.*, 2012).

The incarnation and reformation of the timber industry was a success as total exports of value-added products, especially furniture, molding and builders' joinery and carpentry (BJC) start to leap. According to Ratnasingam (2000), the production of reconstituted panel products, such as particleboard and medium density fiberboard (MDF), was also rising to accommodate the demands of the furniture and BJC industries. The Ministry of Plantation Industries and Commodities (MPIC) (2016) stated that the timber industry has grown as an important engine of economic growth and accounts for 2% of the country's gross domestic product (GDP). In 2015, timber and timber products contributed RM 22.14 billion out of Malaysia's total merchandise exports of RM 637 billion.

Manufacturing sector including furniture and wood-based product industry has their role and much effect on Malaysia's economy, and this industry has made this country as tenth biggest furniture export country in the world, and third in Asia (Malaysia Furniture Industry Council (MFPC), 2009). In 2010, the contribution of the furniture industry was RM33 billion, which was RM20 billion from export, and the remaining RM13 billion from domestic use (MTIB, 2011). The target for export of this industry is RM53 billion at year 2020. The government has taken various initiatives to accelerate the business activity growth because it has given big contribution to this country through export activity and also raising in labor use (RMK 10).

1.2 Problem Statement

The country's achievement in the sector of wood-based product export activity especially furniture export however has been poorly participated by Malay furniture entrepreneurs, where most of them are way behind other races whereas Bumiputera is the majority race (60%) in Malaysia. To prove this statement, the percentage of Bumiputera exporter declined from 4.5% at year 1990 to only 0.3% in 2015 (MTIB, 2016). Malay entrepreneurs also do not dominate the domestic market, which is predominated by non-Malay entrepreneurs. Half of them known have difficulty to proceed their business until it is forced to shut down (Rosli *et al.*, 2011). That situation is something that cannot be proud of (Aman, 2004) and it is a loss because this sector is one of the country's economic goals.

1.3 Justification

To find a firm's competitive advantage in existing industries, the most important element which is the Critical Success Factors (CSF) must be identified. CFS shows the firm's performance whether it is successful or not to achieve its goals, mission and vision that has been formed before the organization is established. The organization that successfully identify and use CFSs will form uniqueness to make them achieve competitive advantage. It must be supported by activities that relate to the firm's existing activities (Mohd Hassan, 2007). By understanding and identifying their key characteristics, this study will provide useful information to the real problem faced by Bumiputera entrepreneurship in wooden furniture industry in Malaysia.

1.4 Objectives

Therefore, the general objective of this study is to identify what drives the main challenges faced by Bumiputera Small and Medium Enterprises (SMEs) in the Malaysian wooden furniture industry. The specific objectives of this study are:

- i. To identify the key characteristics of Bumiputera SMEs in the Malaysian wooden furniture industry.
- ii. To identify the most important business aspects (management, financial, market, technology and human resource) that leads to key success factor to Bumiputera SMEs in sustaining their business in the wooden furniture industry.

1.5 Organization of the Thesis

Chapter Two of this thesis highlight the literature review related to this study. The methods used in the study is described in Chapter Three. Chapter Four presents the results and discussion of the study. Conclusion and recommendation are discussed in Chapter Five.

REFERENCES

- Abdullah, M. F. A., Emme, S. and Lamat, M. (2013). Industrial design innovation of Sarawak contemporary furniture design. *Procedia Engineering Journal* 53, 673 – 682.
- Abdullah Haji Ahmad Badawi (2000, July 3). Perasmian Pameran Perabot Antarabangsa Malaysia 2000 Malaysia International Furniture Fair 2000, MIFF 2000. Retrieved from <http://www.pmo.gov.my/ucapan/?m=p&p=paklahtpm&id=3463>.
- Ahasul Haque, Seyama Sultana and Abdul Momen (2014). Export performance of Malaysian furniture industry: Rethinking competitiveness. *Middle East Journal of Business*, 9, 33-40.
- Arnold, C. C., Javier Gimeno-Gascon, F., and Carolyn, Y. W. (1994). *Initial human and financial capital as predictors of new venture performance*. Krannet Graduate School of Management, Purdue University.
- Azaze-Azizi, A. A. (2010). Export performance on the Malaysian wooden furniture industry: an empirical study. *Journal of International Food and Agribusiness Marketing* 22(1-2), 52-69.
- Bannick, R. R. and Ozcan Y. A. (1995). Efficiency analysis of federally funded hospitals: comparison of dod and va hospitals. Using data envelopment analysis. *Health Services Management Research Journal* 8, 73-85.
- Boon-Kwee Ng and Thiruchelvam (2011). Technological innovations in Malaysia's wooden furniture industry: Knowledge and linkages, *African Journal of Agricultural Research*, 6(16), 3654-3659.
- Boon-Kwee Ng and Thiruchelvam (2012). The dynamics of innovation in Malaysia's wooden furniture industry: innovation actors and linkages. *Journal of Forest Policy and Economics* 14, 107–118.
- Chak, C. M. (1998). *Strategic Management for small and medium enterprises* (Unpublished Doctor of Philosophy), St. Clement University USA.
- Farydatul Nazlyl (2003, N/A), *Taman Industri Perabot di Semenanjung Malaysia*. Lecture for the establishment of TIP, Sabah, Malaysia. Retrieved from <http://docplayer.net/33798617-Senario-usahawan-dan-keusahawanan-melayu-dalam-industri-perabot-di-malaysia.html>
- Gaedeke, R. M. and Tootelian, D. H. (1991). *Small business management*. Boston, US: Allyn and Bacon, Pearson Press.
- Hamid, A. B. A., Selamat, R., Mastor, N. H., & Osman M. H. (2007). *Critical success in franchise management in Malaysia: a case study* (Unpublished paper). Universiti Teknologi Mara, Malaysia.
- Hor, A. (2001, June). The DatumXchange SME Definition. Retrieved from www.datumxchange.com/smearicle.html
- Kasani Yusof. (1991). *The development and future prospect of Malaysia rubber wood furniture prospect of Malaysia* (Unpublished master dissertation). University of Wales Bangor, UK. Department of Forestry.

Kian, A. A., Sulisty, A., Hussain, H., and Seyed Rasoul, D. (2010). Evaluation of demand for different trip purposes under various congestion pricing scenarios. *Journal of Transport Geography, Elsevier*, 29, 43-51.

Kui, D. P. (2009, October 21). Malaysian International Furniture Fair. *News Strait Times*, p. 12.

Kwang Sing Ngui, Anand Agrawal and Jan P Voon (2011). Challenges impeding competitiveness of the wooden furniture manufacturing industry: the case of furniture industry in Sarawak, Malaysia. *Australian Journal of Basic and Applied Sciences*, 5(9).

Lambing, P. and Kuehl, C. R. (2000). *Enterprenuership*. Prentice Hall, New Jersey: Pearson Press.

Lin, J., Tong, D., Davis, S., Ni, R., Tan, X., Pan, D., Zhao, H., Lu, Z., Streets, D., Feng, T., Zhang, Q., Yan, Y., Hu, Y., Li, J., Xujia Jiang, Z. L., Geng, G., He, K., Huang, Y., and Guan, D. (2016). Global climate forcing of aerosols embodied in international trade. *Journal of Nature Geosciences*, 9(10), 790–795.

Malaysian Furniture Promotion Council. (2009). *MFPC Annual Report 2008*. Malaysian Furniture Promotion Council, Kuala Lumpur, Malaysia.

Malaysian Timber Industry Board. (2009). *National Timber Industry Policy 2009-2020*. Percetakan Nasional Malaysia Berhad, Kuala Lumpur.

Malaysian Timber Industry Board. (2010). *Malaysian Timber Statistics 2008-2009*. Percetakan Nasional Malaysia Berhad, Kuala Lumpur.

Malaysian Timber Industry Board. (2011). *Malaysian Timber Statistics 1997-2010*. Percetakan Nasional Malaysia Berhad, Kuala Lumpur.

Malaysian German Chamber of Commerce and Industry. (2012, N/A). Market watch 2012: The timber sector in Malaysia. Retrieved from https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=0ahUKEwiDksKwp_PXAhVFOY8KHW3kALEQFggwMAI&url=http%3A%2F%2Fwww.malaysia.ahk.de%2Ffileadmin%2Fahk_malaysia%2FMarket_reports%2FThe_Timber_Sector_in_Malaysia.pdf&usq=AOvVaw3m8h_1rxIRjMwr8bmBt5_s

Malaysian Timber Industry Board. (2016). *Malaysian Timber Statistics 2014-2015*. Percetakan Nasional Malaysia Berhad, Kuala Lumpur.

Md. Mohar Mohamad, Mior Razman Mior Yunus, Muhammad Fakhrurazy Md. Ariff, Noorazimah Mohd Noor, Tan Chai Chen and Tew Nee Hong (2001). *Kajian perbandingan keusahawanan bangsa Melayu dan Cina di Johor Bahru*. Presented at First National Conference on Entrepreneurship and Small Business, Universiti Utara Malaysia.

Ministry of Plantation Industries and Commodities. (2016, N/A). Forest and Timber Dataset. Retrieved from <http://www.kppk.gov.my/mpic/index.php/en/statistic-on-commodity/dataset/719>

Moha Asri (1995). *Industri Kecil di Malaysia: Kejayaan dan Masa Depan*. Kuala Lumpur: Dewan Bahasa dan Pustaka.

Mohd Salleh Mujir, Sharin Mukhtar and Linda Hamid (2008). *Integrated furniture design strategy as competitive business tools: Case study on business Bumiputera's SMEs contract furniture manufacturer*, Presented at International Furniture Conference Exhibition, Kuala Lumpur.

MTC (1998a). *Task Force Report on Timber Industry in Peninsular Malaysia Furniture*. Malaysia: Malaysian Timber Council.

MTC (1998b). *Furniture Industry in Malaysia*. Malaysia: Malaysian Timber Council.

Musa Haji Aman. (2004, August 4). Ucapan perasmian sempena majlis perasmian Karnival Jualan Perabot Bumiputera di Ruang Legar Kompleks Karamusang, Kota Kinabalu, Sabah. Retrieved from <http://www.sabah.gov.my/press/docs/2004000217.htm>

NATIP. (2009). *NATIP National Timber Policy 2009-2020*. Percetakan Nasional Malaysia Berhad, Kuala Lumpur.

Norlida Abdul Manab (1996), *Pengukuran Prestasi: Kewangan dan Bukan Kewangan: Kajian Kes* (Degree's thesis, Universiti Utara Malaysia, Kedah, Malaysia). Retrieved from www.aisig.uum.edu.my/research/e-thesis/pengurusan.cfm

Noor Hazlina Ahmad and Pi-Shen Seet (2009). Dissecting behaviours associated with business failure: a qualitative study of SMEs owners in Malaysia and Australia. *Journal of Asian Social Science*, 5 (9).

Norini and Woon, (2002). Trends in Malaysian Forest Policy. *Journal of Policy Trend Report*, 12-28.

Parasuraman, A;Berry, Leonard L;Zeithaml and Valarie A. (1991). Understanding customer expectation of service. *Journal of Sloan Management*, 39.

Puteri Fadzline, A. K., Razali, and M. N. Norzanah (2008, N/A). *The dilemma of Bumiputera furniture manufacturers*. Presented at International Furniture Conference Proceedings.

Ratnasingam, J., and Tan, C. Y. (2002). *The Malaysian furniture industry: A pocket guide*. Kuala Lumpur: Asian Timber Publication.

Ratnasingam J (2000). Forestry and forest industries residues in Malaysia – Prospects for utilization. *IFRG Internal Report No. 7(2)*, 43.

Ratnasingam J (2002). *The Malaysian rubberwood furniture industry: A critical evaluation*. Paper presented at Executive Forum on National Export Strategies, International Trade Centre, Switzerland. Retrieved from www.intracen.org/wedf/ef2002/papers/av_malaysian_rubberwood.pdf

Ratnasingam and Loras (2003). The sustainability of the Asian wooden furniture industry. *Wood as Raw and Material*, 64-67.

Ratnasingam, J. and Thomas, C. (2008). *An analysis of the Muar furniture cluster – growth and performance*. Kuala Lumpur: IFRG Report No. 14/08.

Ratnasingam, J. (2009). The success of forest industry clusters: The Malaysian experience. Paper presented at XIII World Forestry Congress. Buenos Aires, Argentina.

Ratnasingam, J., Lim, T. W., Thanasegaran, G., Ioras, F., Vacalie, C., Coman, L., and Wenming, L. (2013). Innovations in the forest products industry: The Malaysian experience, *Notulae Botanicae Horti Agrobotanici Cluj Napoca Journal* 41(2), 601-607.

Ratnasingam, J. (2015). *The Malaysian Furniture Industry – Unravelling its Growth and Challenges to Innovation*. Serdang, Selangor: Universiti Putra Malaysia Press.

Richard Mason and Ariffin Omar (2003). *The 'Bumiputera Policy': Dynamics and Dilemas*. *Kajian Malaysia*, Vol. XXI, No 1&2. Kuala Lumpur: Dewan Bahasa dan Pustaka

Rudy As (2002, April). Usahawan Bumiputera. *Usahawan Sukses, Pustaka Wira Sdn Bhd*.

Shiadri Saleh (2008). *Causes of poor participation of local workers in Malaysia construction industry and strategies for improvement* (Master's thesis). Universiti Teknologi Malaysia, Melaka.

SMIDEC (2002). *SMI Development Plan (2001-2005)*. Percetakan Nasional Malaysia Berhad, Kuala Lumpur.

Tuan Mohd Rosli Tuan Hassan, Mohd Rafi Yaacob, Mohd Shukri Omar, Nik Kamaruzaman Ab Latiff, Ahmad Faez Halim, and Ahmad Hafez. (2011, October 18-19). *Factors contributing to manufacturers' sustainability of wood furniture entrepreneurs*. Report presented at UiTM Sarawak Conference, Kuching, Sarawak.

Uma Sekaran (1992). *Research methods for business - A skill-building approach*. (2nd Edition). New York: John Wiley and Sons, Inc.

Usahawan Sukses (Januari 2002). Datuk Maznah Unggul Terajui Perniagaan, *Pustaka Wira Sdn Bhd*. Retrieved from <https://usahawansukses.my1stop.com.my/item=20678>

Usahawan Sukses (Januari 2002), Haji Mohammad Noor Ariff Pasarkan Makanan Ringan dari Timur Tengah Berkat Sabar dan Gigih, *Pustaka Wira Sdn Bhd*. Retrieved from <https://usahawansukses.my1stop.com.my/item=20678>

Wan Idros Wan Sulaiman (2001). Pembangunan personelia dalam aspek latihan dan pembangunan: antara reality dan formaliti keberkesanan tugas. *Journal of communication*, 81-118

Yaacob, M. R. and Rosli, T. M. (2014). Senario Usahawan dan Keusahawanan Melayu dalam Industri Perabot di Malaysia. *Jurnal Prosiding Perkem* (9), 866-874.

Ziaie, M., Mohamed, S., Ratnasingam, J., Ghani, A. N. A., and Salleh, R. (2012). Unsteadiness of the resource-based competitive advantage in the absence competitive strategy: Lessons from the Malaysian wooden furniture industry. *Journal of Applied Sciences* 12(2), 113-124. DOI: 10.3923/jas.2012.113.124