

Investigating the Influential Factors on Small and Medium-Sized Hospitality Entrepreneurs at the Start-Up Process: A Preliminary Study from Ipoh/Malaysia

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Abstract

The purpose of this study is to investigate the influential factors on hospitality small and medium-sized enterprises (SMEs) at the start-up process in a Malaysian service context. Data for this empirical investigation were gathered from a sample of hospitality SMEs. Respondents self-administered the questionnaires. A total number of 100 questionnaires were obtained in the research location. Results based on the descriptive statistics by SPSS version 21 reveal that the hospitality SMEs in Ipoh/Malaysia have favourable perceptions related to economic factor items. On the other hand, they have challenges related to legal and administrative factor items. The current study provides further contribution to hospitality management and entrepreneurship literatures and provides useful guidelines to practitioners as well.

Keywords: Entrepreneurship, Hospitality, SMEs, Malaysia.

JEL Codes: M13, O10, D20

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Başlangıç Aşamasında Küçük ve Orta Ölçekli İkrām Sektörü Girişimcilerini Etkileyen Faktörlerin Araştırılması: İpoh Malezya'dan Ön Bir Çalışma

Öz

Bu çalışmanın amacı Malezya servis kontekstinde küçük ve orta ölçekli ikrām sektörü girişimcilerini etkileyen faktörleri araştırmaktır. Bu empirikal araştırma için küçük ve orta ölçekli ikrām sektörü girişimcilerinden veri toplanmıştır. Katılımcılar anketleri kendileri yönetmiştir. Araştırma lokasyonundan toplam olarak 100 adet anket toplanmıştır. SSPS versiyon 21 ile yapılan tanımlayıcı istatistiklere göre Malezya İpoh şehrindeki küçük ve orta ölçekli ikrām sektörü girişimcileri ekonomik faktör ile ilgili olumlu yönde algıya sahiptir. Öte yandan, yasal ve yönetsel faktör ile ilgili zorlukları mevcuttur. Bu çalışma ikrām yönetimi ve girişimcilik literatürüne katkı sağlamakta ve aynı zamanda sektör çalışanlarına faydalı bilgiler sunmaktadır.

Anahtar Kelimeler: Girişimcilik, İkrām Sektörü, Küçük ve Orta Ölçekli İşletmeler, Malezya.

JEL Kodları: M13, O10, D20

INTRODUCTION

Entrepreneurship is the most important aspect of economic development in the last period of business history and it plays an increasingly important role in the global economy (Burdus, 2010). Entrepreneurship is the key to small business development, and developing small businesses is one of the major driving forces in sustaining a country's economic growth (Jung and Simon, 2011). The entrepreneurial interest has gained its intensive level almost everywhere in the world. The developed economies consider it as a revitalizing socioeconomic agent, a way of coping with unemployment problems and a potential catalyst for technological progress, product and market innovation. In most of developing countries, it is seen as an engine of economic progress, job creation and social adjustment (Jakpar et al., 2012; Ramadani, 2011; Yusof et al., 2007). Entrepreneurship and self-employment are considered to be important for economic development (Pietrobelli and Rabellotti, 2007) and positively associated with employment and wealth creation. Self-employed individuals are those who work for themselves

rather than for someone else and who explore new market opportunities and start their own businesses.

As a case in point, the subject of entrepreneurship has attracted much attention in Malaysia and is widely recognized both by the government as well as academics party. The growing interest in entrepreneurship in Malaysia can be seen against the current developments such as globalization and the emphasis made by Malaysia's Prime Ministry on innovation and entrepreneurship as a central economic driver in the country's 'New Economic Model 2010'. In relation to this, the Malaysian government considers involvement in entrepreneurship as a possible solution to the problem of graduate unemployment. This is because many economists and politicians agree that entrepreneurship stimulates the generation of employment opportunities and wealth creation (Schaper and Volery, 2004). According to Jakpar et al. (2012) and Ramadani (2011), small and medium-sized enterprises (SMEs) play an important role in the development of the economy of a country. Apart from dominating in terms of number in the economy of a country, they also represent an incomparable source for new jobs; have high participation in the creation of the gross domestic product; are present in all possible sectors, somewhere with higher percentage and somewhere else with lower; are a source of innovations; have great influence in increasing the quality of products and services that are offered in the market

There is a wide feeling of agreement about the significant impact that new and small firms create on the whole economy (Pena, 2002). However, decisions to be entrepreneurs are determined by certain factors. A host of factors influence them at the start-up process as entrepreneurs. Entrepreneurs with high personal initiative naturally overcome the disadvantages or weaknesses in them with their self-starting and proactive attitude (Raduan et al., 2006). Ulvenblad et al. (2013) stated that newly started businesses often face problems entering the market and new businesses are disadvantaged in that entrepreneurs in old businesses have gained experience and learning that the new business may be lacking. Thus, underlying factors that influence entrepreneurs towards entrepreneurial career are vital and important.

In this regard, many research studies were conducted to investigate the influencing factors in different contexts. For example, Drnovs'ek, et al. (2010) found that self-efficacy is an important construct as a personality characteristic in entrepreneurial success at the business start-up and growth processes. Morrison (2000) investigated and found significant relationship between entrepreneurship and culture which means social cultural environment plays a role on entrepreneurs. Schroeder and Rodermund (2006) reported that family background, parenting style and educational background can predict different patterns of entrepreneurial interest development. Moreover, regional characteristics reflecting knowledge sources, communication opportunities, and absorptive capacity have a positive influence on the arrival of innovation ideas to firms, as measured by new export varieties and new export firms. Entrepreneurs located in regions with a high potential for knowledge and information spill over are more likely to receive ideas that can generate innovations (Andersson and Johansson, 2008). A closer look into such studies reveals that these environmental and demographic factors in relationship to entrepreneurial success (Chowdhury, 2007)

However, the empirical studies on examining economic factors and legal and administrative factors in Malaysia are lacking. Rather, the research are generally conducted on learning the students' entrepreneurial intentions in Malaysia (Saadin and Daskin, 2015; Keat et al., 2011).

There are antecedents such as infrastructure, political environment, access to capital, and role of government influential on entrepreneurial success or failure. Thus, there is a need for empirical study to investigate these relationships in a Malaysian context.

As a result, hospitality industry has the wide potential and scope that enable the new entrepreneurs to go further. Hospitality entrepreneurship in particular helps the re-generation of communities through the development of destinations by offering new products and services which enhance the tourist experience (Getz and Petersen, 2005; Jaafar et al., 2011; Reihana et al., 2007). Majority of hospitality businesses in the majority of countries are SMEs. There is a strong link between entrepreneurial activities in hospitality and SMEs theory and practice (Altinay, 2010). Malaysia should develop

long-term plans and invest in the physical and academic infrastructure to effectively channel business support resources, including training to students with entrepreneurship potential.

Against this backdrop, this study aims to explore the effect of influencing factors such as the economic factors and legal and administrative factors on hospitality entrepreneurs at the start-up process in Ipoh/Malaysia. According to Chowdhury et al. (2013), it is important to identify the influential factors that affect the business success/failure of the entrepreneurs

LITERATURE REVIEW

Hospitality SMEs in Malaysia

In recent time, the attention given to SMEs has increased because of the realization that SMEs play an important role for countries. The success among SMEs would give big implications for the growth and socio-economic wellbeing of a country. Xu et al. (2007) stated that, as the importance of service sectors in the world economy has been continuously increasing, service entrepreneurship became one of the pertinent research focuses over the coming years. Therefore, SMEs entrepreneurs play a key role in especially in the hospitality industry to meet the changing needs of their customers. The importance of small business and entrepreneurship to the growth of the economy and job creation of self-employment has been also recognized by the Malaysian government. Due to this political awareness, policies were developed to encourage entrepreneurship behavior through education programs. Specifically, hospitality entrepreneurship studies were given attention in the 'Ninth Malaysia Plan (2006–2010)' to support the economic drive of the national economy.

In addition, according to Halim et al. (2014), SMEs form a very large part of Malaysia's economy and this is supported by the Tenth Malaysia Plan which reported that 99.2% or 518,996 of total established businesses in Malaysia are SMEs and only 0.8% or 4,136 are large establishments. Malaysian government also has also recognized that SMEs act as a catalyst to inject investment and transform Malaysia into a developed nation by 2020. In fact, SMEs in Malaysia are playing a significant contribution in the economic development which is driven predominantly by the services

sector of 86.6% followed by manufacturing with 7.2% and 6.2% from agriculture sector (Department of Statistic Malaysia, 2010). Nevertheless, the contribution of Malaysian SMEs to the national Gross Domestic Product (GDP) is relatively low as compared to other countries

Influential Factors in Entrepreneurial Process

Individuals decide to engage in entrepreneurial activity because of different motivations (Verheul et al., 2010). Environmental conditions, such as economic, political, industrial, demographic and cultural factors are known to create or weaken opportunities for entrepreneurs (Fuduric, 2008). From the studies by Fudurick (2008) and Serafimovska and Sotirosek (2014) stated that economical factor and legal and administrative factor give influence in entrepreneurial process. According to Wube (2010), the economic factors include competition in the market; lack of access to the market lack of access to raw material, lack of capital or finance, lack of marketing knowledge lack of production/storage space, poor infrastructure, inadequate power supply and lack of business training. The impact of legal regulations on entrepreneurship can be contained in legal regulations can encourage development of entrepreneurship, the relationship between these two components can be neutral and legal regulations can limit innovation (Serafimovska and Sotirosek, 2014). Legal regulations effect macro-economic policy, licensing, bankruptcy, deregulation, resource policies, and industry-related policies on entrepreneurial opportunities (Fudurick, 2008)

Economic Factor

Economic factor is one of the influential factors in entrepreneurial process. Entrepreneurship exists under any economic conditions. Entrepreneurship and innovation are central to the creative processes in the economy, to promoting growth, increasing productivity and creating jobs (Ball, 2005). According to Burdus (2010), business success depends on the availability of capital to start entrepreneurial activities and it also requires adequate financial control and use of appropriate methods for costing. He also stated that entrepreneurs often confidence in obtaining a profit from the execution of specific activities lead to lack of financial means for paying bills on time, which can lead to bankruptcy. The most important factor that

influences any new business entrepreneur is the amount he or she needs to be invested in a new business venture. Kalyani and Kumar, (2011) indicates similar aspect, capital investment, as the major entrepreneurial factor which gets influenced by entrepreneur motivation to get into new business and in order to start a small scale business, the new entrants has to think of various expenditures like infrastructure, manpower, machineries, raw materials, capital etc., and has to make the project viable in accordance with the expectations. Economic conditions affecting the type of opportunities available are: the stability of macroeconomic conditions and the level of economic growth, employment levels, income disparity, capital availability and taxation. When a nation or region experiences stable macro-economic conditions and sustained economic growth, the higher the likelihood that the form of entrepreneurship being manifested is also of a higher value to society (Fuduric, 2008).

Legal and Administrative Factor

Given the global market, SMEs are facing the lack of knowledge on legal matters, and in Malaysia, there is no body or agency that advises matters pertaining to legal specifically to SMEs going abroad (Zulkifli et al., 2010). Governments in developing countries play a role in promoting and supporting companies by providing incentives and infrastructure and although there are numerous agencies and institutions established by the Malaysian government to assist SMEs, it is still unclear whether these programs are accessible to SMEs and how far do SMEs utilize the programs (Raduan et al., 2006). Traditionally, legal norms are treated as a limiting factor (Serafimovska and Sotirosk, 2014). Based on the research conduct by Fuduric (2008), the government has a multi-faceted role in encouraging entrepreneurship development that the quality of a nation's government can be accessed through how robust the nation's rule of law is as well as private property rights which is these are the foundations needed for developing entrepreneurship and the governments have a market correcting role where they ideally intervene when markets fail which can influence whether competition remains unencumbered which leads to the efficient allocation of resources. They can do this by encouraging economic agents to act fairly in the distribution of income, payment of taxes and the honoring of contracts.

METHODOLOGY

Sampling and Data Collection

This study applies non-probability sampling technique since this study aims to analyse the economic and legal and administrative factors influential on hospitality SMEs in Ipoh/Malaysia. The main objective of this technique is to produce a sample that can be considered “representative” of the population. The sample in this study consisted of hospitality SMEs (e.g., motels, restaurants, cafes, and etc.) in Ipoh/Malaysia. There is no statistical information about the total number of hospitality SMEs in the city. However, the hundred questionnaires were aimed to collect from different districts of the city. Prior to the distribution of main questionnaire, in order to test for any necessary revision of the research content, the questionnaire was pilot tested with 7 hospitality SMEs from different districts of the city. As a result of the pilot test, no reason was found to change the survey instrument. In this field study, the questionnaires were distributed to 100 hospitality SMEs along with a cover letter and information assuring confidentiality.

Due to the financial and time limitations, the research team aimed to collect the questionnaires on the same day that they were distributed. The research team tried to collect data on a face to face basis and, so as to get a higher response rate. As a result, most of the questionnaires were conducted on a face to face basis with the willing respondents. In some instances, respondents personally completed the questionnaires and returned on the same day. In this research, the total number of usable questionnaires was 100

Questionnaire Development and Measures

This study implements a scale which was adapted from Wube (2010) in order to analyze the influence of economic and legal and administrative factors on hospitality SMEs at the start-up process. The survey instrument comprises of mainly two sections. Section one contains nineteen questions assessed to measure the SMEs’ perceptions of the economic and legal and administrative factors. All the measures use 5-point Likert-type scale ranging from strongly disagree to strongly agree. The section two comprised

of eleven items, such as, age, gender, level of education, work experience, number of employees in enterprise, legal ownership of the enterprise and etc.

Data Analysis and Procedure

The Statistical Package for Social Sciences version 21 was used to analyze the data. As for statistical techniques, first reliability (Cronbach's alpha) value and validity tests were conducted. Next, mean score descriptive analysis was employed to observe average responses of the respondents who participate in this survey. And respectively, the exploratory factor analysis was performed in order to provide support for issues of dimensionality, as well as convergent and discriminate validity. At the final stage, one way ANOVA test was conducted to see significant effect of the sector differences on the perceptions

ANALYSIS AND RESULTS

Descriptive Statistics

As it is shown in table 1, the majority of respondents in this study were male (54%). Half of the respondents were middle-aged (30-40 years; 49%). Majority of the respondents had university degree (62%). When we look at the working experience column, we see that the more than three quarters of the respondents (87%) had more than five years work experience in business life. As shown in table 1, nearly half of the respondents (47%) were sole proprietors in the industry and only 20 percent of them come from family business. Again, nearly the half of the respondents (42%) operates in restaurant café sector. Majority of the respondents (34%) make business for higher income. The majority of the respondents (36%) used loans from banks to start a business venture. Finally as shown in table 1, most of the personnel (138) work in accommodation sector.

Table 1: Sample profile (n = 100)

Demographic variable	Sample composition	Percentage
Gender	Male	54
	Female	46
Age	20-29 years	34
	30-40 years	49
	Over 50 years	17
Education	Primary/secondary School	38
	Vocation/undergraduate School	56
	Masters/PhD	6
Work experience	1-4 years	13
	5-10 years	64
	Over 10 years	23
Legal ownership	Sole proprietorship	47
	Partnership	26
	Family business	20
	Cooperative	7
Sector	Accommodation	16
	Entertainment	12
	Restaurant cafe	42
	Travel agency	4
	Other	26
Reasons to start business	More independency	20
	Family tradition	21
	High income	34
	Lack of alternative	9
	Small investment is required	8
	Others	8
Source of start-up funding	Personal savings	20
	Borrowed from family/relatives	20
	Dept from bank	36
	Borrowed from government funds	24
Small-sized Entrepreneurs	Accommodation	10
	Entertainment	8
	Restaurant café	28
	Travel agency	2
	Other	26
Medium-sized Entrepreneurs	Accommodation	6
	Entertainment	4
	Restaurant café	14
	Travel agency	2
Number of Personnel	Accommodation	138
	Entertainment	45
	Restaurant café	116
	Travel agency	14
	Other	26

Psychometric Properties of the Measure

In order to test construct reliability, this study used Cronbach's alpha coefficient to examine internal consistency (Nunnally, 1978). As shown in table 2 and 3, the overall reliability for the scales exceeded the acceptable cut-off value of 0.70 as suggested by Nunnally (1978), indicating that items are free from random error and internal consistency is adequate (Fornell and Larcker, 1981). In order to see whether the distribution of the values was adequate for conducting analysis, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was used and the constructs exceeded the threshold value of 0.50 (economic factor scale, $0.881 > 0.50$; legal and administrative factor scale, $0.913 > 0.50$) as suggested by Field (2000). In addition, Bartlett's test of sphericity measure indicated that the multivariate normality of the set of distributions was normal for the both constructs, showing a significant value, $p = 0.000 (< 0.05)$. Therefore, the data was feasible for conducting the factor analysis. In observing the communalities, as presented in table 2 and 3, all factor loads were found to be significant and exceeded the recommended threshold value of 0.50 as suggested by Barclay et al. (1995). Means and standard deviation scores were also presented in table 2 and 3.

Table 2: Factor loads, means, standard deviations, and reliabilities for economic factor scale

Economic factor scale items	Strongly agree / agree	Neutral	Strongly disagree / disagree	Means	SD	Factor Loads
ECO 3: A have better access to different business trainings.	80%	4%	16%	3.83	0.95	0.89
ECO2: I have a better access to market for my products.	76%	12%	12%	3.81	0.86	0.88
ECO 8: Adequate infrastructures are available.	76%	10%	14%	3.84	0.96	0.73
ECO 4: I have my own premises (land) to run my business.	74%	7%	19%	3.76	1.02	0.71
ECO1: I am satisfied with the financial access given by micro finances and other credit institutions.	75%	7%	18%	3.76	0.96	0.70
ECO 9: I have access to necessary inputs (raw materials).	79%	8%	13%	3.80	0.91	0.68
ECO 5: I have an access to information to exploit business opportunities.	78%	5%	17%	3.89	1.03	0.65
ECO 6: I have access to necessary technologies.	81%	6%	13%	3.95	0.99	0.62
ECO 7: There is no stiff competition in the market place that I am engaged in.	65%	13%	22%	3.61	1.16	0.57
Cronbach's alpha	0.92					

Notes: N = 100. SD = standard deviation. *All items are measured on five-point Likert scales ranging from 1 = *strongly disagree* to 5 = *strongly agree*.

Table 3: Factor loads, means, standard deviations, and reliabilities for legal and administrative factor scale

Legal and administrative factor scale items	Strongly agree / agree	Neutral	Strongly disagree / disagree	Means	SD	Factor Loads
LAD 13: I have access to policy makers.	63%	10%	27%	3.52	1.16	0.79
LAD 19: In general the overall legal and regulatory environments favorable.	67%	10%	23%	3.58	1.05	0.79
LAD12: I have a network with different administrative bodies.	66%	9%	25%	3.59	1.16	0.77
LAD 16: Interest rate charged by micro finances and other lending institutions is reasonable.	54%	18%	28%	3.35	1.07	0.76
LAD 15: I can borrow money even without titled assets as collateral.	47%	17%	36%	3.21	1.20	0.74
LAD 18: I am beneficiary of government incentives.	68%	5%	27%	3.53	1.13	0.66
LAD 20: The tax levied on my business is reasonable.	51%	15%	34%	3.36	1.11	0.66
LAD11: I have business assistants and supporters from government bodies.	71%	7%	22%	3.66	1.06	0.56
LAD 14: I have no legal, institutional and policy constraints.	59%	15%	26%	3.42	1.09	0.50
LAD 17: I have never encountered bureaucracies and red tapes.	65%	9%	26%	3.55	1.10	0.50
Cronbach's alpha	0.94					

Notes: N = 100. SD = standard deviation. *All items are measured on five-point Likert scales ranging from 1 = *strongly disagree* to 5 = *strongly agree*

Table 2 and 3 also show details of the degrees of agreement with each one of the 19 statements provided in the first part of the questionnaire. For simplicity, perceptions were summarized under three group percentages such as “strongly agree/agree”, “neutral”, and “strongly disagree/ disagree”. As shown in table 2, the average mean value of economic factor items was 3.80 out of 5, which means the overall perception of the Ipoh hospitality SMEs towards the economic factor as an influential one at the start-up process was favorable in general. This result shows that the Malaysian

government mostly provides the general economic conditions for hospitality SMEs at the start-up process.

On the other hand, as shown in table 3, The average mean value of legal and administrative factor items was 3.44 out of 5, which means the overall perception of the hospitality SMEs towards this factor as an influential one at the start-up process was neither favorable nor unfavorable in general. This result shows that the Malaysian government had some legal and administrative barriers/limitations for the Ipoh hospitality SMEs. Specifically, as demonstrated in table 3, the areas where the SMEs are equally unfavorable are; I have no legal, institutional and policy constraints (41%); I can borrow money even without titled assets as collateral (53%); Interest rate charged by micro finances and other lending institutions is reasonable (46%); The tax levied on my business is reasonable (49%).

Furthermore, in order to test sector comparison of the mean scores of perceptions, this study used the one way ANOVA test. As shown in table 4, there is no statistically significant relationship between sectors and perceptions of economic and legal administrative factors ($p > 0.05$).

Table 4: One Way ANOVA test results for the sector comparison.

		Sum of Squares	df	Mean Square	F	Sig.
MEANLAD	Between Groups	3.239	4	.810	.980	.422
	Within Groups	78.518	95	.827		
	Total	81.756	99			
MEANECO	Between Groups	2.428	4	.607	1.090	.366
	Within Groups	52.889	95	.557		
	Total	55.317	99			

DISCUSSION

Conclusion and Implications

The importance of small business and entrepreneurship to the growth of the economy and job creation of self-employment has been recognized by the Malaysian government. Specifically, due to this political awareness,

policies were developed to encourage entrepreneurship behavior through education programs. However, decisions to be entrepreneurs are determined by certain factors and according to Chowdhury et al. (2013), it is important to identify the influential factors that affect the business success/failure of the entrepreneurs. A host of factors influence them at the start-up process as entrepreneurs, such as economic factor and legal and administrative factor. It stays critical to understand what type of challenges the hospitality SMEs face at the start-up process. In this regard, there is lack of empirical evidence in Malaysian States. Therefore, this study aimed to explore the effect of influencing factors such as the economic factor and legal and administrative factor on hospitality SMEs at the start-up process in Ipoh/Malaysia. The finding concerning the economic factor was favorable in general. However, more than 20% had negative and neutral perceptions of economic factor items. Malaysian government should focus on these negative perceptions and examine the reasons. On the other hand, the finding concerning the legal and administrative factor was not much favorable. In general, nearly 40% of the hospitality SMEs had negative and neutral perceptions of legal and administrative factor items. Specifically, they were restless about the tax and interest rates. So, the government should review the tax and interest rate policies again in order to improve hospitality SMEs in Ipoh.

Hospitality SMEs are the backbone of tourism and hospitality industry and they are improving in all states of Malaysia. The role of government on the success of hospitality SMEs cannot be underestimated. The government should establish a well-working mechanism in order to make the entrepreneurial process more productive. Mostly, the success of business entrepreneurs depends on the availability of economic advantages such as capital. Specifically, Malaysian hospitality graduates should be supported and encouraged with capital to engage in new business ventures and this entrepreneurial process should be monitored by the government in order to provide good flow of feedback from entrepreneurs at the start-up process. Because the first years could be challenging for the new hospitality SMEs and they may need more support from the government and other authorities. According to Raduan et al. (2006) although there are numerous agencies and institutions established by the Malaysian government to assist SMEs, it is still unclear whether these programs are accessible to SMEs and

how far do SMEs utilize the programs. Similarly, the present study shows that hospitality SMEs are also facing the lack of leadership on legal and administrative matters such as lack of any agency that provides advises on legal matters. The government need to play an active role in promoting and supporting SMEs by providing incentives and create programmes or promote more non-governmental organizations (NGOs) to assist SMEs in legal and administrative issues. The start-up process is critical for SMEs, thus the success/failure items should be diagnosed by the government and other stakeholders to generate more productive hospitality sectors. As Fuduric (2008) has stated legal regulations affect and influence macro-economic policy, licensing, bankruptcy, deregulation, resource policies, and industry-related policies on entrepreneurial opportunities. In this regard, the government should revise the existing policies or take decisive steps to devise new policies and procedures to generate more productive hospitality SMEs in Ipoh/Malaysia

Limitations and Future Research Directions

Though this study expands our knowledge base, applicable prospects for further research remain. First, the study is based on a sample of hospitality SMEs from the capital city of Ipoh/Malaysia and cannot be generalized to other states in Malaysia. Future studies in other states are necessary for a complete understanding of perceptions and expectations of hospitality SMEs. Second, the quantitative method was used in examining the perceptions, thus this has limitations in explaining the complicated relationships among different measurement variables. More in-depth studies, possibly qualitative in nature, are needed to ponder the unrevealed reasons and aspects of the perceptions and expectations. Third, as a sample selection, this study included the entrepreneurs from the hospitality industry in the survey only. This is also a limitation and future research studies could investigate the other entrepreneurs' perceptions from different industries. In a longitudinal research, this study can be repeated in Ipoh and conducted in other Malaysian states.

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