

Exploring the cultural determinants of entrepreneurial success: The case of Malaysia



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ABSTRACT

This paper examines the cultural determinants of entrepreneurial success in Malaysia. Entrepreneurship is one of the main important drivers of a market nation and economists have underlined the crucial task acting in the market development. By employing describing the phenomenon of new venture creation and an interactive framework of entrepreneurship, this paper proposes a model that comprises four elements particularly in entrepreneurial culture and mindset influences. First the factor elements that lead to success in entrepreneurship are discussed together with the all four elements which are (1) presence of experienced entrepreneurs, (2) skills and knowledge of entrepreneurs, (3) cultural attitudes towards entrepreneurship and (4) proximity of entrepreneurial universities. Second, the main findings from the research are as follows; the elements of entrepreneurial culture and mindsets are the factors that contributed to the success in entrepreneurship. Third, this research will be practicable for academicians and the researchers who are concerned in examining the success factors on entrepreneurship. Finally, this study may conduce through the national or regional laws and regulation be changed to facilitate and retain the entrepreneurial movement. The future research may focus on the different physical region in Malaysia or within each of the other developing countries.

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1. Introduction

In a developing country like Malaysia, entrepreneurial activities through venture creation are seen as a mechanism to improve the distribution of income, to stimulate economic growth and to reshape an economic structure, which has been highly dependent on the activities of large firms (Abdullah and Ab Manan, 2011). Entrepreneurship is a well-known and well-studied phenomenon today (Yeung, 2002). Today, entrepreneurship research is some of the most widely cited in the management discipline with leading journals dedicated to its study and well-recognized conferences supporting its development (Bruton et al., 2008). Thus, entrepreneurship is one of the main important drivers of a market nation and economists have underlined the crucial task acting in the market development. In this sense, Bird (1988) and

Davidsson (2016) contends that new entrepreneurial ventures emerge because of careful thought and actions. In particular, this field of research is associated with studies of entrepreneurship and economic development, entrepreneurship and (international) business venturing, entrepreneurship and business history and ethnicity and international entrepreneurship (Yeung, 2002).

The government of Malaysia, throughout its constitutional bodies has been playing the crucial role in developing and encouragement home grown business entrepreneurs. Three of the mainly important establishments are the Ministry of Entrepreneur and Cooperative Development (MECD), its agency Perbadanan Nasional Berhad (PNS) and the SME (Small and Medium Enterprises) Bank. Therefore, efforts have been intensified and policies were drafted by the Malaysian government to encourage entrepreneurial activities and to promote the growth of self-employment nationwide through small businesses, petty trading, agriculture and services (EPU, 2006). According to seminal work of Gartner (1985), there are four major dimensions in entrepreneurship describing the phenomenon of

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new venture creation: the characteristics of the individual(s) who start the venture; the organization they create; the environment surrounding the new venture and the process by which the new venture is started. For the reason that societies are endowed by nature with different physical environments, members of society must adopt environmentally relevant patterns of behavior to achieve success (Thornton et al., 2011). Therefore, this study takes the approach that the most important dimension is the environment which it associated with the entrepreneurial cultural phenomenon and furthermore, this can be discussed with regard to a possibility acknowledgment and exploitation by entrepreneurs in regards to increase the rate and nurturing of new venture developments.

Hence, entrepreneurship is seen as a paradigm of deliberate behavior. Beginning the moment when entrepreneurship is a process that does not occur in a vacuum, Grundstén (2004) argues that environmental factors have some bearing on an individual's entrepreneurial activities. Gnyawali and Fogel (1994) have argued through their framework for entrepreneurial environments, there are interrelationships among those conditions particularly in the socioeconomic conditions (Soosay et al., 2016). Moreover, they have asserted that a conceptual framework is needed that integrates existing literature on external environments for entrepreneurship. The said of socioeconomic disciplines consisted of the public attitude toward entrepreneurship, presence of experienced entrepreneurs, successful role models, existence of persons with entrepreneurial characteristics, recognition of exemplary entrepreneurial performance, proportion of small firms in the population of firms, diversity of economic activities and finally the extent of economic growth. In fact, according to Gartner (1985), in an overview research papers on environmental variables that influenced new venture creation, Bruno and Tyebjee (1982) found 12 factors that they judged stimulated entrepreneurship which are venture capital availability, presence of experienced entrepreneurs, technically skilled labor force, accessibility of suppliers, accessibility of customers or new markets, governmental influences, proximity of universities, availability of land or facilities, accessibility of transportation, attitude of the area population, availability of supporting services and the living conditions. And these environmentally relevant patterns of behavior lead to the formation of different cultural values in different societies, some of which influence the decision to create new businesses (Thornton, et al., 2011).

Entrepreneurship is therefore more than the initial quality of owners to start business venturing. More importantly, it is about the exceptional qualities required in the processes of both creating and sustaining particular business ventures, irrespective of whether these ventures operate across national boundaries (Yeung, 2002). While the cultural values are defined as the collective

programming of the mind, which distinguishes the members of one human group from another and their respective responses to their environments (Hofstede, 1980).

In general, the supportive environment refers to a combination of factors in the environment that play a role in the development or nurturing of entrepreneurship and entrepreneurial activities. Consequently, when an individual creates a business in a specific cultural environment, this business reflects that cultural environment. For example, characteristics such as strategic orientation and growth expectations for the business (Thornton et al., 2011). As the infrastructure develops and as the entrepreneurial system grows, the system will thrive only if the environment is conducive for entrepreneurial activity and new venture creation (Pennings, 1980). Thus, with the intention of rationale and due the scarcity of this type of research, the aim of this paper is to develop on the existing literature and examines the entrepreneurial culture and mindsets success factors in Malaysia. Within the objective in order to comprehend determinant elements in the cultural entrepreneurial supports that contributes to the success in entrepreneurship. The first section of this paper begins with reviews of literature and it will start with the entrepreneurial success together with the elements of entrepreneurial culture and mindset influences. Second section describes the methodology designed to identity the relationship among the factors that contributed to the success in entrepreneurship in Malaysia with a qualitative approach. Third section is about the analysis of the data collected on four company's interview in different sector industries. This section shows the findings and discussions of the individual case-studies (within case analysis), and also the analysis results of the comparison of four case studies (cross-case analysis) as detailed along with the ATLAS.ti software as a tool in order to develop codes and categories from the interviewee's data. The last section presents the conclusions reflects on the implication of entrepreneurial activities and future research of the study.

2. Literature review and propositions development

This study addresses several elements of literature on the cultural determinants of entrepreneurial, while making significant conceptual departures from the extant literature.

2.1. Entrepreneurial success

Eight various success dimensions pertaining to economic performance have been suggested (Murphy et al., 1996) which are efficiency, growth, profit, size, liquidity, success or failure, market share and leverage. Furthermore, they state that success determined from outside has little relevance if the entrepreneurs do not see themselves as successful.

Resulting from Raduan et al. (2006), their study has identified the success factors of founding entrepreneurs in Malaysia contributing to their companies' venture growth. According to Cooper et al. (1988), regardless of some mixed findings, success generally attended those entrepreneurs who were involved in a founding team, who had education and relevant experience, who had owned previous businesses, who started businesses similar to those they had left, who came from large firms and who had more initial capital. Successful entrepreneurs have been described as extroverted risk takers who are creative, flexible and independent (Ibrahim and Goodwin, 1986). Consequently, the characteristics of the businesses and owners may influence their perceptions of their success and its relative importance (Walker and Brown, 2004). Literature also revealed that all entrepreneurs have their own perceptions of what success means to them, they can regard themselves as successful, although, looking from outside and measuring with traditional financial meters, their firms have attained different levels of success (Simpson et al., 2004). Rather than personal characteristics, a combination of experience and environmental awareness which is focus was demonstrated as significant predictors of venture success.

The "company success" is one of the topics that the academic literature in fields ranging from economics to psychology, including sociology and anthropology has paid great attention to (Van, 2003). Entrepreneur characteristics such as gender, education, age, managerial skills, experience (Kalleberg and Leicht, 1991) as well as physical and emotional support from family members (Green and Pryde, 1989) are important factors that influence business success. Literature also revealed that all entrepreneurs have their own perceptions of what success means to them, they can regard themselves as successful, although, looking from outside and measuring with traditional financial meters, their firms have attained different levels of success (Simpson, et al., 2004). Prior research has shown that successful entrepreneurs have large networks of casual acquaintances that provide ideas, access to potential investors and access to potential customers, and there is a link between entrepreneurs' networking behaviour and the growth of a firm (Ostgaard and Birley, 1996). This relationship appears to be contained by environmental influence. Moreover, the analysis in the term of business success as evaluated by in their study found that it generally defined in terms of economic or financial measures which comprise return on assets, sales, profits, employees and survival rates; and no pecuniary measures such as customer satisfaction, personal development and personal achievement. Scholars such as Man et al. (2002) prefer to speak of success in terms of competitiveness to analyze these early years of the life of the business. In view of that, from the concise of literature review concerning to entrepreneurial

success factors in this research, the concept of sales growth, satisfaction and income is used in this research as a success measurement in entrepreneurship.

2.2. Presence of experienced entrepreneurs

By examining experience and expertise, Chandler and Jansen (1992) report some significant relationships between a founder's experience and self-rated skills and between experience and skills on the one hand and venture growth and profitability on the other. As appraised by Vesper (1980) indicated that work experience may be more important when it is necessary to rely on inside industrial information and in highly competitive businesses (Jabar, 2011). In a further understanding of the entrepreneurial process and environment, it is crucial to find the presence of experienced entrepreneurs. Ideally, several people can be in a profession for years and be familiar with fewer than someone who has been in the profession for months. Research has shown that founders' current skills could predict the performance of their ventures and that their predictive ability varied across economic environments. Entrepreneurial experience has also been found to be conducive to business performance (Ronstadt, 1988). Some research evidence by Chandler and Hanks (1994) have shown that founders' skills moderate the relationship between (1) the abundance of opportunity in the economic environment of the venture and (2) venture performance. In the service industries, the quality and experience of the service personnel is frequently viewed as an inimitable resource that contributes to the competitive advantage of the venture (Schneider and Bowen, 1995). Besides, prior experience as an entrepreneur is a good predictor of re-venturing and can contribute to a successful path (Ronstadt, 1988; Vesper, 1980). Van (2003) wrote that experience in the same industry as the business venture gives better chances, and so does experience within the same occupation. These prove studied by Sharir and Lerner (2006), of the 13 successful entrepreneurs; seven had previous managerial experience, the salience of which is patently demonstrated in Etgarim, (The Organization of Challenging Outdoor Sports and Active Recreation for the Disabled in Israel). Finally, Reuber and Fischer (1994) provide evidence that expertise mediates the relationship between founder experience and venture performance with expertise in such key areas as strategic planning, globalization, financing and strategic alliance formation being more consequential for performance than expertise in back office functions. The previous experience of founders is likely to be most influential when initial start-up decisions are being made. Thus,

Proposition 1: The presence of experienced entrepreneurs would be positively related to the entrepreneurial success in Malaysia

2.3. Skills and knowledge of entrepreneurs

Literature revealed that the management skills of an entrepreneur refer to knowledge, skills and/or abilities required managing a venture (Sambasivan et al., 2009). Hence, to be successful, Malecki (1997) argues entrepreneurs must know how to integrate scientific knowledge, facts and management techniques with contextual experience. All propagated by additional studies accomplished that an entrepreneur's management skills were favorable to business performance and development (Cooper et al., 1994; Ronstadt 1984; Bird, 1995). Skills and knowledge are particularly important to performance in emerging market industry and may impart more entrepreneurial opportunities attractive as well as leads to the successful entrepreneurs (Abu et al., 2014). Empirical studies and based in his consultancy practice, Gerber (2001) points out those small businesses are founded mostly by technicians, specialists or professionals in certain fields and most of entrepreneurs perform their own technical work with high quality and efficiency, but seldom are management and managerial skills neglected (Murad and Thomson, 2010). Similarly, several academic researchers have examined the effectiveness and support initiatives focused on providing entrepreneurs with the abilities and insight to develop their businesses (De Faoite et al., 2003).

A mixture of studies found that some key factors may lead to the business failure were due to the lack of management skills or competencies (O'Neill and Duker, 1986; Terpstra and Olson, 1993), and the other perspective concluded that management skills of entrepreneurs were conducive to business performance and growth (Bird, 1993; Cooper and Gimeno, 1990; Ronstadt, 1984). Our study supports Brush et al., (2001) argument that they conclude; one of the biggest challenges facing new ventures is transforming the founder CEO's personal knowledge of the industry, market and product into organizational resources. Management of prior knowledge is an important factor in opportunity recognition. Furthermore, in the literature exposed that three major dimensions of prior knowledge are important to the process of opportunity recognition: prior knowledge of markets, prior knowledge of ways to serve markets and prior knowledge of customer problems (Ardichvili et al., 2003).

Studies in service industries such as tourism and hospitality offer some insight into identifying firm resources capable of generating sustainability including proper communication and coordination skills, behavioral performance skills, information exchange skills and speed of transaction management competency (Lundberg et al., 1995; Olsen et al., 1992). A lot of researches have acknowledged the fact that prior knowledge of a market, industry or customer needs can be a major advantage for entrepreneurs in terms of recognizing potentially profitable opportunities (McKelvie and Wiklund, 2004; Shane, 2000). These studies have

argued that "prior knowledge of customer needs and ways to meet them greatly enhances entrepreneur's ability to provide innovative solutions to these problems" and thus recognizing potentially valuable business opportunities (Baron, 2006). Three types of procedural knowledge are important (Wiklund and Shepherd, 2003): knowledge about the industry, knowledge about the type of business and knowledge about starting up new ventures.

Proposition 2: The higher skills and knowledge of entrepreneurs in Malaysia leads to greater likelihood to the success in entrepreneurship

2.4. Cultural attitudes towards entrepreneurship

Positive attitudes of the surrounding community concerning entrepreneurship are likely to increase one's desire to engage in entrepreneurial activities and more specifically, individuals who experience a positive view on entrepreneurship among their immediate contacts are more likely to have greater intention to become entrepreneurs. For example, it is often recognized that among people of Chinese origin, entrepreneurial role models encourage people to go into business supported by close networks of family members and relatives (Kao, 1993; Siu and Martin, 1992). Moreover, the societies and cultures that value entrepreneurship tends to develop societal systems to encourage it (Vesper, 1983). In fact, Lui and Wong (1994) put forth the claim that cultural value analysis is in tension with another conceptualization that emphasizes strategizing behaviour. Overall, the strategizing behaviour simply refers to using sets of strategic actions in achieving specific goals. This argument is supported by Stites (1985) study of industrial workers in Taiwan and the foregoing discussion shows that the Chinese entrepreneurial ethic are credible examples to illustrate this second paradigm and its tension with the cultural value analysis (Harrell, 1985). Cultural attitudes also one of the mechanism that contribute to the entrepreneurial success and it would positively related to motivating force for the business growth. In the Czech and Slovak Republics, negative public attitudes toward entrepreneurs discouraged entrepreneurs (Swanson and Webster, 1992). Another study of Mokry (1988) proposed that local communities can play an important role in developing an entrepreneurial environment. Authors such as Swanson and Webster (1992) propagated that with the development of social prejudice against business entities may result to small business become a victim of social justice. In fact, as pointed out by Gnyawali and Fogel (1994), they revealed that social factors may be equally important as availability of loans, technical assistance, physical facilities, and information. In the Czech and Slovak Republics, negative public attitudes toward entrepreneurs discouraged entrepreneurs (Swanson and Webster, 1992). Lui and Wong (1994) found Hong Kong's economy is structurally conducive to Chinese entrepreneurs in

two ways; first, the expansion of the economy in the past few decades “has given rise to many new forms of economic activities which are open to entrepreneurial ventures” and second, the structure of the economy “encourages people to appropriate opportunities opened up in the process of economic development in the forms of small businesses and self-employment”. This entrepreneurship may not prosper if most members of the society view it with suspicion. Consequently, a constructive approach of the general public toward entrepreneurship and an extensive public support for entrepreneurial behavior are both needed to encourage people to start a new business.

Proposition 3: The cultural attitudes towards entrepreneurship would be positively related to the success in entrepreneurship

2.5. Proximity of entrepreneurial universities

In the literature, [Zhou and Peng \(2008\)](#) define the entrepreneurial university as the university that strongly influences the regional development of industries as well as economic growth through high-tech entrepreneurship based on strong research, technology transfer and entrepreneurship capability. The entrepreneurial university is thus related not only to the university mission and tasks, but also to the organizational form, the deeply embedded activities and procedures, and the working practices and goals of individuals and research groups. It thus implies entrepreneurial action, structures and attitudes within the university ([Rinne and Koivula, 2005](#)).

Similarly as [Varga \(2000\)](#), university graduates may be one of the most important channels for disseminating knowledge from academia to the local high-technology industry. Analyzing patent citations, [Jaffe et al. \(1993\)](#) found that knowledge spillovers from academic research to private industries have a strong regional component for the importance of proximity for the use of public science). Without a doubt, we believe that universities ought to take steps to encourage entrepreneurial movement in their environments. Thus, the dual role of the modern academic mission now requires universities to not only serve society by educating students, but also to foster research that can be developed into commercially viable products and technologies ([Kirby, 2006](#)). A low level of education and exposure could prevent motivated entrepreneurial movement in their surroundings. Research evidence by [Clark \(1998\)](#) has shown that there are the relation with the concept to universities attempts to reform them and to become more entrepreneurial by strengthening their steering core, enhancing the development periphery, widening the funding base, stimulating the academic heartland and promoting an entrepreneurial belief. While [Saxenian \(1994\)](#) points out, one of the important mechanisms facilitating knowledge spillovers involves the mobility of human capital, embodied in graduating

students as they move from the university to a firm. This could be perceived as an institutional characteristic-an institution aiming to foster enterprising individuals ([Gibb, 2006](#)) and to change and take risks ([Barnett, 2005](#)), its faculties and staff operating as academic entrepreneurs within the university and capable of innovating and sustaining technology transfer beyond it ([Shattock, 2005](#)).

Proposition 4: There are positive relationship between proximity of entrepreneurial universities and the success in entrepreneurship

3. Methodology

To stimulate the information requirements of the study, a proper methodology has to be chosen and appropriate tools for data collection and analysis have to be selected. A qualitative research as a primary research enables researchers to be present detailed snapshots as it were of the participants under study. A case study approach is applied, in order to meet the aim and purpose of the study carried out with the use of semi structured interviews. A total of four in-depth cases were used to infer theory from practice by exploring the cultural determinants variables of the success factors in order to determine what the elements were would facilitate and contribute to the entrepreneurial success. Thus, for this qualitative data collection methodology, the sample was selected from the subsequent criterions which are all the four companies were created after year 2002 and belongs to the combinations of both female and male entrepreneurs in a different sector industry. This research technique was selected as it is useful for examining an experience in its natural settings ([Benbasat, 1984](#)). According to [Yin \(1989\)](#) recommends case studies when a researcher aims to expand and generalize theories (analytic generalization) and not to specify frequencies (statistical generalization). All interviewed and questions are followed by the literature review. Similarly, based on [Eisenhardt \(1989\)](#), there is no standard format for within case study analysis and the process is typically accomplished through a detailed description for each case that provides the basic for generating insights.

Even though [Yin \(1989\)](#) stated that there are many ways to collect the qualitative data, this research is based on interviews performed companies in the sample selected. Hence, case study research is an all-inclusive research strategy that admits the improvement of a theoretical model, data collection, data analysis along with research model design. Therefore, the process for this case studies analysis as follows. As the interview were recorded, it be transliterated and coded with supported by a qualitative data analysis software package which is ATLAS.ti. Initially, they were coded instinctively and then recycled as new codes emerged and provided more accuracy. A cross case comparison of the cases was performed to determine whether there was

consistency among the results of the individual case studies. There are two main advantages of ATLAS.ti. Firstly, it extends the ability to deal with a huge quantity of interconnected themes with high degree of accuracy and of flexibility. Secondly, it enables the researcher to create the theoretical interpretation systematically during the actual process of the coding of the data. This makes inductive and explorative analysis more accurate. Processing the data twice gave us a better understanding of each of the cases. On top of that, a pattern matching technique was used as the primary mode of analysis to examine patterns occurring across the cases. Pattern matching provided the ability to examine the patterns of outcomes for dependent and independent variables derived from the research framework to determine whether pattern existed across them that could be used to establish analytic generalizations. Analytic generalization involves generalizing a particular set of results to a broader theory (Yin, 2003). In general, the analysis will rely on the theoretical propositions that led to the case study. Thus, the analysis was favored for its potential to assist us to describe trends in the data and also determine whether there were relationships between variables. While as we cannot disclose due to the privateness reasons, all four companies' personal confidentiality given is treated in the strictest confidence (hereafter referred as the 'company'). In view of that, the research to be written will not identify the corporation name.

Case study research typically employs multiple data collection methods (Benbasat et al., 1987). Data for this study were collected through interviews. The sample was made up of the business owner or business founder who responded to questions regarding the success factors in entrepreneurship. According to Yin (2003), they summarized that the basic of these four tests of quality measure in case studies below.

Construct validity establishing correct operational measures for the concepts being studied (Yin, 2003). This was addressed in this study by collecting data through multiple sources review throughout the four case studies reports as well as to maintain chain of evidence from the respondents. This include by contriving case study protocol questions and asking questions throughout the interview sessions which efficiently captivated a comprehensive and rich understanding about the research study appropriate main issue.

Internal validity establishing a causal relationship, whereby certain conditions are shown to lead to other conditions as distinguished from spurious relations (Yin, 2003). This was addressed by the use of pattern matching technique analysis. We used the standardized in the literature review and entail, which we have to determine the established relationships between dependent and independent variables in this study.

External validity establishing the domain to which findings of study can be generalized by using replication logic in the multiple case designs (Yin,

2003). This was demonstrated in this study by using multiple cases for imitation logic to generalize the findings into the theory. Generally, the external validity or transferability, we refer towards the coverage to which the study's answer can be comprehensive ahead of the direct case study and applied to other cases of the research entire population.

Reliability demonstrating that the operations of a study such as the data collection procedures which it can be repeated with the same result (Yin, 2003). This proved from this research throughout the development of the research framework in order to guide the data collection and analysis with a case protocol and maintaining a case study database tracking for the study. Moreover, we illustrated by which level the mechanism is established and reliable with assessing the concept to allow paralleling the equivalent study using the similar technique, model and the data collection formed so as to gain the same results of the prior research.

4. Results and discussion

In the combination of cases the entrepreneurial culture and mindsets are believed to be interrelated with some facilitator elements towards the successful in entrepreneurship. Those determinant elements are: the presence of experienced entrepreneurs, skills and knowledge of entrepreneurs, cultural attitudes towards entrepreneurship and proximity of entrepreneurial university.

The impact of the presence of experienced entrepreneurs generally interrelated to involving the entrepreneurs, employment in the business and significantly related with interest in starting a business towards the success factors in entrepreneurship. As appraised by Vesper (1980) indicated that work experience may be more important when it is necessary to rely on inside industrial information and in highly competitive businesses. Tacit knowledge sometimes can be taught through guided experiences, however, and courses in entrepreneurship try to do just that, at least to some extent. This view was defended by a numerous scholars, which they have themselves devised a program for teaching practical intelligence in school (Williams et al., 1996). Agreeing by the respondent in the case, the success and opportunity of the company determined by the common rule of thumb in business. The Pareto principle-80/20 rules, which mean the company, gain 80% only through 20% of the customers. These are the loyal customers that keep on patronizing company's services as well as introducing new customers to his company. This is not because they gain profit or incentive. It is purely based on the good experience and trust that are worth of sharing within their networking. This is the power of the word of mouth advertising. This demonstrates his company as a successful brand. The brand has satisfied his customer and makes them willingly to communicate the value to others

that eventually bring sales and reinforce the brand. Ideally, several people can be in a profession for years and be familiar with fewer than someone who has been in the profession for months. With regards to these contacts, the presence of experienced entrepreneurs comes out to be related with only two cases which are case 1 and case 2. They are definitely agreed that the business owner or founder obtain their business idea from a previous job as well as helped them to predict the performance of their ventures.

The truth that prior skills and knowledge of a market, business and consumer desires can be the most important benefit for entrepreneurs in terms of realizing potentially profitable chances. Empirical studies and based in his consultancy practice, Gerber (2001) points out those small businesses are founded mostly by technicians, specialists or professionals in certain fields and most of entrepreneurs perform their own technical work

with high quality and efficiency but seldom are management and managerial skills neglected. For an example, according to the owner of the company 4, some of the entrepreneurship success story were based pure luck, whilst the rest are merely depends on the past experiences and knowledge that boost and grows the business. She alert with her surroundings as well as the market needs. The entrepreneur should have the ability of turning the problem into opportunity and on the same time he maintains and improves his company reputations. These are one of the factors that help her in developing his business. Not to forget, staff welfare and effective skills in problem solving are vital elements in managing the company as affirmed by this success entrepreneur. Therefore, the prior skills and knowledge of a market element appears to be linked with all four cases which are Case 1, Case 2, Case 3 and Case 4 (for an example see Fig. 1).

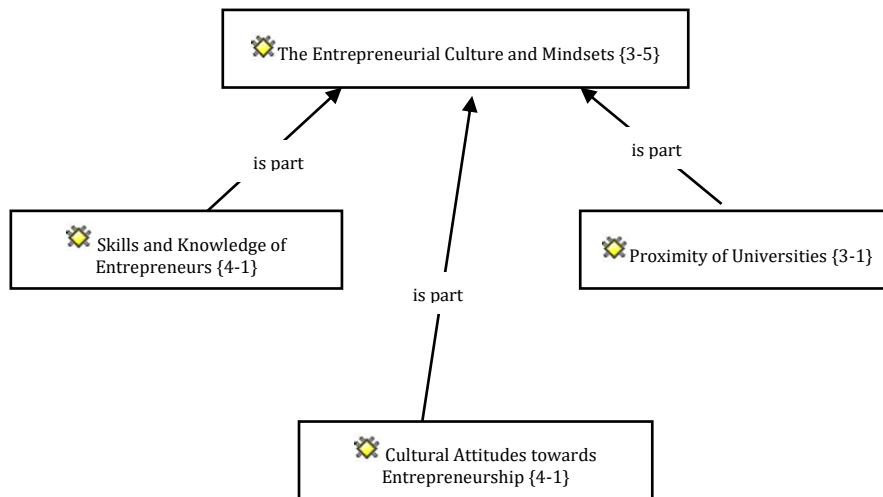


Fig. 1: Entrepreneurial culture and mindsets-case 3 and 4

The interviewees asserted some concept regarding the surrounding local community, which is related to the cultural attitudes towards entrepreneurship. As supported by Mokry (1988) proposed that local communities can play an important role in developing an entrepreneurial environment. Consequently, cultural attitudes may consider one of the mechanisms that contribute to the entrepreneurial success and it would positively relate to motivating force for the business growth according to the interviewee. Moreover, he found that one of the reasons he may spot this opportunity in this business environment cause he was born into a family with businesses and this image of entrepreneurship having a positive effect on his entrepreneurial intention. This indeed which supportive by Gnyawali and Fogel (1994), entrepreneurship may not prosper if most members of the society view it with suspicion. However, an entrepreneur in the true sense of the word affirmed by the respondent who wants to be successful in his business will work hard for his cause and will do also depend on others surrounding as well. Cultural attitudes towards entrepreneurship also one of the

mechanisms that contribute to the entrepreneurial success and it would positively relate to motivating force for the business growth. Hence, this is also strongly established and all the four cases through the interview supported this element and them likely to increase one's desire to engage in entrepreneurial activities by the surrounding local community concerning entrepreneurship.

A further element found correlated to the entrepreneurial culture and mindsets were proximity of entrepreneurial university. Etzkowitz (1983) coined the term "entrepreneurial university" to describe institutions that have become critical to regional economic development. Entrepreneur education and its relationship to performance have been widely examined. As such, developing a more entrepreneurial culture can be regarded as the essential mechanism through which universities become effectively involved in economic development (Fairweather, 1990; Hagen, 2002). Therefore, having closer proximity of the business to the university will have the spillover knowledge in a sense of experiment grounds for students as well. The respondent agreed that ingraining the

entrepreneurial movement within the universities is a correct decision as the students are considered matured enough to understand the business conduct at that age. The presence of proper training and research assistances are important factors contributing to become more entrepreneurial. This is because the local residence from the same vicinity stands to benefit from research, training, courses, seminars, exhibitions and guidance offered by the universities as mentioned by the interviewee. This was also affirmed by three cases (case 2, case 3 and case 4) with the aim of the entrepreneurial movement within universities been met with both enthusiasms towards the successful entrepreneurs. Concerning the finding from the interview in case 1, the interviewee noted that the experienced are more valuable than the education because it just only a theory compared to the practically exposure doing the business.

5. Conclusion

This paper sought to examine the cultural determinants of entrepreneurial success in Malaysia generated numerous results. The elements such as the presence of experienced entrepreneurs, skills and knowledge of entrepreneurs, cultural attitudes towards entrepreneurship and proximity of entrepreneurial universities on entrepreneurial activity are strongly correlated with the entrepreneurial success in Malaysia.

Conversely, this research encountered with some of the entrepreneur's profile and characteristic in Malaysia. Firstly, a young adult man as a travel and consultant business offers a wide spectrum of tourism services which includes corporate airline ticketing, worldwide hotel reservations, airport check-in service, incentive group travel, cruises and independent and group tours to any part of the world. His company was established in 2003. Secondly, a woman entrepreneur in food and beverages industry as her core business. Her company is one of the new groomed SME in the state of Kelantan of Malaysia which popular with varieties of foods and tradition since 2005. The natures of business are food as well as spices production, spices repackaging and retailing. Thirdly, a young men entrepreneur in owned design and technology sector industry. The business was incorporated in 2007 and his company as an independently owned design and technology with comprising designers, producers, developers and programmers idea into an engaging intelligent and innovative solution towards achieving user's satisfaction. Finally, a matured women entrepreneur from south coast of Malaysia and her company run retail, woman clothing, traditional herbs and school uniforms. Throughout four years in the business, her business grows speedily amongst the market. Thus, eventually in general, the findings of this study provide as a road map for entrepreneurs to be successful in their effort to accomplish higher venture growth. As a result,

this study supports all the research propositions as follows:

In a promote understanding of the entrepreneurial process and environment, therefore, it is crucial to find the presence of experienced entrepreneurs. Moreover, it will positively associate to improve the business skills and venture in a continuous discovering and development in entrepreneurship. For an example in Case 3, the respondent gained some experiences when he involved in project management of advertising, multimedia and IT. With regards to these contacts, the presence of experienced entrepreneurs comes out to be related with two cases which are case 1 and case 3 and they are definitely agreed that business owner or founder obtain their business idea from a previous job as well as helped them to predict the performance of their ventures. Hence, this study did support the proposition (P) 1: The presence of experienced entrepreneurs would be positively related to the entrepreneurial success in Malaysia

Skills and knowledge of entrepreneurs are particularly important to performance in emerging market industry and may impart more entrepreneurial opportunities attractive as well as leads to the successful entrepreneurs. The entrepreneur without a strong motivations and confidences won't be able to start such business within the competitors strong and established territory. As a result, this element is remarkably important in order to be a successful entrepreneur and all the interviewee supported this proposition (P) 2: The higher skills and knowledge of entrepreneurs in Malaysia leads to greater likelihood to the success in entrepreneurship

Cultural attitudes towards entrepreneurship also one of the mechanisms that contribute to the entrepreneurial success and it would positively relate to motivating force for the business growth. The respondent swanned some concept as regards the surrounding of social factors, as well as physical facilities which is related to the cultural attitudes towards entrepreneurship. From the owner standpoint of views, although the business sounds not complicated, the hardest part is to sustain and maintain the pace. This is definitely the image of entrepreneurship having a positive outcome to her entrepreneurial intents as the environing local communities of interests are likely to increase one's desire to engross in the business natural process. For this reason, this study did support the proposition (P) 3: The cultural attitudes towards entrepreneurship would be positively related to the success in entrepreneurship

A further element found correlated to the entrepreneurial culture and mindsets were proximity of entrepreneurial university. Therefore, having closer proximity of the business to the university will have the spillover knowledge in a sense of experiment grounds for students as well. The respondent agreed that ingraining the entrepreneurial movement within the universities is a correct decision as the students are considered

matured enough to understand the business conduct at that age. The presence of proper training and research assistances are important factors contributing to become more entrepreneurial. This is because the local residence from the same vicinity stands to benefit from research, training, courses, seminars, exhibitions and guidance offered by the universities. A low level of education and exposure could prevent motivated entrepreneurial movement in their surroundings. This was also affirmed by three cases (case 2, case 3 and case 4) with the aim of the entrepreneurial movement within universities been met with both enthusiasms

This paper has some limitation and implication for future research. Even though the study has followed the right steps towards objective, there might also be the other various ways of data interpretation. Therefore, it is not impossible to infer causation in these studies of the result to the universe in this case population. The more exploration of potential entrepreneurs and businessmen in the various sector industries who have recently started their ventures may provide more valid, extensive and supportive insights. Moreover, it may be useful to observe a mixture of types of success factors as for examples; partition the business environment into different categories such as market openness and strategy, research and development transfer, supportive environment, etc. in order to comprehend entrepreneurial motivation in Malaysia. The future research line may also focus on the different geographical region in Malaysia or within each of the other developing countries. Finally, the future research may investigate and validates the result of this study throughout a large-scale within and cross cases using quantitative analysis.

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