

Structural Approach to Modeling the Impact of Community Based-Enterprises (CBEs) on the Program of One District One Industry

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Abstract: Literally, the concept of community-based enterprises (CBEs) is an originally practiced by community who are living in a small village located in Oyama, Oita, Japan in 1961 through a program One Village One Product (OVOP). Essentially, the model of CBEs which included the factors of cooperation, sustainability and innovation is enhancing the development of business performance among rural communities. In Malaysia, the program of One District One Industry or known as Satu Daerah Satu Industri (SDSI) is virtually practiced the model of CBEs with the purpose is to alleviate poverty among community in rural area. At present, most of rural entrepreneurs are less practiced the factors of cooperation, innovation, and sustainable enterprises as variables in CBEs model in their business activities. Therefore, the purpose of this study is to investigate the impact of CBEs model on business performance among entrepreneurs under SDSI program who are operating their business in East-Coast of Peninsular Malaysia. Hence, the method of this study is based on stratified random sampling which covers 230 respondents who are operating their business in the East-Coast of Peninsular Malaysia. Furthermore, the results indicate that all of the respondents in this study are significantly accepted the factors in a model of CBEs are contributing to their business performance improvement. Then, this research has proved that CBEs model is an essential platform to be implemented in helping the SDSI entrepreneurs as well as improving their business performance.

Keywords: One District One Industry, community-based enterprise, business performance.

1. INTRODUCTION

Community based-enterprise (CBEs) model appears to contribute on social and economic survival, and perhaps to development in marginalized areas in Malaysia. CBEs model is defined as entrepreneurial initiatives which enhance the quality of life and economic growth of a particular region. It has been practiced in One Village One Product (OVOP) program conducted by the community who are living in a small village located in Oyama, Oita, Japan in 1961 which has attracted the attention of several other countries to be adapted and implemented in their respective countries including Malaysia, through *Satu Daerah Satu Industri* (SDSI) program which originally implemented by the government in 1992 through *Satu Kampung Satu Product* (SKSP) program. In addition, business performance will also provide benefits directly to the community. In supporting of this statement, Torri (2009) has stated that this CBEs model has been a guide to some emerging countries to implement the

OVOP concept in their own country. Therefore, this study was examine the impact of CBEs model on improving business performance among SDSI entrepreneurs in East-Coast of Peninsular Malaysia.

CBES MODEL IN EAST-COAST OF PENINSULAR MALAYSIA

The concept of CBEs is an original model adopted by the Japanese people living in small a village located in Oyama, Oita in 1961. Moreover, this concept has been developed and practiced in OVOP program introduced by Morihiko Hiramatsu, The Governor of Oita, Japan in 1979. CBEs is a model that was designed at raising the position of rural communities through the development of distinctive organizations and businesses (Gibson et al., 2016). Indeed, this concept is able to develop business opportunities for rural communities to operate their own business in cooperation, sustainability, and innovation. Previous research has highlighted that the CBEs model has proven its approach has successfully encouraged local in villages to utilize natural resources as a valuable resource within the enterprise and thus develop the business to international prospects. This model has also been well-known for the program to develop the willingness of rural entrepreneurs to cooperate with each other, having the motivation to improve product quality and promote products based on pure natural resources (Nguyen, 2013 and Natsuda, 2011). In Malaysia, the model of CBEs does exist, but yet still has lack emphasized through the SDSI program where they did not able to practice the nature of cooperation and sustainability in their enterprises as what have OVOP program successfully done.

CBEs model is able to develop job opportunities among the community especially who are living in rural area. East-Coast of Peninsular Malaysia is an area that has been focus by the government by developing a program known as East-Coast Economic Region (ECER) which involved three states included Kelantan, Terengganu, Pahang and Mersing district that located in Johor. The Malaysia Government visualization to make a revolution towards East-Coast states through ECER program was triggered by the unequal development pattern factors between regions, urban and rural areas in Malaysia. Moreover, ECER is well-off in natural resources, heritage and culture that are the basis of advancing the economy to a competitive global economy. Therefore, East-Coast of Malaysia is an appropriate area to practice the CBEs model in order to improve their business performance.

PROBLEM STATEMENTS

Although various initiatives have been taken by the relevant ministries, SDSI's Program development has been less favorable as the OVOP implementation in Japan and OTOP in Thailand. This is because the factors of cooperation in the business, sustainability enterprise, and innovation towards producing products as contained in the CBEs model are less emphasized by SDSI entrepreneurs (Radiah et al., 2009). In addition, many of the rural entrepreneurs in Malaysia are of the opinion that there are other aspects that encourage them to succeed in business such as financial assistance from the government, skills training in entrepreneurship and additional services by the government (Fatimah et al., 1997). Moreover, they argue that their high competition creates less confidence in working together in the business they are building. The approaches of collaboration among entrepreneurs as contained in CBEs model are less emphasis and they think healthy competition will soon increase their company performance without the need to collaborate (Radiah et al., 2009). These are the factors that encourage them to think that the cooperation, sustainable enterprises and innovation are not contributed to their business performance. Entrepreneurs under the SDSI program does not practice to the importance of utilizing the natural resources in their business in order to improve business performance. As noted, the key to success of

the OVOP program in Japan is due to their creative factors using natural sources in the rural areas and making it as an impetus for them to develop small and medium-sized enterprises in the village. Thus, it is clear that the lack of emphasis on sustainability, cooperation between community, as well as innovation approaches among SDSI entrepreneurs in Malaysia are the fence to the development of this program.

RESEARCH QUESTION AND OBJECTIVE

There is one primary research question and objective in this study. The research question is; is there a significant impact of CBEs model (cooperation, sustainability enterprise, and innovation) on business performance among the SDSI entrepreneurs in East-Coast of Peninsular Malaysia? Therefore, based on the primary research question, this study has developed one main objective which is; to investigate the impact of CBEs model (cooperation, sustainability enterprise, and innovation) on business performance among the SDSI entrepreneurs in East-Coast of Peninsular Malaysia.

2. LITERATURE REVIEW

Waits (2000) states the concept of industry cluster has proved to be a dominant structure for companies to organize, collaborate, and work with the government to meet their needs and wellbeing. Within the cluster, firms tend to cooperate not only with other firms in the same cluster but with governments, universities, and research institutions. As Folta et al. (2006) pointed, economies of clusters benefit firms in their ability to innovate by attracting alliance partners and private equity partners. In order to become competitive in a broad market, SMEs may accomplish collective efficiency through proximity, specialization, social cohesion, and collaboration (Weijland, 1999). According to Loof and Heshmati (2002), collaborating with competitors enables firms to ascertain their competitors' technology levels. Companies which are more knowledgeable about their competitors' technology strategies are well able to distinguish themselves. Najib and Kiminami (2011) argued that there are three forms of cooperation that can help SMEs to become more innovative, which are inter-firm cooperation, cooperation with the government, and cooperation with research institutions. As well, in their research, Najib and Kiminami (2011) found facts that inter-firm cooperation and cooperation with research institutions had a positive and significant effect on the innovation of SMEs. However, cooperation with the government did not have a significant effect on the innovation of SMEs. It can be summarize that cooperation within organizations can lead to better performance of an enterprise which included in CBEs model. Therefore, it can be hypothesized that;

H1 (a): Cooperation that contains in the CBEs model will have a significant impact on business performance among SDSI entrepreneurs in East-Coast of Peninsular Malaysia.

Shepherd and Patzelt (2011) said that sustainable entrepreneurship can be linked to pro-social behaviour, in view of the orientation of entrepreneurial actions to provide benefits to other people. According to Koe and Majid (2014), preserving communities, work towards achieving collective benefits and contributing to network development are determined by the entrepreneurs' perceptions of desirability and feasibility as well as by acknowledging them as business performance inputs. Seay (2015) pointed that when determining the core of a company, it was found in several studies that having a sustainable business model creates value. The extra overheads of implementing sustainable practices is what deters some companies from being "green," however a study was done that looks at how managers balance social, environmental, and financial performance simultaneously (Epstein, Buhovac,

and Yuthas, 2015). In order to creating additional value for firms, sustainability can also persuade consumers' attitudes towards products. A previous study was done by Cho (2015) has explored the impact that sustainable-labeling had on consumer demand and using a regression analysis involving a two-by-two impact frame (personal impact vs. company impact) with environmental involvement (EI) as the measured variable (Cho, 2015). Therefore, it can be hypothesized that;

H1 (b): Sustainable enterprise that contains in the CBEs model will have a significant impact on business performance among SDSI entrepreneurs in East-Coast of Peninsular Malaysia.

As Elci and Karatayli (2009) stated, firms should be innovative disregarding of their firm size or sector in order to compete and remain alive in the market. Innovation contributes significantly to economic development (Ahmed and Shepherd, 2010). Gunday et al. (2011), and Saunila and Ukko (2012, 2013) found that innovation and business performance are positively related. Nevertheless, Saunila (2014) has described there is a non-significant direct relationship of innovation with firm performance. Literature revealed that study in this area has been fragmented, lacks comprehensive reviews and findings were considered as incompatible. Thus, this research has been carried out to investigate the relationship between the innovation and business performance among SDSI entrepreneurs in East-Coast of Peninsular Malaysia. Innovation at firm level refers to a firm's interest and propensity to adopt new ideas that lead to the improvement and the launch of new products (Rubera and Kirca, 2012). According to Gopalakrishnan and Damanpour (1997) and Langley et al. (2005), product innovation has been classified as the creation of a new product from new materials which means totally new product or the alteration of existing products to meet customer satisfaction in order to enhanced version of existing products. Innovation has a substantial impact on corporate performance by producing a better market position that conveys competitive advantage and superior performance (Walker, 2004). Therefore, it can be hypothesized that;

H1 (c): Innovation that contains in the CBEs model will have a significant impact on business performance among SDSI entrepreneurs in East-Coast of Peninsular Malaysia.

Stable business performance is a major mission to every small and medium enterprises (SMEs) entrepreneur. Madrid Guijarro et al. (2007) argues that the strength of business performance will help businesses and residents benefit through resource withdrawals, create job opportunities, and create wealth. Companies with unsatisfactory performance will tend to be less competitive and will face financial difficulties (Brigham & Houston, 2004). Hence, according to Najmi, Rigas & Fan (2005) it is very important for an enterprise to keep ensuring their performance at a satisfactory level from time to time as a result of changes in the changing and uncertain business environment. Community based-enterprises which contain cooperation, sustainability, and innovation have contributed significantly to improving business performance. Table 1 indicates the indicators and authors involved of CBEs model, cooperation, sustainability, and innovation factors to support the development of items in the questionnaire in this study. Furthermore, Figure 1 shows the theoretical framework of this study where it shows that CBEs model are significantly have an impact on business performance among the SDSI entrepreneurs in East-Coast of Peninsular Malaysia.

3. RESEARCH METHODOLOGY

3.1 Population and Sample Size

The population of this study encompasses of 516 entrepreneurs registered under the SDSI program in the East-Coast of Peninsular Malaysia. There are several approaches to determining the sample size included by using a census for small populations, imitating a sample size of similar studies, using published tables, and also applying formulas to calculate a sample size (Rao, 1985; Glenn, 1992; Singh & Masuku; 2012). 217 respondents needed as a sample size using the stratified sampling in this study to represent the population of 514 SDSI entrepreneurs from different states including Kelantan, Terengganu, and Pahang. The sample size of this study has been identified by using Krejcie and Morgan (1970) and Glenn (1992) tables.

3.2 Instruments and Measurements

This study has conducted data collection through a questionnaire survey. A set of survey forms as a research instrument were divided into 3 sections. Section A covered questions related to CBEs model, Section B contained questions regarding business performance among SDSI entrepreneurs, meanwhile in Section C covered respondents' background and business profile. In this ordinal questions, the seven-point Likert Scale is used to measure the extent of respondents' views of the developed variables on the scale: 1 = disagree at all, 2 = very disagree, 3 = disagree, 4 = neutral, 5 = agree, 6 = strongly agree, and 7 = very agree at all. Subsequently, a quantitative approach has been used in the analysis through the Statistical Package for Social Science (SPSS) software program version 22.0 to measure the relationship among the variables in this study. Table 2 below shows the number of SDSI entrepreneurs in East-Coast Malaysia divided by clusters respectively.

4. ANALYSIS AND DISCUSSION

4.1 Descriptive of respondents' profile

There were 250 sets of questionnaire was distributed to the SDSI entrepreneurs in East-Coast Malaysia, however only 230 sets questionnaire completed and usable has been returned to be analyze in this study. Even though the sample size needed was only 217 respondents, this study has collected more than what it has required. All the data was entered and analyzed using SPSS software program (version 22). Gender, age, level of education, and level of satisfaction towards the SDSI program are the items that have been described well in this study to complete the respondents' profile analysis.

Based on Table 3, the result shows that 124 (53.9%) of the total respondents are male entrepreneurs, while the remaining 106 respondents (46.1%) are female entrepreneurs. Next, an item of entrepreneurs' age analysis were divided into four main ranges starting from below 30 years old which could be categorized as youth entrepreneurs, entrepreneurs aged 30 to 39, entrepreneurs aged 40 to 49, entrepreneurs aged 50 to 59 and entrepreneurs who are over 60 years old. The analysis found that respondents between the ages from 40 to 49 were the highest which contributed to 91 entrepreneurs (39.6%), while only 3 entrepreneurs (1.3%) out of 230 respondents contributed to youth entrepreneurs that aged below 30 years old under the SDSI program in East-Coast Malaysia. Most of SDSI entrepreneurs in East-Coast Malaysia were educated from secondary school where as many as 71 respondents (30.9%) have

responded in this study, nevertheless as expected only 27 entrepreneurs (11.7%) were educated from Bachelor Degree, Masters and PhD level. Besides that, this study also looks into the level of entrepreneurs' satisfaction towards SDSI Program that has been developed by the government. Over half of them were satisfied with SDSI Program with 145 entrepreneurs (63.0%), while 75 entrepreneurs (32.6%) have a neutral level and surprisingly there were also some of them were not satisfied with SDSI program where 10 entrepreneurs (4.3%) responded towards it.

Based on Table 4 below, the analysis shows the business profile of SDSI entrepreneurs in East Coast of Malaysia. Regarding to the clusters classification, the main contribution is came from food and beverages cluster with 99 entrepreneurs (43.0%), followed by handicraft cluster with 63 entrepreneurs (27.4%) and the lowest was contributed by home stay cluster with 31 entrepreneurs (13.5%) took part in this study. Most of SDSI entrepreneurs in East-Coast Malaysia earned annual sales below than RM100, 000 where 90 (39.1%) from 230 entrepreneurs supported this fact in this study. However, only 1 entrepreneur (0.4%) produced annual sales more than RM500, 000. Therefore, these results exposed a poor fact of SDSI entrepreneurs in East-Coast of Malaysia in organizing their business to gain high sales every year. Moreover, in business profile also has analyzed the financial sources of each respondent. It shows that the greatest involvement was from others source which included combination sources included self-sponsored and government loan scheme, bank institution and family, and government grant and self-sponsored with 69 entrepreneurs (30.0%) contributed to this source. Meanwhile, government loan scheme was the least amount involved to this source with 25 entrepreneurs (10.9%).

4.2 . Reliability analysis

In order to study the consistency and stability of questionnaire, reliability test becomes critical and as a basis before further analysis in hypothesis of this study. The first run of test which conducted on 230 respondents, yielded the Cronbach's Alpha was read several variables in this study. Based on Table 5, all variables that have been investigated in this study found to be reliable included cooperation (0.840), sustainability (0.687), innovation (0.795), and business performance (0.948).

4.3 .Correlation analysis

Correlation is a bivariate analysis that measures the strengths of relationship between two variables. In statistics, the value of the correlation coefficient varies between +1 and -1. When the value of the correlation coefficient lies around ± 1 , therefore it was believed to be a perfect degree of association between the two variables. As the correlation coefficient value goes towards 0, the relationship between the two variables will be weaker. Commonly, in this research used Pearson Correlation in order to investigate the impact of CBEs model on business performance. Based on Table 6 below, there was a positive relationship between CBEs model and business performance with the correlation value 0.522 and significant p-value at 0.000. Besides that, cooperation, sustainability and innovation also have a positive relationship towards business performance with the correlation values 0.484, 0.387 and 0.493 respectively. All the correlation values were in a moderate relationship towards business performance. The awareness factor may be the contributing factors to the importance of CBEs model on business performance. High awareness among SDSI entrepreneurs in East-Coast Malaysia is very vital will help them to improve their business performance.

4.4 . Regression analysis

To test the hypothesis of the study, researcher has utilized a multiple regression analysis to tests the significance relationship between variables. Regression analysis test takes part to comprehend which among the independent variables (cooperation, sustainability, and innovation) are related to the dependent variable (business performance) as well as to explore the forms of these relationships. In restricted circumstances, regression analysis can be used to infer underlying relationships between the independent and dependent variables. In this analysis test, the values of R square, Pearson correlation, Beta, and P values were determined to identify whether the variables have a significant impact on business performance. Table 7 below shows the result of regression analysis test of this study. The results indicated that the multiple correlation coefficient (R) which using all predictors simultaneously is 0.522 and R square is 0.273 which means that 27.3 percent of the variance in a business performance can be predicted from the factors of CBEs model. In term of Beta value and significance study of each hypothesis, the results indicates that all hypotheses are positively significance and accepted which are; hypothesis 1 ($\beta = 0.522$, $P = 0.000$), hypothesis 1 (a) ($\beta = 0.484$, $P = 0.000$), hypothesis 1 (b) ($\beta = 0.387$, $P = 0.000$) and hypothesis 1 (c) ($\beta = 0.493$, $P = 0.000$).

5. RECOMMENDATIONS

To build the importance and practices of CBEs model in the SDSI program as well as rural entrepreneurs in Malaysia, the administrator and also the responsible agency play an important role for forming one planning that able to create high value of awareness among rural entrepreneurs on the importance of cooperation and deep this micro and small industry. Hence, the bottom-up approach that was implemented in OVOP program should be as guidance for SDSI program in Malaysia. Additionally, this study can be utilized to the top management of SMEs firms by adopting a new approach in implementing appropriate programs to address the problems faced specially with regard to business performance. Furthermore, the government and it agencies should provide assistance and advisory services to SMEs firm developing the way they operate in the long run since its inception.

6. CONCLUSION

Undeniably, East-Coast of Peninsular Malaysia is an area which the rural entrepreneurs that involved in SDSI program focused on the development of small and medium enterprises (SMEs) as emphasized by the government. The problem arises when most of SDSI entrepreneurs in East-Coast Malaysia who operates their business in rural areas are less focus on the importance of the concept of cooperation in their business to develop a sustainable enterprise. It is even there are among those who deficiency show that the impact of cooperation, sustainable, and innovation approach are greatly contributes on their business performance. Indeed, these approaches are very essential that contained in the CBEs model as which has been implemented in One Village One Product (OVOP) program in Japan as well as One Tambun One Product (OTOP) program in Thailand. At the end of this study also have found the significant relationship between CBEs model (cooperation, sustainable, as well as innovation) and business performance among SDSI entrepreneurs in East-Coast of Peninsular Malaysia.

7. REFERENCES AND NOTES

Table 1: The variables and indicators

Variables	Indicators	Authors
1. Community based-enterprises (CBEs) model	<ul style="list-style-type: none"> • Cooperation between entrepreneurs. • High self-motivation to increase the product quality. 	Natsuda et al (2011)
	<ul style="list-style-type: none"> • Well planned in promoting products. • Each village able to earned income through operating sustainable enterprises by producing products made by pure natural resources. 	Sura (2008)
2. Cooperation	<ul style="list-style-type: none"> • More knowledgeable and can share about their competitors' technology. 	Loof and Heshmati (2002)
	<ul style="list-style-type: none"> • Collaboration with other firms leads to high sales and expand the customers data. 	Saleh and Ndubisi (2006)
3. Sustainability	<ul style="list-style-type: none"> • Provide benefits to other people. 	Patzelt (2011)
	<ul style="list-style-type: none"> • Influence consumers' attitudes towards products. 	Cho (2015)
4. Innovation	<ul style="list-style-type: none"> • Adopt new ideas that lead to the development and the launch of new products. 	Rubera and Kirca (2012)
	<ul style="list-style-type: none"> • Alteration of existing products to meet customer satisfaction. 	Langley et al. (2005)
5. Business performance	<ul style="list-style-type: none"> • Resource withdrawals, create job opportunities, and create wealth. 	Madrid Guijarro et al. (2007)
	<ul style="list-style-type: none"> • Good performance leads to stable financial. 	Brigham & Houston (2004)

Table 2: Number of SDSI entrepreneurs in East-Coast of Malaysia by clusters (Source: Prime Minister's Department's Implementation Coordination Unit, 2018)

Clusters/ States	Food and beverages	Handi- craft	Home stay	Health services	Total	% sample	Sample size
Kelantan	94	133	8	11	246	47.90	104
Terengganu	65	71	4	25	165	32.10	70
Pahang	79	12	3	9	103	20.00	43
Total	238	216	15	45	514	100%	217
% sample	46.30	42.00	2.90	8.80	100%	100%	217
Sample size	100	91	7	19	217	100%	217

Table 3: SDSI entrepreneurs' profile in East-Coast of Peninsular Malaysia.

	Frequency	Percentage (%)		Frequency	Percentage (%)
Gender			Level of education		
Male	124	53.9	Primary school	37	16.1
Female	106	46.1	Secondary school	71	30.9
			Certificate	66	28.7
			Diploma	29	12.6
			Bachelor degree	27	11.7
Age			Satisfaction level towards SDSI program		
30 years below	3	1.3	Not satisfied	10	4.3
30-39 years	34	14.8	Neutral	75	32.6
40-49 years	91	39.6	Satisfied	145	63.0
50-59 years	73	31.7			
60 years above	29	12.6			

Table 4: SDSI entrepreneurs' business profile in East-Coast of Peninsular Malaysia.

	Frequency	Percentage (%)		Frequency	Percentage (%)
Clusters			Financial sources		
Food and beverages	99	43.0	Self-sponsored, family, colleagues	63	27.4
Handicraft	63	27.4	Government loan scheme	25	10.9
Home stay	31	13.5	Government grant	48	20.9
Health services	37	16.1	Bank institution	25	10.9
			Others	69	30.0
Annual sales					
Less than 100K	90	39.1			
101K-200K	75	32.6			
201K-300K	49	21.3			
301K-400K	12	5.2			
401K-500K	3	1.3			
More than 500K	1	0.4			

Table 5: Reliability analysis test results

Sections	Variables	Number of items	Reliability Cronbach's Alpha (α)
Community based-enterprises (CBEs) model	Independent	19	0.888
Cooperation	Independent	7	0.840
Sustainability	Independent	6	0.687
Innovation	Independent	6	0.795

Business performance	Dependent	23	0.948
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Table 6: Correlation between CBEs model and business performance

		Business performance
CBEs model	Pearson Correlation	.522*
	Sig. (2-tailed)	.000
	N	230
Cooperation	Pearson Correlation	.484*
	Sig. (2-tailed)	.000
	N	230
Sustainability	Pearson Correlation	.387*
	Sig. (2-tailed)	.000
	N	230
Innovation	Pearson Correlation	.493*
	Sig. (2-tailed)	.000
	N	230

Table 7: Regression analysis test results

Variables	R square values	Std. Coeff. Beta (β)	P-values	Results
Community based-enterprises (CBEs) model	.273	.522	.000	H1 - Accepted
Cooperation	.234	.484	.000	H1 (a) - Accepted
Sustainability	.149	.387	.000	H1 (b) - Accepted
Innovation	.243	.493	.000	H1 (c) - Accepted

Dependent variable: Business performance

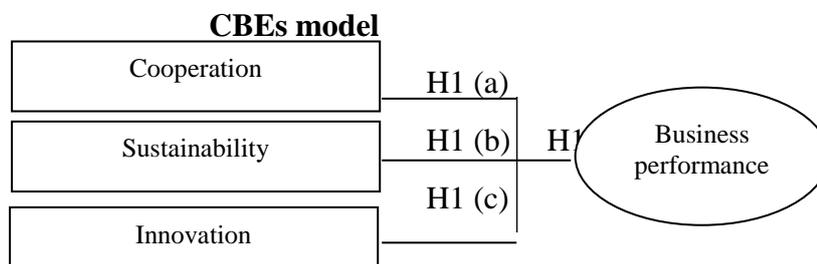


Figure 1: Theoretical framework

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