

INSTILLING THE INTRAPRENEURIAL TRAITS AMONG EMPLOYEES TO  
INCREASE COMPANY PERFORMANCE

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in my view, this project paper is sufficient in term of scope and quality for  
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Submitted in partial fulfillment of the requirement of Bachelor of Technopreneurship

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“I hereby declare that this project paper is the result of my independent work except the summary and excerpts that have been specifically acknowledgement”

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Date : .....

## DEDICATION

To My beloved mother and father  
NORIAH BINTI AWANG HITAM  
YUSOF BIN YAHAYA

To My beloved siblings;  
NORHAYU BINTI YUSOF  
NOR YUSRI BIN YUSOF  
NOR YUSMAN BIN YUSOF  
NOR YUSMIZAN BIN YUSOF

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## Abstract

Performance of a company can be measured by several methods. There include return on equity, return on assets (ROA), and their capability leverage. This paper analyses the effect of corporate entrepreneurship (intrapreneurship) dimensions on the performances of the intrapreneurship companies. A performance of a one company is important in order to attract others company to invest in the company. There are four dimensions of intrapreneurship being studied in this study. There are (1) leadership, (2) passion, (3) risk-taking (4) communication ability. The investors company can become a new shareholder and can share knowledge and experiences to the company. Several companies seem that there is no relationship between the traits in affecting the company performances. This research will showed that how important the traits among the employees in order to increase the company performances. The company performances can be affected by the employee's attitudes and their traits. There are several traits that are relevant in order to increase the company performances. There is leadership, passionate in working, risk tolerance and last but not least is the communication skills ability. These four traits can be strategic factors that should implement to the employees in order to increase the performances of the company. In a conclusion, the data that has gained by the researcher showed that the most intrapreneurial traits that are affected most to the company performances was the risk tolerance traits and followed by the leadership.

**Keywords:** Performance of Company, Intrapreneurial Traits, Employees, Leadership, Passionate, Risk Tolerance, Communication Skill.

## Abstrak

Persembahan syarikat boleh diukur dengan beberapa kaedah. Antaranya ialah berdasarkan pulangan atas ekuiti , pulangan ke atas aset ( ROA ), dan memanfaatkan keupayaan mereka. Prestasi sebuah syarikat adalah penting untuk menarik syarikat lain untuk melabur dalam syarikat itu. Syarikat pelabur boleh menjadi pemegang saham baru dan boleh berkongsi pengetahuan dan pengalaman kepada syarikat. Beberapa syarikat kelihatan seolah-olah tidak ada hubungan antara sifat-sifat dalam mempengaruhi prestasi syarikat. Kajian ini akan menunjukkan bahawa betapa pentingnya sifat-sifat di kalangan pekerja dalam usaha untuk meningkatkan prestasi syarikat. Prestasi syarikat boleh dipengaruhi oleh sikap pekerja dan sifat-sifat mereka. Terdapat beberapa ciri-ciri yang relevan untuk meningkatkan prestasi syarikat. Antaranya ialah kepimpinan , bersemangat dalam bekerja , toleransi risiko dan akhir sekali adalah keupayaan kemahiran komunikasi. Keempat-empat ciri-ciri boleh menjadi faktor strategik yang perlu di laksanakan kepada pekerja untuk meningkatkan prestasi syarikat. Kesimpulannya, data yang telah di peroleh oleh penyelidik mendapati menunjukkan sifat keusahawanan yang dapat meningkatkan prestasi syarikat ialah tolak-ansur risiko dan diikuti dengan sifat kepimpinan.

**Kata Kunci:** Prestasi Syarikat, Ciri-Ciri Keusahawanan, Pekerja, Kepimpinan, Keinginan, Toleransi risiko, Kemahiran Komunikasi.



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## LIST OF ABBREVIATION

SPSS	Statistical Program for Social Science
ANOVA	Analysis of Variance
MRA	Multiple Regression Analysis
UTEM	Universiti Teknikal Malaysia Melaka
<i>R</i>	Coefficient Determination
Sig	Significant
SMEs	Small and Medium Enterprise

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction

Entrepreneurs generate ideas, starts and build businesses. They are accountable for the performance of their companies, from areas like customer services and sales to public relations and product development. If entrepreneurs do not lead their organizations effectively, their organizations could start to suffer from factors like low employee morale and poor customer relationship. Entrepreneurial traits may be gained by innate or self-taught, while others can be gained by participating in mentoring or other leaderships programs. Paraphrasing from Gertrude Stein, “An entrepreneur is an entrepreneur is an entrepreneur”, and it should not matter what size, shape, color, or sex the entrepreneur might be. A good entrepreneur should generate theory applicable to all. Some researchers show similarities in the personal demographic of men and women entrepreneurs, but there are differences in business and industry choices, financing strategies, growth patterns, and governance structures of female led ventures. These differences provide compelling reasons to study female entrepreneurship. The definition of an entrepreneur has evolved in last three centuries, from someone who bears risk by buying at a low price and selling at a higher price.



According to the Hisrich and Peters (1998) suggest that entrepreneur as someone who creates something new which has value by devoting time and effort, assuming the accompanying financial, physical and social risks and receiving the resulting rewards of monetary and personal satisfaction and independences. A truly entrepreneur are able to sacrifice their mental and physical to achieve a good business venture. An entrepreneur will get their personal satisfaction and become an independent when they are able to achieve the experience and the successful in the business that they were involved with.

Wickham (1998, p.25) said that, entrepreneurship as “bringing about change and making a differences “. Entrepreneurship is about exploiting innovation in order to create value which cannot always be measured in purely financial terms. This definition links to the previously discussed viewpoints that is entrepreneurship is a way of behaving and to add value through innovative actions. He comes to the conclusion that entrepreneurial management is characterized by its holistic, whole organizational scope and its mission is creating change by exploiting opportunities. Entrepreneurship is therefore innovative behavior and not ownership, not a specific job, not a certain type of work.

Psychological profiles are the most used in entrepreneurship research. The trait approach is an attempt to explain key personality factors and their relationship to nascent entrepreneurship. Many previous attempts have been made to assign particular personality traits to entrepreneurs in order to arrive at a distinct psychological profile. According to the Brockhaus (1982), Hull et al. (1980), numerous studies have been devoted to identifying common personality traits shared by individuals who start up business, which differentiate them from others type of individuals. This is supported by Vecchio (2003, p. 307), said that employing the results of different studies, a set consisting of the five personality traits has been established that invariability is at the forefront of discussion of entrepreneurial profiles. He said that, the personality traits consisting of need for achievement, risk-taking propensity, locus of control, need for autonomy and self efficiency.

Previous research on entrepreneurship as well as goal, social-cognitive, and leadership theories has guided hypotheses regarding the relationship between entrepreneurial traits and skills including passion, tenacity, and new resource skill

and situationally specific motivation such as communicated vision, self-efficiency, and goals subsequent with the venture growth. Aldrich and Wieden Mayer (1993) suggest that, personal traits, organizational factors, and environmental factors have been studied by entrepreneurship researchers as causes of new ventures success. These three important have been seen as an important factor in order to make sure that the successful of the company growth.

Entrepreneurship is widely acknowledged that the field of entrepreneurship lacks a single unified and accepted definition for the term “entrepreneurship”. In economics, entrepreneurship combined with land, labor, natural resources and capital can produce profit. Furthermore, entrepreneurial spirit is characterized by innovation and risk-taking, and is an essential part of a nation’s ability to succeed in an ever changing and increasingly competitive global marketplace.

## **1.2 Problem Statement/ Research Question**

Nowadays, there are some company argued that their workers facing some problem that surely effect on their work performance. Work performance absolutely can give an impact to the company performance. The problem that they were facing is their workers do not have the added value or added attitude in their work style. They more or less were lack of entrepreneur traits. Entrepreneurial traits are important because sometimes, some of the decision when they are completing their works need them to think as an entrepreneur. But, in the reality today, workers always think that they only as employees and they do not have to think more about the work that have to done. They sometimes complete the work without think carefully what will happen for the long time period. The example of situation of these problems is when a sales executive need to visit their customer to convince them to order a product from the trading company. Sometimes, for the sale executive, all they know is they have visited the customer. Whether the customer order or not from their company, they only take for granted because they said that it is a company problem not as their problem.

### **1.2.1 Research Question**

Based on the research, there are two research questions that were formulated for this study. They are:

1. What are the entrepreneurial traits that are necessary for a good company performance?
2. To what extent, do the entrepreneurial traits impact on the company performances?

### **1.2.2 Research Objectives**

In these research also, it will state about the objectives of these research. The objectives will make clearly about the need of this research to the others company and absolutely can help them to increase their company performances. The objectives are more on the trading company in the Malacca. The objectives of the research were:

1. To identify entrepreneurial traits that is important for the company performance.
2. To measure the strength of entrepreneurial traits in impacting the company performances.

### **1.3 Scope of study**

The scope of these study is about to analyze the entrepreneurial traits that can affect the employees in order to improve company performance. Not all the employees in the certain company that has the entrepreneurial traits that which can help them more on the work that need to be done. By the entrepreneurial traits that have been implemented by the workers when they were completing their work, they can also increase the company performance. This is because management believes that, a person that works with the entrepreneurial traits will have better experiences other than they only have a good qualification. This is causes by, sometimes not only education can educated people to gain the traits, but it will be gain from the experiences that they were gain. On the other hands, we also were analyzing to what extend that the entrepreneurial traits can effects the performances of the employees to increase company performance. One of the company trading in Malacca see that the important of the entrepreneurial traits among the employees that absolutely can increase the company performance. So this study will examine the type of the entrepreneurial traits that should have on the employees in order to make sure that they can increase the company performance.

### **1.4 Limitations and key Assumption of the Study**

Every research project will be limitations in their research. In this project also has limitations to make the research more specific and clearly can be identified. First of all, the limitation in this research is on the entrepreneurial traits that should be added among the employees. Secondly, the trait that has been used on the employees can increase the company performance. Fourth, the performance of the company was being measured on the trading company that absolutely needed the traits among the employees to increase performance. Besides that, to make the scope of the research clearly also, this research was conducted on the company located in Malacca because the important of the entrepreneurial traits in the company at Malacca.

Other than that, this research also will be conducted to the trading company at Malacca. This is because the main topic or the main company that need the entrepreneurial traits is at the trading company because they need to deal with the

customer and the entrepreneurial traits is important among the employees. The employees will include the sale department, financial department, human resources department, and also for the inventory department. These departments show that they need to work with the entrepreneurial traits to make sure they can increase company performances. The profit and the sustainable of the management in the company also will be as their indicator to show that an entrepreneurial trait is important to increase the company profit.

Furthermore, this research also will be conducted on the trading company that reacts as a food distributor to the small shop. This is because, as a trade company, for sure they need to approach customer and they have to adapt a speaking skills. So, this is the important to have an entrepreneurial trait among the employees because these traits can help the workers how to deal with their customer to increase company performance in the profit matter.

### **1.5 Significance of the study**

This section will state clearly about the importance of these study. The important of the research is the needs of the entrepreneurial traits among the employees. An entrepreneurial trait is important among the employees to make sure that the company performance can be increase. Adoption of the entrepreneurial traits is important in order to increase the company performance. This report also will describe the types of the entrepreneurial traits that should have in the employees of the company to make sure that they can increase the company performance.

The researcher opinion thinks that the installing of the entrepreneurial traits among the employees significantly can increase the company performance. This is because by the traits, the employees will think more fatherly before they want to make a decision especially the decisions that involve with the company matter. Nowadays, employees are working and settle down their job only because it is was upper management order. They only know that they have completed the task and their job. The consequences of their action they take for granted. They do not bother what will happen to their action, they only that they have settle their job.

The result of this study will leads to the using of the entrepreneurial traits among the employees in the trading company. The upper management of the trading company noticed that the problem that happen to the employees in the company, but they cannot get the solutions to settle the problem. They do not notice that their workers are lack of the entrepreneurial traits. Entrepreneurial traits also cannot be learned in the class or academic institution. Sometimes, this trait will come by the experiences from the work time period of the employees.

Although that it cannot be learned, but when the employees notice about their advantages, they will try to use their advantages. This is because when one person notice about their traits, they will used the advantages in order to increase their performance to appraise them self and achieve the self-motivation in working situation.

## **1.6 Summary**

An entrepreneurial trait is the most popular topic among the company to implement to the employees. So, this study will be stress more on the important of the entrepreneurial traits among the employees in order to increase the company performance. Since the entrepreneurial traits is the common sense and cannot be learned in the academic courses, so researcher needs to look closer to the basic and important trait that can be adapted into the employees. There are many examples of the entrepreneur traits, but only several types of the trait that is important to the company in order to increase their performance. The present of the entrepreneurial trait among the employees absolutely can increase and differentiate the style of the workers in order to complete their work or task. The management of the company should take seriously about this matter because sometimes, they think that they should not concern more about this because not they should ask the workers to develop the trait. Furthermore, at the first interview also, the upper management does not ask the employees whether they have the entrepreneur traits or not. They only look at the ability and the academic level of the workers has to comply with the jobs that they try to apply. Since the entrepreneur traits is important to the company, the researcher that that this research can help the company to increase their performance.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

Literature review is an account of what has been published on a topic by accredited scholars and researcher. In this literature review, the purpose of the researcher is to convey to the readers what knowledge and ideas have been established on a topic by the researcher. The literature review must define by a guiding concept such a research objective, the problem or issue that was discussing or a argumentative thesis. In the literature review also will discuss on the description of the literature relevant to a particular field or topic.

It is also will provides an overview of what has been said, who are the key writers are, what are the suitable theories and hypothesis, method that has been used that was appropriate to the research topic. The important things should have in the literature review are it must be organized around and related directly to the thesis or research question that the researcher has developed. It also must be synthesize results into a summary of what is and is not known and identify areas of controversy in the literature. It is also must formulate questions that need further research.

Madison (2012) found that literature review is the format literature may vary from discipline to discipline and from assignment to assignment. The important of the literature review is it can describe how the proposed research is related to prior research in statistics. It also shows the originality and relevance of the research problem, specially, if the research is different from other statisticians. It also will describe the proposed methodology and demonstrates the preparedness to complete the research.

## **2.2 Installing the Entrepreneurial Traits among Employees to Improve Company Performance.**

Entrepreneur is a one of the important segments of economic growth. Furthermore, entrepreneur also is known as a person who is responsible for setting up a business or an enterprise. In fact, the entrepreneur also who has the initiative, skill for innovation and who looks for high achievements. They will be a catalyst agent of change and works for the good of people. According to the Peter Drucker, entrepreneur is one who always searches for change, responds to it and exploits it as an opportunity. In addition, to support the meaning of the entrepreneur, Venkataraman (1997) also said that, entrepreneur broadly as the discovery, evaluation, and utilization of future goods and services.

According to the Richard Cantillon (1725), an entrepreneur is a person who pays a certain price for a product to resell it at an uncertain price, thereby making decisions about obtaining and using the resources while consequently admitting the risk of enterprise. Say (1803) support that entrepreneur is an economic agent who unites all means of production that is land of one, the labor of another and the capital of yet another and thus produces a product. By selling the product in the market he pays rent of land, wages to labor, interest on capital and what remains in his profit. He shifts economic resources out of an area of lower and into an area of higher productivity.