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Social Embeddedness and Entrepreneurial Orientation among Malaysian Indian Ethnic Entrepreneurs

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Abstract: The paper seeks to evaluate the relationship between Malaysian Indian ethnic entrepreneurs' social embeddedness and their entrepreneurial orientation. The paper reports and analyses the findings of 201 questionnaires which were collected from selected state in Malaysia such as Selangor, Kuala Lumpur, Perak, Pinang and Kedah. The study illustrates that there is a relationship between family ties and co-ethnic networks of entrepreneurs with their entrepreneurial orientation. However, there is no significant relationship between mainstream networks and entrepreneurs' entrepreneurial orientation. This paper identifies those social embeddedness dimensions of the Malaysian Indian ethnic entrepreneurs that influence and play a role in enhancing their entrepreneurial behavior

Keywords: Entrepreneurial orientation, Social embeddedness, Malaysian Indian ethnic.

I. INTRODUCTION

The concept of entrepreneurship was established in the 1700s and the meaning has evolved ever since. Entrepreneurship is considered as an essential pillar of economic growth of any country. In addition, many are influenced that the solution to social development and economic growth, including job creation is to be found in innovation entrepreneurship (Phelps, 2013). Moreover, entrepreneurship is becoming significant to each country since the time that the period of globalization on the grounds that the development of entrepreneurial exercises will help in making employments for the general public, diminishing the unemployment rate (Azhar, Javaid, Rehman & Hyder, 2010). Thus, entrepreneurship is vital in creating, fulfilling a healthy economy and (Dickson, Solomon & Weaver, 2008; Nafukho & Muya (2010)

Being an entrepreneurial phenomenon, entrepreneurial orientation (EO), is considered the important concept for improving a firm's competitive advantage and strategies in facing the increasing trends of globalization. EO refers to the decision making styles, practices, process and behaviors that lead to 'entry' into new or established markets with new or existing goods or services (Lumpkin & Dess, 2001; Wiklund

& Shepherd 2003; Welter *et al* 2006). More specifically, the term entrepreneurial orientation is used to refer to the set of personal psychological traits, values, attributes, and attitudes strongly associated with a motivation to engage in entrepreneurial activities (McClelland, 1962; Dunkelberg & Cooper, 1982). Scholars have examined various factors related to entrepreneurial orientation (EO), however, recognizing the basic role that social-cultural and society attributes play in determining the entrepreneurial behaviour of a firm is under exploration. This is in line Hayton *et al.* (2002) and Altinay and Wang (2011), who have called for further research addressing the impact of an entrepreneur's culture on firm level entrepreneurship.

The idea that entrepreneurs are embedded in a social framework supported by an important work by sociologists (Granovetter, 1985). Thus, in the perspective of the relationships between social embeddedness and entrepreneurial orientation, it appears sensible that there are specific connection between ethnic minority business firms and their co-ethnic network (Light, 1972; Bonacich & Modell, 1980). Consequently, social society binds seem to make a more than common reliability between the ethnic firm and customers where, ethnic society appears to build particular consumer relations. There is possibility that the entrepreneurs' social embedded relationships, incorporating those with family, ethnic groups, suppliers may be basic in forming entrepreneurial yearnings and business practice behavior.

Specifically, there is little known about the way the Malaysian Indian ethnic entrepreneur's social embeddedness surroundings that impact on the entrepreneurial orientation in Malaysia. In addition, a major conclusion of the literature on ethnic minorities is that the entrepreneurship is a significant form of economic action (Clark & Drinkwater, 2010), and a promising springboard for social integration (Hiebert, 2003). Thus, this study aims to fill the gap by developing a model of social embeddedness characteristics of Malaysian Indian ethnic entrepreneurs and the entrepreneurial orientation in Malaysia. The relevance of expanding our understanding the influence of social embeddedness on entrepreneurial orientation among Malaysia Indian ethnic entrepreneurs can develop a leading model among the developing economies since the Malaysian government actively mediate to diversifying to the industrial base alongside with the policy of addressing the development of various ethnics. Therefore, the study contributes to the current body of knowledge by examining the relationship between social embeddedness and entrepreneurial orientation. Thus, it is critical to incorporate wherever the confirmation can be found in the Malaysian context for Indian ethnic entrepreneurs. Scholars have examined various factors related to entrepreneurial orientation (EO), however, recognizing the basic role that social-cultural and society attributes play in determining the entrepreneurial behaviour of a firm is under exploration. This is in line Hayton *et al.* (2002) and Altinay and Wang (2011), who have called for further research addressing the impact of an entrepreneur's culture on firm level entrepreneurship.

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the various table text styles are provided. The formatter will need to create these components, incorporating the applicable criteria that follow.

II. ENTREPRENEURIAL ORIENTATION

Entrepreneurial orientation (EO) is a significant contributor to the association's prosperity. EO has defined as "the policy making processes that provide organizations with a necessary for entrepreneurial decision and action" (Rauch, *et al.*, 2009). This work has been widely influencing firm performance furthermore demonstrated consistently to be very huge, talk on the normal 24 for every penny of performance variety (Rauch, *et al.*, 2009). Further, dialog by a set of three to five states of mind that were created out of business methodology and entrepreneurial writing (Covin & Slevin, 1989; Miller, 1983). Those of the disposition included inventiveness, readiness to take the risk, pro-activeness, competitive forcefulness and self-sufficiency (Bolton & Lane, 2011). Entrepreneurial orientation proves to be a decent indicator of the outcome of entrepreneurial conduct (Covin & Slevin, 1990; Merz, *et al.*, 1994). Wiklund (1998) found that is a dependable connection between entrepreneurial orientation and entrepreneurial conduct. Therefore, imply that the entrepreneurial key orientation also prompts real entrepreneurial conduct, for example, presenting new markets and raw merchandise. An organization with an entrepreneurial orientation can be set as an entrepreneurial system.

Behind the many of EO article published in research journals and delivered at academic conferences, the debate relevant whether EO is most conceptualized. Accordingly, as a unidimensional constraint such as comprised of innovative, proactive, and risk-taking elements either as a multidimensional construct with competitive aggressiveness and autonomy. The arguments of conceptualization of EO dimensions into one or multiple construct have been discussed in many studies (Covin, Green, & Slevin, 2006; Lump & Dess, 1996; Wiklund, 1998; Wiklund & Shephard, 2003). Added to the mixed has not even been resolved (Covin & Wales, 2012). A latest test EO literature shows that the majority of the article published in this area about 80% rely on a one-dimensional concept (Covin & Slevin, 1989; Wales, Gupta, & Moussa, 2013). Thus, in line this, this study addressing the entrepreneurial orientation as unidimensional consists of innovation, proactiveness and risk-taking. In this study, EO operationalise as unidimensional construct which in line to study by Covin *et al.*, 2006.

III. SOCIAL EMBEDDEDNES

The concept of social embeddedness initially discussed by Polanyi (1957) was restored by Granovetter (1985) in the economic social science writing. According to McKeever, Anderson & Jack (2014) social embeddedness discuss to an entrepreneurs point in a social network which characterize the proof and assets open to the business. Embeddedness also offers restricted values of behaviour, moral obligation, and awareness of the benefits and responsibility of membership (McKeever, *et al.*, 2014). They suggest that, embeddedness permits entrepreneurs to become some piece of the nearby structure and along these lines can possibly get to and in addition constitute both inactive and promptly open asset and opportunities. Embeddedness describes how background and public impact observed opportunities in a particular situation (McKeever, 2014; Welter, 2011). According to McKeever, *et al.*, 2014) social embeddedness discuss to an entrepreneurs point in a social network which characterize the proof and assets open to the business. Embeddedness also offers restricted values of behaviour, moral obligation, and awareness of the benefits

and responsibility of membership (McKeever, 2014). They suggest that, embeddedness permits entrepreneurs to become some piece of the nearby structure and along these lines can possibly get to and in addition constitute both inactive and promptly open asset and opportunities. Since entrepreneurship is also related to a social element in network structures the present paper concentrated on examining the degree to which Malaysian Indian ethnic entrepreneur are socially embedded in entrepreneurial orientation structure. Thus, in this paper, the concept of social embeddedness consists of three variables, namely, family ties, co-ethnic network and mainstream network.

Family ties

Family ties are the most crucial manifestation of human establishments. It's characterized by Alesina and Giuliano (2010) as the degree to which the distinctive society close family parts are bound together. Family structure can influence economic differences of accomplishment or social or economic. Family bonds have been recognized to be instrumental in the start-up of ethnic minority little business (Bonacich & Modell, 1980). The entrepreneurs were all implanted in the nearby, and this affected the way in which the company was created and oversaw. The entrepreneurial process in continuous and reflect changes in the nearby context. The entrepreneurial methodology is about quality social affair, however this examination highlights that it can't be dealt with in a simple economic sense. It needs to be supported by, and moored in, the social context, especially the neighborhood environment. Similarity, (Jack & Anderson, 2002) conducted a study when they found that social embeddedness specifically family ties have a positive impact on shaping as well as sustaining business. Nevertheless, some author (Wang & Altinay, 2012) found and contain result on family relationships on entrepreneur orientation. The author carried out a study among 258 faces to face organized interviews with Chinese and Turkish owned EMSBs in London, UK. The result revealed to family ties positively related to entrepreneur orientation. Base on the aforementioned studies, the current study hypothesized that:

H₁: Family ties positively effect to entrepreneur orientation.

Co-ethnic networks

The basic of the expert exchange errand of ethnic networks lies in the recognition that people have a tendency to connect with other people who are identified with each other in some notable appreciation, for example, ethnic distinguishing proof, religion, and race. The co-ethnic networks are, for example, access to business counsel from individual co-ethnic businessmen, access to data from co-ethnic business affiliation, utilizing co-ethnic work, access to ethnic item, get to the ethnic supplier of utilities and offices and also customers (Bonacich & Modell, 1980; Light, 1972; Mars & Ward, 1984 and Zhou, 2004). According to Wang and Altinay (2012) conducted a study towards Chinese and Turkish claimed ethnic minority little business among 258. The result demonstrated that both access to co-ethnic items and access to co-ethnic supplier of utilities and livelihood development. Along these lines, the more an ethnic minority little business is implanted in it is co-ethnic competitors. New market open doors will thusly open to the entrepreneur. Considering taking on theoretical dares to settle on choices for the firm have admittance to co-ethnic networks empower the entrepreneur to collect direct info. Base on the aforementioned studies, the current study hypothesized that:

H₂: Co-ethnic networks positively effect to entrepreneur orientation

Mainstream network

The social embeddedness approach not just underpins the paramount of standard networks. Subsequently getting to the standard market additionally need to reacts the call for understanding of how ethnic minority little businesses break out from select reliance on the ethnic business (Ram & Jones, 1998; Drori & Lerner, 2002 and Rusinovic, 2008). Other than that, ethnic minority entrepreneurs have contacts outside their family and co-ethnic networks, and well as assets accessible in standard frameworks will get information about the needs purchasing conduct of the standard populace. Past studies conducted by Fraser (2009) demonstrated that, exploration on the UK market for little business credit found that ethnic minority. Entrepreneurs are not altogether more inclined to feel discouraged than ethnic greater part entrepreneurs from requesting standard financial help. On the other hand, a few elements, for example, high application costs emerging from inability, the sorts of business included and absence of financial abilities. The ethnic minority possessed little businesses bringing about high screening lapses, and misperceptions of ethnic separation (Fraser, 2009). By the by, the past writing just mulled over the take-up of standard systems on firm's entrepreneur orientation. Base on the aforementioned studies, the current study hypothesized that:

H₃: Mainstream networks positively effect to entrepreneur orientation

IV. SAMPLE AND MEASUREMENTS

The population in this study is all the Malaysian Indian entrepreneurs in Malaysia. There is no authentic population frame of the Indian entrepreneurs in Malaysia, however population for this study based on the listing of from Secretariat for Empowerment of Indian Entrepreneurs (SEED). In determining the required sample size, the present study utilized Krejcie and Morgan (1970) sample size determination process. Thus, following Krejcie and Morgan's sample size determination procedure, a sample size of 375 is needed for a general population of 13237 entrepreneurs resided under SEED. (SEED, 2015). The sampling method used is cluster sampling based on states. This method is also called as area sampling (Hair *et. al.*, 2017), where the clusters are formed by geographic designation. By assuming that all the clusters are identical, the researcher can focus his or her attention on surveying the sampling units within one designed cluster and the generalize the results to the population (Hair *et. al.*, 2017). To ensure the minimal response number and taking into account that survey method has poor response rate, researchers decided to distribute 500 questionnaires to selected area (states) that represents the majority of Indian entrepreneurs in Malaysia. The data collection for the present paper has been conducted in Kuala Lumpur, Penang, Perak, Selangor and Kedah. There are five hundred self-administered questionnaires were distributed to all Indian entrepreneurs in mentioned places. A total of 201 responses were usable and being used for subsequent analysis. Thus, the effective response rate is 43 percent. This rate is valid because according to Sekaran (2003) mentioned that response rate of 30% could be considered appropriate for cross-sectional study. Hence, a valid response rate is sufficient for analysis in the present study.

Measures for the key constructs were developed from prior literature. The scale for social embeddedness namely for family ties, co-ethnic and mainstream network was adapted from Wang and Altinay (2012) The scale developed by Miller (1983), which was further developed by Covin and Slevin (2012) was adopted by this study to measure entrepreneurs' entrepreneurial orientation. The twelve items scale of entrepreneurial orientation reflects entrepreneurs' innovativeness, proactive and risk taking. In the process of coding, the orderable options from Strongly Disagree to Strongly Agree in the five-point Likert Scale has been coded

from '1' to '5'. This coding meant that a low value represented a low level of the variable (e.g. 1 = Strongly Disagree) while higher values indicated higher level of the variables

V. FINDINGS

Table 1 presents the empirical evidence on the relationship between family ties, co-ethnic network and mainstream network and entrepreneurial orientation of Indian ethnic entrepreneurs. The regressions analysis reveals that the social embeddedness variables namely, family ties, co-ethnic network and mainstream network that explain 37.2% ($R^2=.372$) of the variance in entrepreneurial orientation practices among Malaysian Indian ethnic entrepreneurs. As shown in Table 2, the result indicated that there is a positive and significant relationship between family ties and entrepreneurial orientation ($\beta =.16$, $t = 3.39$; $p <.00$). Hence, hypothesis 1 supported. The second hypothesis proposed that the co-ethnic network be positively related to entrepreneurial orientation. As shown in Table 1, a positive and significant relationship found between co-ethnic network and entrepreneur orientation ($\beta = .29$, $t = 5.52$; $p <.00$). Hypothesis 2 was supported, such that the higher participant's co-ethnic networks, the greater their entrepreneurial orientation. The third hypothesis 3 developed to test the relationship between mainstream network and entrepreneurial orientation. The results indicate that there is no significant relationship between mainstream network and entrepreneur orientation ($\beta = .07$, $t = 0.97$; $p > .10$). Thus, hypothesis is not supported that the higher participants mainstream network at entrepreneurship, it is not affecting the entrepreneur orientation.

Table 1
Summary of Multiple Regression Result

<i>Variable</i>	<i>Standardized Coefficient Beta</i>	<i>T-value</i>	<i>R²</i>
			.372
Family Ties	.168	3.39**	
Co-ethnic network	.296	5.52**	
Mainstream network	.077	0.97	

** Significant at $\alpha < 0.01$ level;

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VI. DISCUSSIONS AND CONCLUSION

The primary focus of the present study is to examine the relationship between family ties, co-ethnic network, mainstream network and entrepreneurial orientation. The first hypothesis expected that a family tie is positively related to entrepreneurial orientation. Further, social embeddedness was predicted to help ethnic minority small business break out of the restrictive networks. Family ties in this study refer to the extent to which entrepreneurs have ties with their close and nearest family members and relatives. In other words, how the family members provide assistance and resources in helping the entrepreneurs as labours and provide advice. This study shows that a family tie has a significant relationship with entrepreneurial orientation. This results in line with general findings on family labour as a conducive to ethnic businesses' growth in the UK (Ballard 1994). Furthermore, Jack and Anderson (2002) found that, social embeddedness specifically family relationships have a positive impact on shaping as well as sustaining the business. In Malaysia, Indian entrepreneur's family ties play an important role in forming entrepreneur's orientation. The results reveal that Malaysian Indian ethnic entrepreneurs utilize and depend on assistance and help from family members and modestly waged family or sibling workers, and listen to advice from family members. This is may be due to most of the entrepreneurs develop their business with support from family members and have close relational norms which still pertinent among Indian entrepreneurs.

The second hypotheses assumed that a co-ethnic network is positively related to entrepreneurial orientation. This previous literature found that there is noteworthy and positive relationship between co-ethnic networks and entrepreneurial orientation (Kenney & Goe, 2004; Kalantaridis, 2009; Ram & Jones, 1998; Drori & Lerner, 2002; Rusinovic, 2008). This study shows that get to co-ethnic networks is often a drive for the ethnic minority little businesses to take part in center adjustments and advancement to adapt to rivalry, consequently aggregate the likelihood of firm innovativeness (Wang & Altinay, 2012). The findings reveal that Indian ethnic entrepreneurs are likely to gain business advice and support from co-ethnic network namely supplier, customers, associations, and labours who share their culture and languages and similar demand for culture and social dominant products and services.

The third hypotheses expected that a mainstream network is positively supported to entrepreneurial orientation. The finding reveals that mainstream network does not significantly contribute to Indian entrepreneur's entrepreneurial orientation. The results answer the call by previous studies by Ram and Jones, (1998) and Rusinovic, (2008) that accessing mainstream network influencing ethnic minority small business orientation. This is in line to study by Wang and Altinay (2012) found that the main stream network does not contribute to the entrepreneurial orientation of Turkish and Chinese ethnic minority entrepreneurs in London, UK. This is could be inferred that the Indian entrepreneurs have less access to mainstream networks or due to the fact that, lack of awareness regarding the mainstream support such as a financial institution and labour markets among Indian entrepreneurs. Furthermore, this also indicates that the Malaysian Indian ethnic entrepreneurs have minimum or lack of contacts outside their own family and co-ethnic networks. Thus, there are invisible obstructions or challenges that faced by minority Indian entrepreneurs in obtaining opportunities in mainstream population markets as well as obtaining knowledge about supports resources in mainstream networks such as training and business advice by local and mainstream financial institution and access to mainstream skilled workers. Other reasons that emerged from the findings is that the Malaysian Indian ethnic entrepreneurs more likely to feel discouraged to

access mainstream network supports. This may be due to other causes such as inexperience and lack of education, misperceptions about government policy and supports, and lack of financial skills.

Thus, overall the present study found that family ties and co-ethnic networks are positively significant to entrepreneurial orientation. Besides that, mainstream networks found that not significant in the entrepreneurial orientation. It is shown that the Malaysian Indian ethnic entrepreneurs more depend on the family members and co-ethnic networks to develop the business. Thus, the business participants gain more satisfaction in business performance rather than dealing with mainstream networks. This showed that there are lack involvements of Malaysian Indian ethnic entrepreneurs in the mainstream networks.

The present study supported the observation that Malaysian Indian ethnic entrepreneurs are interlaced in the co-ethnic association. Which could encourage and impede the entrepreneur orientation as shown in the present consequence of the positive result of co-social network on entrepreneurial orientation. Various opinions underlined here remained intended for the government and non-government segments toward attention scheduled supporting the level of entrepreneurial orientation by leading providing monetary resources, research and growth activities, preparation platform and consultancy facility. Besides that, holds particular information valuable in combined working among government supports, the space of commercial enterprise as well as a Malaysian Indian Business Association (MIBA) to work through more wealth and vigour to inspire an entrepreneurial culture towards enhance the Indian entrepreneurial orientation of SMEs.

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