

# FACTORS DRIVING COOPERATIVE ENTREPRENEURSHIP: AN EXPLORATORY INVESTIGATION

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## ABSTRACT

*This research aims to explore the factors driving cooperative involvement in cooperative entrepreneurship. A qualitative research method with a case study approach was used to collect research data through interviews with semi-structured questions and observations. Five informants representing cooperatives from different regions in Malaysia (central, northern, eastern, southern and east Malaysia) participated in the study. The findings reveal that board members and cooperative members are involved in entrepreneurial activities in Malaysia. The factors driving cooperative entrepreneurial activities include the presence of an entrepreneurial mindset, entrepreneurial leadership, relationships and social networks, as well as assistance and support. A key insight from the study is the recognition of the significance and benefits of cooperative entrepreneurial activities in enhancing cooperative business and providing benefits to members and the community simultaneously. The mindset and leadership of the board members and cooperative management play a crucial role in propelling entrepreneurial activities for the success of a cooperative. It is essential to enhance relationships, social networks, and stakeholder assistance and support to strengthen entrepreneurial activities and drive the cooperative movement in Malaysia. Cooperative entrepreneurship contributes to reinforcing and encouraging member participation in entrepreneurial activities.*

**Keywords:** Cooperative entrepreneurship, factors driving, cooperatives

## INTRODUCTION

Entrepreneurship is seen as a way for countries to transition from middle to high-income and for Malaysia to become an economic axis in Asia. It is also crucial to a country's economic growth as it contributes to the Gross Domestic Product (GDP), encourages investment, and creates job opportunities (Ministry of Entrepreneur Development and Cooperatives, 2019). Additionally, entrepreneurship drives innovation and helps improve the socioeconomic status of communities by providing economic opportunities at various levels of society.

Entrepreneurship can potentially enhance a country's socioeconomic development and productivity. Given the changing business landscape, the definition of entrepreneurship, including the processes, individuals, and business entities involved, will continuously evolve. In Malaysia, the definition of entrepreneurship (process), entrepreneur (individual), and enterprise (entity) as outlined in the National Entrepreneurship Policy 2030 (Ministry of Entrepreneur Development and Cooperative, 2019) is as follows:

- i. Entrepreneurship is a dynamic process that involves identifying, creating, evaluating, and exploiting business opportunities.
- ii. An entrepreneur is an individual who takes responsibility and risks to initiate and develop a business or enterprise by mobilising resources to generate wealth or contribute to the nation's well-being.
- iii. An enterprise is an entity established by an individual or a group to engage in business activities with a profit or non-profit orientation.

A cooperative is an autonomous association of persons who are united voluntarily to meet common needs and aspirations from economic, social, and cultural aspects through a jointly owned and democratically controlled enterprise (International Cooperative Alliance, 2024). Cooperatives are recognised as organisations that address socioeconomic issues and respond to the needs of society (Camargo et al., 2021). In addition, scholars have also acknowledged that the cooperative model embodies elements of social entrepreneurship, social enterprises and hybrid organisations (Camargo et al., 2021; Doherty et al., 2014).

Therefore, as a socio-economic-oriented, people-centred enterprise owned, controlled and run by and for their members (International Cooperative Alliance, 2024), cooperatives are advised to incorporate an entrepreneurial approach in business operations to competitiveness and provide social benefits to members and the local community. Entrepreneurship is crucial for cooperatives to remain competitive in a business environment with various risks. One identified challenge in the cooperative development ecosystem is the limited entrepreneurial abilities, skills, and expertise of cooperative management. In small and micro cooperatives, board members primarily serve as administrators, but their lack of business knowledge and experience has resulted in less exploration of new business activities (Suruhanjaya Koperasi Malaysia, 2021).

Members' understanding of cooperative entrepreneurship remains low. Members are not fully aware of the business opportunities available through cooperatives, and there is still an issue of weakness towards member involvement (Mahazril et al., 2012). Additionally, Ayu Diana (2012) stated that over 50 percent of cooperatives have a low level of entrepreneurship, often attributed to a limited understanding of entrepreneurship within cooperatives. Cooperative entrepreneurship emphasises the need for a comprehensive ecosystem to ensure the survival and growth of cooperative businesses, supported by several driving factors.

Scholars such as Diaz-Foncea and Marcuello (2013), Karthikeyan (2014), Ravichandran and Nakkiran (2015), and Ojiagu and Ezemba (2021) have discussed cooperative entrepreneurship. They have presented an understanding of cooperative entrepreneurship within the specific contexts of their studies, focusing on aspects like processes, opportunity creation, decision-making, involvement and collaboration, resource integration, leveraging members' skills, and providing socioeconomic benefits.

While extensive research has been conducted on entrepreneurship in an individual context in Malaysia, there remains a gap in the study of cooperative entrepreneurship in the country. Hence, a study on cooperative entrepreneurship in Malaysia is needed to uncover the driving forces behind cooperative involvement in entrepreneurial activities. This research is of significant importance to the cooperative movement in

Malaysia, particularly considering the government's efforts to promote entrepreneurship as a preferred career or income source for the target demographic.

## **LITERATURE REVIEW**

Entrepreneurship has the potential to contribute to the socioeconomic development and productivity of the country. Enabling equitable income distribution can enhance the quality of life and bring social benefits to the community. Fostering entrepreneurship in society is a fundamental tool for achieving economic and social development, ultimately increasing a country's competitiveness (Robles & Zárraga-Rodríguez, 2015).

Cooperatives are an effective platform to stimulate entrepreneurial development within the Malaysian community. Cooperatives that embrace the concept of generating profits through joint ownership activities are well-suited for implementation among low-income and rural groups. Moreover, cooperatives can target specific segments, including youth, women, and graduates, to foster entrepreneurial development. Cooperative entrepreneurship is also a unique and potential way to develop young generation entrepreneurs and inspire the youth to choose it as a career (Norliana et al., 2019).

According to Diaz-Foncea and Marcuello (2013), cooperative entrepreneurship involves a group managing the venture creation process, taking calculated risks, and participating in decision-making to establish businesses to obtain common benefits to be distributed among them. Meanwhile, Karthikeyan (2014) describes a cooperative entrepreneur as someone responsible for identifying cooperative innovation opportunities through collective effort, subsequently impacting the cooperative's socio-economic development and the members' entrepreneurial value. Cooperatives must play a significant role in uplifting members' living standards by offering entrepreneurial opportunities.

Cooperatives should instill an entrepreneurial culture within their entities as it is a continuous journey not restricted to business activities but also inherent in economic progress and community development. Entrepreneurial culture represents a set of

beliefs and values that guide members' actions based on organisational structures, fostering behavioural norms (Gabrielsson et al., 2014). A culture of entrepreneurship is essential for promoting the pursuit of opportunities and expanding into new markets. Being cultured and entrepreneurial-minded is the foundation of Malaysia's formation as an entrepreneurial nation.

Bosman and Fernhaber (2018) assert that an entrepreneurial mindset encompasses human behaviour inclined towards exploring, evaluating, and taking opportunities for entrepreneurial activities with desired outcomes. An entrepreneurial mindset is a significant factor in stimulating entrepreneurship within society. Addressing the challenge of shifting mindsets should be a priority for cooperatives. Cooperatives should shift their reliance on government assistance and take on the responsibility of developing cooperatives while actively engaging in cooperative business activities. As Klein (2017) and Subramaniam et al. (2020) observed, an individual's entrepreneurial mindset is crucial for dealing with various situations. Cooperative board members and management need to approach situations with a business-oriented mindset. In strategic entrepreneurship, an entrepreneurial mindset can be fostered through entrepreneurial culture and leadership (Dweck, 2017).

Furthermore, entrepreneurial leadership often focuses on opportunities and influences followers to engage in entrepreneurial behaviours, as Mokhber et al. (2016) emphasised. Leaders must concentrate on opportunities as they are instrumental in exploiting new prospects for their organisations. Additionally, leaders guide their followers and serve as role models (Jyoti & Bhau, 2015). Collaboration between leaders and followers is crucial in acquiring resources and identifying new opportunities. Leaders must stimulate their followers to think and act innovatively. A clear entrepreneurial vision for the organisation's long-term future is necessary, and leaders must explain their role as agents for future success to their followers (Muhammad et al., 2021).

Moreover, the relationships and social networks involving board members, members, and cooperatives can enhance entrepreneurial potential. Entrepreneurs need to leverage their leadership and the power of relationships and networks to access relevant information. According to Abdul Ghani et al. (2009), social networks

significantly influence an organisation's competitiveness and success. Additionally, relationships formed by entrepreneurs serve not only to obtain necessary resources but also contribute to achieving business objectives (Noorasiah & Mohd Nasir, 2007).

Then, success in entrepreneurship is also driven by government assistance and support. Connell (2015) categorises government support into financial and non-financial assistance. Mohd Nor Hakim and Mohd Rafi (2010) stress the importance of government support in determining the success of most businesses or small enterprises. They also stated that government support helps entrepreneurs in overcoming constraints. Mainly, cooperatives in Malaysia consist of micro and small cooperatives, which are no exception and still need assistance and support from the government for the survival of their business. Most of these assistance and support services are often free, subsidised, or supported by government agencies to facilitate the establishment or expansion of small enterprises (Abdul Shukor et al., 2018).

Furthermore, Zafir and Fazilah (2011) emphasise that combining entrepreneurial factors significantly impacts entrepreneurial success. For instance, entrepreneurs must integrate their leadership with strong networking skills to gather relevant information for effective decision-making. The discussed factors, such as entrepreneurial mindset, entrepreneurial leadership, relationships and social networks, and assistance and support, can promote entrepreneurial development among entrepreneurs. Thus, this study investigates the driving factors behind cooperative entrepreneurship among cooperative board members and members in Malaysia.

## **METHODOLOGY**

The research design for this study interprets the qualitative case study method, wherein data was gathered through in-depth interviews with five (5) chosen cooperatives from the list proposed by Malaysia Co-operative Societies Commission and Top 350 Cooperatives 2021 in Malaysia. Semi-structured interview questions and observations were utilised to gather data from cooperative entrepreneurs who have been identified. Following the recommendation of Merriam and Tisdell (2016), this study used a purposive sampling strategy to ensure an in-depth understanding, gain

insight into the issue, and select a sample from which the most can be learned (Merriam, 2009). The selection of research informants is based on the established criteria: cooperatives that are active in business activities, active involvement of members in entrepreneurial activities and have the potential for cooperative entrepreneurship. This selection was made to study how entrepreneurial activities can be applied in cooperatives and help develop the economy of the cooperative and its members.

Informants were selected to represent cooperatives from each zone in Malaysia: the central, northern, eastern, southern, and eastern areas. There is no set number when selecting informants in this study. Yin (2016) stated that there is no formula for defining the desired number of instances or cases for each broader or narrower data collection unit in a qualitative study. Yin (2016) also explains that the instances or cases in a qualitative study are intended to maximise information, and no reference to any larger population is relevant. This study's data analysis unit is a cooperative that is involved as a cooperative entrepreneur. General information about the cooperative informants is presented in Table 1.

**Table 1:** Information about cooperative informants

<b>Informant Code</b>	<b>State</b>	<b>Activity</b>
Cooperative A	Pulau Pinang	Retailing
Cooperative B	Melaka	Industrial
Cooperative C	Selangor	Retailing
Cooperative D	Sarawak	Retailing
Cooperative E	Terengganu	Tourism

This study uses content analysis from informant interview transcripts. Content analysis was conducted on the transcripts of the interviews between the researcher and the informants to gain an overview and understanding of the issues discussed in depth and detail. The researcher performed a comprehensive data analysis using coding from the interview transcripts. The data analysis process has gone through several coding stages, namely open coding, axial coding and selective coding (Williams &

Moser, 2019). Through this coding method, researchers can gain more insights into the informant's thoughts, perspectives, and reactions to the study topics.

## RESEARCH FINDINGS AND DISCUSSION

The results of this study show the four main factors contributing to entrepreneurial activities in cooperatives: entrepreneurial mindset, entrepreneurial leadership, relationships and social networks, and assistance and support.

### i. Entrepreneurial Mindset

The study found that an entrepreneurial mindset is a driving factor for cooperative entrepreneurial activities. Not only is a cooperative board member the main pillar, but members also play an important role in making cooperative entrepreneurship successful. Cooperative board members and members have an entrepreneurial mindset that includes commitment, interest, knowledge and skills, personal values, and awareness. Most informants stated that the commitment of cooperative board members and members is an important factor that drives the cooperative's business activities. In addition, interest also motivates cooperative board members and members to make the cooperative business a success. The following statement supports this:

*"That is, it, at the initial stage, we choose the ones who are really... committed...who are interested in doing it, we already have that knowledge."*

*("Itulah, di peringkat awal kita pilih yang betul-betul...komited...yang berminat nak buat, kita dah ada ilmu itu")*

*(Cooperative A)*

All informants stated that efforts towards combining cooperative business activities depend on cooperative board members' skills and expertise. Informants in Cooperative A stated that knowledge and skills in different fields can help the cooperative's business:



*"...We board members have 12 people, but they are average (age) 40 and above. Pensioners have different fields, those in factories, teachers, the army... All expertise can be shared. Then we develop, we transfer, he has all that knowledge..."*

*("...Kita ALK ada 12 orang tapi dia average (umur) dalam 40 ke ataslah. Pensioner ada bidang yang berbeza-beza, yang kilang ada, cikgu, army...Semua kepakaranlah, boleh share. Then kita develop, kita transfer dia punya knowledge semua itu..."*)

*(Cooperative A)*

Cooperative board members gain knowledge not only through informal experience and skills but also through formal training channels, such as the following statement:

*"...We often participate in training under SKM, IKMa and ANGKASA. There are many courses in financial management, what kind of cooperative management, he is more into that..."*

*("...Kami sering menyertai latihan di bawah SKM, IKMa dan ANGKASA. Kursus-kursus tu banyak dari segi pengurusan kewangan, pengurusan koperasi macam mana, dia lebih kepada yang itulah..."*)

*(Cooperative D)*

Cooperative board members with good personal values can position individuals in themselves and apply these traits to their followers. Positive values will be a factor of change for the better among members and the community. The informant of Cooperative B supports this statement, as below.

*"...I instilled the determination to raise the rank and dignity... the concept of rich soul. We are difficult, but that does not mean we cannot help people..."*

*("...saya tanamkan tekad angkat darjat dan martabat... konsep kaya jiwa. Kita susah, tak bermakna kita tak boleh tolong orang..." )*

*(Cooperative B)*

Awareness of the benefits of cooperatives is also a driving factor in implementing business through cooperatives. The informant of Cooperative D states this, believing that the family business can be expanded.

*"...So, with the existence of the cooperative, it is like there is an advantage to the cooperative itself. So, talk to my brothers and sisters about everything. Also, I have a brother who works in (a cooperative-related agency). I have all those sisters (entrepreneurs). So the advantage of the cooperative is indeed..."*

*"...Jadi dengan adanya koperasi itu kan macam ada kelebihan berkoperasi itu sendiri. Jadi, bincang dengan adik-beradik apa semua. Juga saya punya abang ada juga yang kerja (agensi berkaitan koperasi). Saya punya kakak itu semua (usahawan). Jadi macam kelebihan koperasi itu memang adalah..."*

*(Cooperative D)*

Bosman and Fernhaber (2018) support this study's results, stating that the entrepreneurial mind is a human behaviour that tends to explore, evaluate, and take advantage of opportunities to achieve the desired entrepreneurial activities and results.

## **ii. Entrepreneurial Leadership**

Leadership is an important factor in ensuring efficiency and effectiveness in cooperatives. Cooperative board members are leaders who can look ahead and strategically integrate the internal factors of the cooperative to reach the vision,

goals and objectives. They also have a goal and direction to make the cooperative business grow. Strategic planning encourages the continuation of their efforts to make short-term and long-term cooperative business strategies a success. The informant of Cooperative D supports this statement as below:

*"...collaborate or cooperate with other cooperatives so that the cooperative's activities grow more...So, Insha'Allah, in the future our cooperative can also follow in that footsteps... It is just that we are still working towards that..."*

*("...berkolaborasi ataupun bekerjasama dengan koperasi yang lain jadi aktiviti koperasi itu lebih berkembanglah...Jadi insya-Allah di masa akan datang koperasi kita pun boleh mengikuti jejak itulah... Cuma kita masih berusaha ke arah yang itu...")*

*(Cooperative D)*

Cooperative board members can influence members and encourage their followers to work together to improve the cooperative's excellence through their skills.

*"...Here, we do say buy (products) cooperatives first. If there is no cooperation, then go outside. So that is what contributes a lot..."*

*("...Di sine, memang kita kata beli (produk) koperasi first. Tak ada koperasi, baru pergi dekat luar. So itulah yang banyak contribute...")*

*(Cooperative A)*

Silva (2014) supports this result by stating that entrepreneurial leadership influences others to understand and agree on what needs to be done collectively to achieve common objectives.

### **iii. Relationships and Social Networks**

The study results show that relationships and social networks formed with the involvement of cooperative board members, members and cooperatives can increase entrepreneurial potential. The cooperative functions to help its members get involved in entrepreneurial activities, whether carried out by the

members themselves or the cooperative. Internal cooperation between board members, members and cooperatives provides advantages and strengthens the cooperatives' economic and social activities. Informants in cooperative E stated that there is a relationship from the aspect of cooperation between cooperative board members and members in the business activities carried out.

*"...We give our commitment because I am retired, too; I have no problem working together or coming to a meeting, and we will both help this homestay."*

*("...kita beri komitmen kita sebab saya pun dah pencen, saya tak ada masalah untuk bekerjasama, datang mesyuarat ke apa...dan kita sama-sama membantu homestay ni")*

*(Cooperative E)*

The relationships and social networks between cooperative board members, members, and cooperatives impact the marketing of cooperative products and members.

*"...If all the cooperative members and the cooperative board members are involved in this cooperative, which member has his product, so he can market a product that is..."*

*("...Kalau dalam koperasi ini, yang melibatkan semua ahli koperasi sendirilah dan ahli lembaga koperasilah. Yang mana ahli itu yang ada mempunyai produk dia, jadi dia boleh memasarkan produk yang adalah..."")*

*(Cooperative D)*

For the business network between cooperatives, the study found that informants in cooperative A stated they are collaborating with other cooperatives as one of the ways to develop business. Cooperative A collaborates with other cooperatives to become a strategic partner in the supply of products in cooperative stores.

*"We explore a little outside. We join ventures with interested kariah masjid cooperatives. We try to develop business among the kariah masjid cooperatives..."*

*("Kita explore luar sikit. Kita join venture dengan koperasi-koperasi kariah masjid yang berminat.. Kita cuba develop business among the koperasi kariah masjid...")*

*(Cooperative A)*

The cooperative network with the government (agencies and universities) and the private sector shows that informants in this study have cooperate with the Malaysian Small and Medium Enterprise Development Academy (MASMED) of the Universiti Teknologi MARA (UiTM), the Malaysian Institute of Standards and Industrial Research (SIRIM), Kolej Universiti Islam Melaka (KUIM), Universiti Teknikal Malaysia Melaka (UTeM), Universiti Malaysia Terengganu (UMT), United Nation Development Program (UNDP), and Petroliam Nasional Berhad (PETRONAS). Among the business networks created by cooperatives are business knowledge sharing, start-up capital financing and business grants, product marketing, training and integrated programs, ensuring product quality and packaging meet standards. The following statement supports this:

*"We collaborate with MASMED UiTM and Kolej Universiti Islam Melaka and so on to further enrich the knowledge about social entrepreneurship... We can collaborate with SIRIM because SIRIM has an advisory panel."*

*("kita ada kerjasama dengan MASMED UiTM dengan Kolej Universiti Islam Melaka dan sebagainya untuk memperkayakan lagi ilmu tentang keusahawanan sosial ini...Dapat kerjasama SIRIM, sebab SIRIM sebenarnya memang kita punya panel penasihat..")*

*(Cooperative B)*

These results are supported by Zafir and Fazilah (2011), who state that a combination of entrepreneurial factors has a significant relationship with the success of

entrepreneurs. Even entrepreneurs must combine their leadership with the strength of relationships and networks to channel relevant information. The study conducted by Abdul Ghani et al. (2009) and Noorasiah and Mohd Nasir (2007) shows that social networks have an important influence on the level of competitiveness and success of an organisation. Entrepreneurs also acknowledge that the elements that make up social networks are important to their careers.

**iv. Assistance and support**

Most of the assistance and support is channelled by the government through various agencies to cooperatives, either to start or expand businesses. Assistance and support also can come from the cooperative to their members and vice versa. This study found that this assistance and support can be categorised into financial (capital) and non-financial (equipment, training, knowledge, community support). From the perspective of financial support, it serves as a source of capital that allows the cooperative's entrepreneurial activities to be carried out as planned. This is supported by informant statements such as Table 2.

**Table 2:** Informant statements related to assistance and support

INFORMANT	STATEMENT
Cooperative A	<p><i>"It is like we make products for frozen cakes; to begin with, we give money to him first. We advance; he has capital. Capital advance, he made it."</i></p> <p><i>("Macam kita buat produk untuk kuih frozen, permulaanlah, kita bagi duit dekat dia dulu. Kita advance dia punya modal. Advance modal, dia buat.")</i></p>
Cooperative B	<p><i>"That is why we cooperate with this, cooperate with that, we take universities. We see many grants in the university, and UTeM has many grants. The issue and the impact is that we have members."</i></p>

*("Sebab itu kita kerjasama dengan ini, kerjasama dengan tu, kita ambil universiti-universiti. Kita tengok di universiti banyak geran, UTeM banyak geran... geran ini, mereka keluarkan dan impaknya dapat kita punya anggota")*

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*"... This is new again. This building is ready. We applied to SKM and got a grant of RMxxx for the building and the machines."*

Cooperative C

*("... Ini baharu lagi, bangunan ini siap kita mohon daripada pihak SKM, kita dapat geran RMxxx untuk bangunan dan juga mesin-mesin.")*

From the perspective of non-financial support, it refers to equipment, training, and knowledge, either from cooperatives to members or government agencies to cooperatives. This assistance and support aim to ensure the smoothness of the cooperative's entrepreneurial activities.

*"...We get a lot of assistance from our members, like repairing the toilets and houses."*

*("...banyaklah bantuan-bantuan yang kita dapat untuk ahli-ahli kita seperti kita buat baiki tandas, rumah")*

*(Cooperative E)*

The community also supports cooperative activities and businesses. Cooperatives strongly supported by the local community can enhance their business activities. This is supported by the informant of Cooperative C in the following statement:

*"We take orders, open orders among area groups. The neighbourhood group, the school group, that group... The ones who always take this from tahfiz are three tahfiz."*

*("Kita ambil order, open order di kalangan group kawasan. Group taman, group sekolah, group itu... Yang ambil tetap ini dari tahfiz, tiga buah tahfizlah")*

*(Cooperative C)*

An entrepreneurial mindset, leadership, relationships, social networks, and assistance and support drive cooperative entrepreneurship. To empower cooperative entrepreneurship, cooperative board members and members must have a high entrepreneurial mindset and leadership level to drive innovation, make good decisions, and solve problems effectively. To ensure the success of cooperative entrepreneurship, relationships and social networks, as well as assistance and support from various parties, are essential.

The government's support is one of the important factors in determining success in most businesses or small enterprises (Mohd Nor Hakim & Mohd Rafi, 2010). According to Mole (2002), government support is an approach used to help, encourage, develop, and provide training services to SMEs to thrive in line with the national agenda. Mohd Nor Hakim and Mohd Rafi (2010) also stated that government support helps entrepreneurs overcome their constraints. This development program has a positive effect on the development of entrepreneurs so that they can compete domestically and abroad.

Assistance and support provided by the government can be divided into two categories: financial and non-financial (Connell, 2015). This study found that this assistance and support can be divided into two categories: financial (capital) and non-financial (equipment, training, knowledge, community support).

## **CONCLUSION**

This study shows that board members and members are involved in cooperative entrepreneurial activities in Malaysia. This indicates that they are aware of the importance and advantages of cooperative entrepreneurship, which can improve cooperative business and benefit members and the community. This is strongly driven by the leadership of cooperative board members, who act as a driving factor for entrepreneurial activities and ensure the success of a cooperative. Leaders are role models, encouraging followers to achieve entrepreneurial goals and think innovatively. This study can also explore the main factors that drive cooperative entrepreneurial activities, namely entrepreneurial mindset, entrepreneurial leadership, relationships and social networks, as well as assistance and support.



Hence, all involved parties need to fulfil their responsibilities to stimulate the active involvement of human capital and cooperative culture in empowering the development of cooperative entrepreneurship. Support from stakeholders and relevant agencies needs to be strengthened to boost entrepreneurial activities and drive the economy of the cooperative movement. This study is expected to help the government make recommendations for improving the policy of cooperative entrepreneurship. Finally, it can help cooperatives strengthen their entrepreneurial identity and member participation in cooperative entrepreneurial activities.

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