Volume: 11 Issues: 69 Special Issue [October, 2026] pp. 362-371
International Journal of Accounting, Finance and Business (IJAFB)
eISSN: 0128-1844
Journal website: www.academicinspired.com/ijafb
DOI: 10.55573/IJAFB.116928

ENTREPRENEURIAL MINDSET AS A DRIVER OF COOPERATIVE GROWTH: EVIDENCE FROM SUCCESSFUL COOPERATIVES IN MALAYSIA

Suraya Husin[1*]
Rosfatihah Che Mat[2]
Ahmad Firdause Md Fadzil[3]
Nurul Amira Omar[4]

[1] Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kelantan, 18500 Machang, Kelantan, Malaysia (E-mail: surayahusin@uitm.edu.my)
[2] Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kelantan, 18500 Machang, Kelantan, Malaysia (E-mail: rosfa407@uitm.edu.my)
[3] Faculty of Business and Management, Universiti Sultan Zainal Abidin, Kampus Gong Badak, 21300 Kuala Nerus, Terengganu Darul Iman, Malaysia (E-mail: firdause@unisza.edu.my)
[3] Faculty of Business and Management, Universiti Sultan Zainal Abidin, Kampus Gong Badak, 21300 Kuala Nerus, Terengganu Darul Iman, Malaysia (E-mail: amiraomar91@gmail.com)
*Corresponding author: surayahusin@uitm.edu.my

Article history
Received date : 7-9-2026
Revised date : 8-9-2026
Accepted date : 20-10-2026
Published date : 28-10-2026

To cite this document:
Husin, S., Che Mat, R., Md Fadzil, A. F., & Omar, N. A. (2026). Entrepreneurial mindset as a driver of cooperative growth: Evidence from successful cooperatives in Malaysia. *International Journal of Accounting, Finance and Business (IJAFB),* 11 (69), 362-371.

Abstract: *Cooperatives play an important role in Malaysia's socio-economic development, yet the sector continues to face challenges in translating its large membership base and economic potential into sustained organisational growth. This study examines the role of entrepreneurial mindset as a driver of cooperative growth by focusing on successful cooperatives in Malaysia. The study is drawn from a qualitative multiple-case doctoral investigation involving 12 chairpersons of successful cooperatives identified from the Profile of the Top 100 Cooperatives in Malaysia for the 2016–2020 period. Data were collected through in-depth semi-structured interviews between January and December 2023 and analysed inductively using NVivo 12 Plus, supported by open, axial and selective coding and cross-case comparison. The findings identify four interrelated dimensions of entrepreneurial mindset: idealism, effective decision-making, risk-taking and opportunity recognition. Idealism reflects a positive and open way of thinking that encourages leaders to generate new ideas, observe the environment and consider possibilities for cooperative development. Effective decision-making enables leaders to act quickly and appropriately based on available information, thereby maximising opportunities and minimising potential risks. Risk-taking reflects the willingness to undertake calculated actions, particularly when outcomes are uncertain, while opportunity recognition involves identifying market needs, weaknesses, changes in the environment and possibilities for new products or services. The findings indicate that these four dimensions operate collectively rather than independently: entrepreneurial thinking shapes how cooperative leaders interpret uncertainty, make strategic choices and convert emerging opportunities into growth-oriented actions. The study contributes a contextualised understanding of entrepreneurial mindset in successful Malaysian cooperatives and suggests that strengthening entrepreneurial thinking*

Copyright © Academic Inspired Network - All rights reserved

This work is licensed under CC BY 4.0

Volume: 11 Issues: 69 Special Issue [October, 2026] pp. 362-371
International Journal of Accounting, Finance and Business (IJAFB)
eISSN: 0128-1844
Journal website: www.academicinspired.com/ijafb
DOI: 10.55573/IJAFB.116928

should be an important component of cooperative development and capacity-building initiatives.

Keywords: *entrepreneurial mindset; entrepreneurial thinking; cooperative growth; opportunity recognition; risk-taking; decision-making; Malaysia*

Introduction

Cooperatives constitute an important organisational form in Malaysia because they combine economic activity with collective ownership and member-oriented objectives. The sector has a broad social and economic reach, but the thesis underpinning this article identifies a continuing gap between the potential of the cooperative movement and its contribution to the national economy. The study context reports that Malaysia's cooperative contribution to GDP remained around 3%, below the government's aspiration of 10%. This gap raises an important question: why are some cooperatives able to achieve sustained growth while others struggle to translate available opportunities into organisational performance?

Existing discussions of cooperative performance have examined governance, management, innovation, resources, leadership and entrepreneurial orientation. However, these factors do not fully explain the cognitive foundation that precedes strategic action. Before leaders allocate resources, introduce innovations or enter new markets, they must first interpret their environment, formulate possibilities, decide among alternatives and accept an appropriate level of uncertainty. This cognitive orientation is captured in the present study through the concept of entrepreneurial mindset, operationalised through four dimensions emerging from the empirical data: idealism, effective decision-making, risk-taking and opportunity recognition.

The study is grounded in the broader strategic entrepreneurship perspective, particularly the proposition that organisations can pursue opportunities while developing and sustaining advantage (Ireland, Hitt, & Sirmon, 2003). Within this perspective, entrepreneurial mindset is important because opportunity seeking begins with how decision makers think about change, uncertainty and possibilities. The thesis further connects the strategic entrepreneurship perspective with research on resources and organisational capabilities. For this article, however, the analytical focus is deliberately narrowed to the mindset dimension so that the cognitive mechanisms underlying cooperative growth can be examined in greater depth.

The objective of this article is therefore to identify and explain the entrepreneurial thinking patterns that influence the growth of successful cooperatives in Malaysia. Specifically, the article asks: How does entrepreneurial mindset contribute to the growth of successful cooperatives in Malaysia, and what dimensions characterise this mindset? By addressing this question, the article seeks to provide a more focused explanation of the role of thinking patterns in cooperative growth.

Literature Review

Entrepreneurial Mindset

Entrepreneurial mindset refers broadly to a way of thinking that enables individuals and organisations to recognise possibilities, interpret uncertainty, generate alternatives and act on opportunities. It is not limited to the intention to establish a new business. Within established organisations, an entrepreneurial mindset can shape how managers and leaders respond to

Copyright © Academic Inspired Network - All rights reserved

This work is licensed under CC BY 4.0

Volume: 11 Issues: 69 Special Issue [October, 2026] pp. 362-371
International Journal of Accounting, Finance and Business (IJAFB)
eISSN: 0128-1844
Journal website: www.academicinspired.com/ijafb
DOI: 10.55573/IJAFB.116928

environmental changes and search for new ways of creating value. The thesis positions entrepreneurial thinking as a central element of strategic entrepreneurship and identifies observable patterns through which this mindset is expressed in cooperative decision making.
Research cited in the thesis associates entrepreneurial mindset with openness to ideas, opportunity recognition, self-efficacy and proactive action. Wardana et al. (2020), for example, examined the relationship between entrepreneurship education and entrepreneurial mindset, while Davis et al. (2016) and Hariram et al. (2023) are cited in the thesis as supporting evidence for the importance of entrepreneurial thinking and decision processes. These studies provide a basis for understanding mindset as a behavioural and cognitive orientation rather than merely a personality characteristic.

Entrepreneurial Mindset and Cooperative Growth

The cooperative context is distinctive because organisational growth must be pursued alongside member interests and collective objectives. An entrepreneurial mindset may therefore be particularly important because it helps cooperative leaders reconcile continuity with change. Rather than treating uncertainty as a reason for avoiding action, entrepreneurial leaders can interpret changes in markets, member needs and competitive conditions as information for decision making.

Cooperative growth is an organisational process involving development, competitiveness, business expansion and improved performance. The empirical findings indicate that entrepreneurial mindset influences this process through four mutually reinforcing patterns. Idealism generates ideas and positive possibilities; effective decision-making converts information into action; risk-taking permits movement under uncertainty; and opportunity recognition directs attention towards possibilities that can produce benefits for the cooperative.

Theoretical Foundation: Strategic Entrepreneurship

Strategic Entrepreneurship Theory (SET) provides the principal theoretical foundation of the doctoral study. Ireland et al. (2003) describe strategic entrepreneurship as involving the simultaneous pursuit of opportunity and advantage. This perspective is useful for analysing cooperatives because growth requires both entrepreneurial opportunity seeking and strategic choices about how opportunities should be pursued.

The present article focuses on the cognitive side of this process. Entrepreneurial mindset can be understood as an upstream mechanism through which opportunity seeking begins. The four empirical dimensions identified in the thesis—idealism, effective decision-making, risk-taking and opportunity recognition—show how leaders translate an entrepreneurial orientation into concrete patterns of thought and action. The findings therefore provide a contextualised interpretation of the mindset component of strategic entrepreneurship within successful Malaysian cooperatives.

Methodology

Research Design

This article is based on the qualitative multiple-case study conducted in the doctoral thesis. An interpretivist orientation was adopted to understand the experiences, interpretations and practices of cooperative leaders in their real organisational contexts. A multiple-case design was appropriate because the study sought to explore how entrepreneurial thinking operates across different successful cooperatives rather than test a predetermined statistical relationship.

Copyright © Academic Inspired Network
- All rights reserved

This work is licensed under
CC BY 4.0

Volume: 11 Issues: 69 Special Issue [October, 2026] pp. 362-371
International Journal of Accounting, Finance and Business (IJAFB)
eISSN: 0128-1844
Journal website: www.academicinspired.com/ijafb
DOI: 10.55573/IJAFB.116928

Population, Cases and Informants

The unit of analysis was the cooperative organisation. The population comprised cooperatives identified in the Profile of the Top 100 Cooperatives in Malaysia for the 2016–2020 period. The chairperson was selected as the principal informant because the thesis identifies the chairperson as having an important role in cooperative policy, ideas and business-strategy considerations. Twelve successful cooperatives were ultimately included in the study.

Data Collection

Data were collected from January to December 2023 through in-depth semi-structured interviews with 12 cooperative chairpersons. The cross-sectional or snapshot design allowed the researcher to obtain an in-depth understanding of entrepreneurial practices within the study period. Data saturation was achieved after the 12 interviews when additional interviews no longer produced significant new information or themes.

Data Analysis

Interview transcripts were analysed inductively using NVivo 12 Plus. NVivo was used to organise transcripts, construct nodes, track coding and support comparison across cases; it did not replace the researcher's analytical interpretation. The coding process proceeded through open coding, axial coding and selective coding. Repeated reading, comparison of raw data and codes, and cross-case analysis were used to consolidate the themes.

Trustworthiness

The thesis reports procedures to strengthen the credibility and dependability of the qualitative findings, including member checking, documentation of the analytical process and an audit trail. The use of multiple cases also allowed patterns to be compared across informants rather than relying on a single organisational account.

The analysis identifies entrepreneurial mindset as an important theme influencing the growth of successful cooperatives in Malaysia. Four sub-themes were consistently represented in the empirical data: idealism, effective decision-making, risk-taking and opportunity recognition. The distribution of informants provides an indication of the breadth of discussion across the cases, although the frequencies should be interpreted qualitatively rather than as statistical prevalence.

Table 1. Dimensions of Entrepreneurial Mindset Identified in the Study

Dimension	Informants	*n*	Core meaning in the study
Idealism	P1, P2, P4, P5, P6, P7, P9, P10, P11	9	Positive and open thinking that generates ideas, observes the environment and considers possibilities for value creation and growth.
Effective decision-making	P1, P2, P3, P4, P6, P7, P8, P9, P10, P11	10	Making timely and appropriate decisions using available information to maximise opportunities and minimise risks.
Risk-taking	P1, P2, P4, P7, P9, P11, P12	7	Willingness to undertake calculated actions and try new approaches despite uncertainty and possible failure.
Opportunity recognition	All 12 informants	12	Identifying market needs, environmental changes, competitor weaknesses and possibilities for new products or services.

Source: Developed from the empirical findings reported in the doctoral thesis.

Source: Developed from the empirical findings reported from authors' doctoral thesis.

Copyright © Academic Inspired Network
- All rights reserved

This work is licensed under
CC BY 4.0

Volume: 11 Issues: 69 Special Issue [October, 2026] pp. 362-371
International Journal of Accounting, Finance and Business (IJAFB)
eISSN: 0128-1844
Journal website: www.academicinspired.com/ijafb
DOI: 10.55573/IJAFB.116928

Idealism

Idealism emerged as the first dimension of entrepreneurial mindset, with nine informants (P1, P2, P4, P5, P6, P7, P9, P10 and P11) discussing its importance to cooperative growth. In the study, idealism is not presented as an abstract or unrealistic aspiration. Instead, it describes a positive and open way of thinking that encourages cooperative leaders to look beyond existing routines and consider new possibilities.

The empirical evidence indicates that idealistic thinking involves observing the environment, collecting information, generating alternative ideas and evaluating those ideas from the perspective of opportunity. This thinking pattern enables leaders to interpret challenges and needs as possible starting points for development. The thesis also indicates that ideas may originate from different sources, including members, board members, employees, professional networks, courses and discussions within the cooperative.

An informant captured this meaning by explaining that idealism concerns a leader's way of thinking that encourages the identification of opportunities, willingness to take risks and value creation through creativity and innovation (P1). Another account emphasised the need for cooperative leaders to continually search for new opportunities and ideas to strengthen growth (P1). These statements suggest that idealism provides the cognitive starting point for entrepreneurial behaviour: leaders first need to believe that alternatives exist before they actively search for them.

The finding is consistent with the empirical literature identified, including Davis et al. (2016), Hashim, Othman and Buang (2009), Wardana et al. (2020), and Hariram et al. (2023). In the cooperative context, however, idealism is particularly meaningful because ideas are not confined to an individual entrepreneur. Members and organisational participants can contribute ideas, making openness an important collective capability.

Effective Decision-Making

Effective decision-making was discussed by ten informants (P1, P2, P3, P4, P6, P7, P8, P9, P10 and P11), making it one of the most strongly represented dimensions in the study. It refers to the ability to make decisions that are timely and appropriate based on available information, with the aim of maximising opportunities and minimising risks.

The findings emphasise speed and accuracy simultaneously. A decision is not effective merely because it is fast; it must also be sufficiently informed to protect the cooperative from unnecessary losses. P4 described effective decision-making as the ability to make quick and accurate decisions based on available information, with the purpose of maximising opportunities and minimising risk. This perspective is important in a dynamic environment in which delayed decisions can result in missed opportunities.

Informants also connected decision-making with competitiveness. P10 indicated that effective decisions help the cooperative move quickly in a dynamic environment and compete with other cooperatives. P6 highlighted the need for board members to generate new ideas, identify large opportunities and plan carefully before selecting the best decision. P9, meanwhile, emphasised that decisions should be accurate and should avoid disadvantaging parties or creating unnecessary losses.

Copyright © Academic Inspired Network - All rights reserved

This work is licensed under CC BY 4.0

Volume: 11 Issues: 69 Special Issue [October, 2026] pp. 362-371
International Journal of Accounting, Finance and Business (IJAFB)
eISSN: 0128-1844
Journal website: www.academicinspired.com/ijafb
DOI: 10.55573/IJAFB.116928

These findings demonstrate that entrepreneurial mindset is not synonymous with impulsiveness. Effective entrepreneurial thinking involves judgement: leaders gather relevant information, consider alternatives, assess consequences and then act within an appropriate timeframe. The finding is consistent with the thesis literature citing Davis et al. (2016), Wardana et al. (2020) and Hariram et al. (2023).

Risk-Taking

Risk-taking was identified by seven informants (P1, P2, P4, P7, P9, P11 and P12). The findings show that successful cooperative leaders recognise that growth requires decisions in situations where outcomes cannot be known with certainty. Risk-taking therefore involves a willingness to try something new, enter an uncertain situation or commit resources when the possibility of failure exists.

Importantly, the evidence does not portray risk-taking as reckless behaviour. The thesis describes risk-taking as strategic and calculated, with decisions based on facts, rational judgement and a consideration of possible consequences. Informants associated calculated risk with business expansion, higher income and asset growth. P2 emphasised that success may require trying something new even when the outcome is uncertain, while P4 stressed the courage required to take risks when pursuing change.

The study therefore suggests that the absence of risk-taking may constrain cooperative growth. If leaders avoid all uncertainty, they may also avoid new markets, new business models or new opportunities. Conversely, calculated risk-taking allows the cooperative to move beyond established routines while maintaining attention to potential losses.

This finding is supported by the literature reviewed, including Caseiro and Coelho (2018), Lumpkin and Dess (2015), Shepherd and Wiklund (2013), Davis et al. (2016), Zainal-Abidin et al. (2017), Neneh (2012), and more recent studies cited in the thesis. In the Malaysian cooperative setting, the distinctive contribution is the evidence that risk-taking is embedded in leaders' thinking about growth rather than treated simply as a behavioural tendency.

Opportunity Recognition

Opportunity recognition was the most widely represented dimension, with all 12 informants discussing its importance. This finding is significant because it indicates that opportunity recognition is a common feature across the successful cooperatives included in the study. The empirical evidence shows that opportunity recognition involves observing changes in the external environment, understanding market needs, identifying weaknesses in competing organisations and searching for ways to meet emerging needs. Opportunities may be connected to new products, new services, new markets or alternative approaches to cooperative development.

P5 explained opportunity recognition as observing weaknesses elsewhere and interpreting them as opportunities for the cooperative. P6 highlighted the importance of generating new ideas to obtain larger opportunities, while P4 described the process as searching for opportunities that provide benefits or returns by understanding the surrounding environment and market needs and meeting those needs innovatively and effectively.

The finding supports the argument that entrepreneurial mindset is externally oriented. Successful cooperative leaders do not focus exclusively on internal operations; they

Copyright © Academic Inspired Network
- All rights reserved

This work is licensed under
CC BY 4.0

Volume: 11 Issues: 69 Special Issue [October, 2026] pp. 362-371
International Journal of Accounting, Finance and Business (IJAFB)
eISSN: 0128-1844
Journal website: www.academicinspired.com/ijafb
DOI: 10.55573/IJAFB.116928

continuously scan the environment for information that may signal a possibility for growth. The thesis links this finding with Wardana et al. (2020), Cui et al. (2019), Van Rensburg (2013), Nooh (2022), Kuratko et al. (2021), and McGrath and MacMillan (2000).

Interrelationship Among the Four Dimensions

Although the four dimensions were coded separately, the cross-case findings indicate that they are closely connected. Idealism provides the openness to imagine alternatives; opportunity recognition directs that openness towards concrete possibilities; effective decision-making determines which opportunities should be pursued; and risk-taking enables action when the outcome remains uncertain.

Thus, entrepreneurial mindset should be understood as an integrated cognitive process rather than a checklist of isolated traits. A leader may recognise an opportunity but fail to act because decision-making is slow. Similarly, a leader may be willing to take risks but lack sufficient openness to identify meaningful opportunities. Growth-oriented cooperative leadership therefore depends on the combination of these four dimensions.

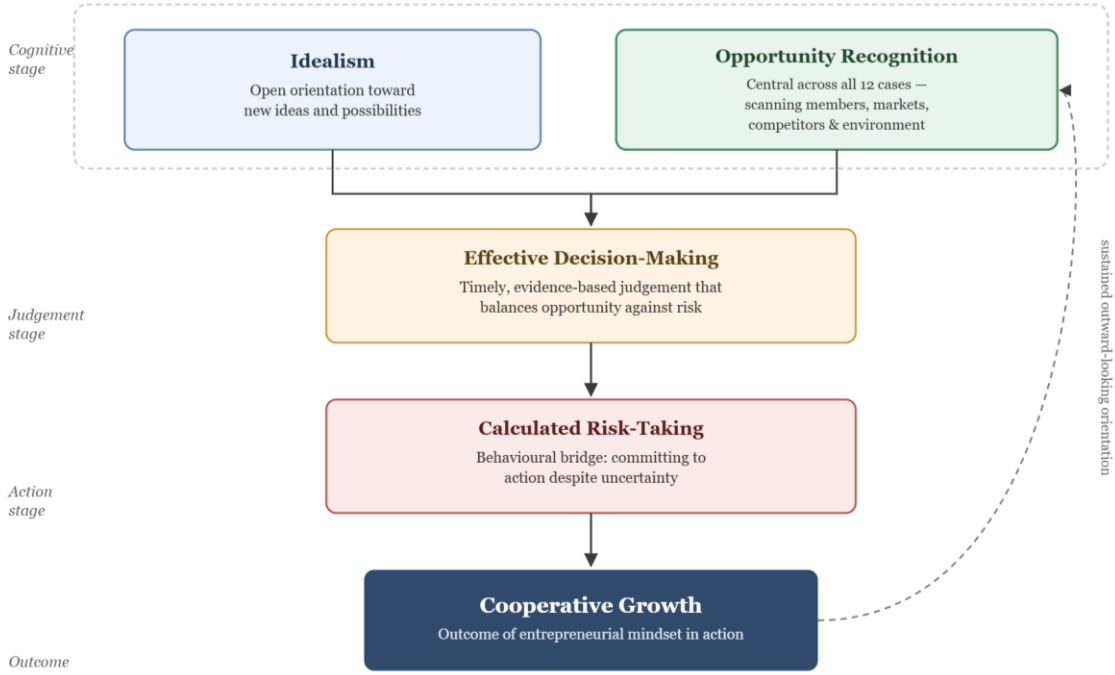


Figure 1. Entrepreneurial Mindset as a Growth-Oriented Cognitive Process

Note: The figure is a synthesis of the relationships described in the empirical findings; it does not represent a statistically tested causal model.

Discussion

The findings provide a focused explanation of why entrepreneurial mindset matters for cooperative growth. First, the evidence indicates that growth begins with how leaders think about possibilities. Idealism encourages an open orientation towards new ideas, while opportunity recognition converts environmental information into potential areas for action. This supports the opportunity-seeking dimension of strategic entrepreneurship (Ireland et al., 2003). Second, effective decision-making demonstrates that entrepreneurial mindset must be accompanied by judgement. The successful cooperatives in this study do not appear to equate

Copyright © Academic Inspired Network
- All rights reserved

This work is licensed under CC BY 4.0

Volume: 11 Issues: 69 Special Issue [October, 2026] pp. 362-371
International Journal of Accounting, Finance and Business (IJAFB)
eISSN: 0128-1844
Journal website: www.academicinspired.com/ijafb
DOI: 10.55573/IJAFB.116928

entrepreneurship with acting without sufficient information. Instead, leaders seek to make timely decisions using available evidence, balancing opportunities and risks. This helps explain how entrepreneurial behaviour can be compatible with organisational discipline.

Third, calculated risk-taking provides the behavioural bridge between intention and action. Opportunities cannot generate growth unless leaders are willing to commit to action despite uncertainty. The findings therefore support the idea that entrepreneurial mindset contains both cognitive and action-oriented components.

Fourth, the strong representation of opportunity recognition across all 12 cases highlights its centrality in the entrepreneurial mindset of successful cooperatives. The cooperative leaders appear to maintain an outward-looking orientation, using information about members, markets, competitors and environmental change to identify possible growth paths.

Taken together, the four dimensions suggest a sequence but not necessarily a rigid linear process: leaders remain open to possibilities, scan for opportunities, evaluate and decide, and accept calculated risk when action is justified. The process may also be iterative, because the results of decisions and actions generate new information that feeds back into future thinking.

Theoretical Contribution

The principal theoretical contribution of this article is the contextualisation of entrepreneurial mindset within successful Malaysian cooperatives. Rather than treating mindset as a broad psychological construct, the study identifies four empirically grounded dimensions that are visible in cooperative leaders' accounts: idealism, effective decision-making, risk-taking and opportunity recognition.

This contribution complements Strategic Entrepreneurship Theory by providing a more specific cognitive interpretation of the opportunity-seeking side of strategic entrepreneurship. The findings suggest that opportunity seeking is not simply an observable organisational activity; it is preceded by a mindset that encourages leaders to imagine alternatives, interpret environmental information, decide under uncertainty and act on opportunities.

The study also contributes contextually by showing that entrepreneurial mindset operates within a cooperative rather than a conventional investor-owned firm. The collective nature of cooperatives means that ideas can originate from members, employees and board participants, suggesting that entrepreneurial mindset can have both individual and collective expressions.

Practical Implications

The findings have several implications for cooperative leaders, development agencies and policy makers. First, cooperative capacity-building should explicitly develop entrepreneurial thinking rather than focusing only on technical management skills. Training can include opportunity scanning, idea generation, scenario evaluation and decision-making under uncertainty.

Second, cooperative boards can institutionalise opportunity recognition through regular market reviews, competitor analysis, member feedback and structured idea-generation sessions. The thesis evidence indicates that ideas can emerge from multiple organisational levels; therefore, mechanisms should allow members and employees to contribute ideas.

Copyright © Academic Inspired Network
- All rights reserved

This work is licensed under
CC BY 4.0

Volume: 11 Issues: 69 Special Issue [October, 2026] pp. 362-371
International Journal of Accounting, Finance and Business (IJAFB)
eISSN: 0128-1844
Journal website: www.academicinspired.com/ijafb
DOI: 10.55573/IJAFB.116928

Third, risk-taking should be developed as calculated risk-taking. Leaders can strengthen this capability through feasibility analysis, financial assessment, scenario planning and post-decision learning. This would help cooperatives avoid both reckless decisions and excessive risk avoidance.

Finally, decision-making capability should be strengthened so that cooperatives can respond promptly when opportunities emerge. Clear information flows, defined decision responsibilities and timely evaluation mechanisms can help leaders balance speed with accuracy.

Limitations And Future Research

This article is based on a qualitative multiple-case study of 12 successful cooperatives and relies principally on chairpersons as informants. The findings provide rich contextual explanations but are not intended to establish statistical generalisability or a causal effect size. The study also captures entrepreneurial thinking within a particular period rather than tracing changes longitudinally.

Future research could develop and validate a quantitative entrepreneurial mindset scale based on the four dimensions identified in this study. Researchers could then test whether the dimensions predict different forms of cooperative performance. Comparative studies between successful and less-successful cooperatives would also help determine whether the identified mindset distinguishes high-performing cooperatives from those experiencing stagnation. Longitudinal research could further examine how entrepreneurial mindset changes as cooperatives move through different stages of development.

Conclusion

This article examined entrepreneurial mindset as a driver of cooperative growth using evidence from successful cooperatives in Malaysia. The findings identify four interrelated dimensions: idealism, effective decision-making, risk-taking and opportunity recognition. These dimensions collectively shape how cooperative leaders interpret change, generate ideas, evaluate alternatives, respond to uncertainty and act on opportunities.

The central message is that cooperative growth begins not only with what organisations do, but also with how their leaders think. An entrepreneurial mindset enables successful cooperatives to remain open to possibilities, recognise opportunities, make timely and informed decisions and undertake calculated risks. Strengthening these cognitive and behavioural patterns can therefore support more proactive and growth-oriented cooperative management in Malaysia.

Acknowledgements

We would like to express our sincere appreciation to Universiti Sultan Zainal Abidin (UniSZA) for the opportunity given, valuable feedback and continuous support during the postgraduate journey. Their assistance has been instrumental in our study progress and success.

Source And Article-Preparation Note

This article is a focused journal-article adaptation of the doctoral thesis “Kajian Penerokaan Peranan Keusahawanan Strategik Terhadap Pertumbuhan Koperasi Berjaya di Malaysia”. The article intentionally narrows the thesis to Objective 1 and its empirical theme of entrepreneurial thinking. The four dimensions, informant distribution, methodology and interview evidence are derived from the thesis.

Copyright © Academic Inspired Network
- All rights reserved

This work is licensed under
CC BY 4.0

Volume: 11 Issues: 69 Special Issue [October, 2026] pp. 362-371
International Journal of Accounting, Finance and Business (IJAFB)
eISSN: 0128-1844
Journal website: www.academicinspired.com/ijafb
DOI: 10.55573/IJAFB.116928

References

Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99–120.

Caseiro, N., & Coelho, A. (2018). Business-to-business digital marketing and customer relationship management in the digital era. [Reference as cited in the doctoral thesis; bibliographic details should be checked against the final thesis reference list before submission].

Cui, Y., et al. (2019). [Reference as cited in the doctoral thesis; full bibliographic details should be checked against the final thesis reference list before submission].

Davis, et al. (2016). [Reference as cited in the doctoral thesis; full bibliographic details should be checked against the final thesis reference list before submission].

Hariram, et al. (2023). [Reference as cited in the doctoral thesis; full bibliographic details should be checked against the final thesis reference list before submission].

Hashim, N., Othman, S. N., & Buang, N. A. (2009). [Reference as cited in the doctoral thesis; full bibliographic details should be checked against the final thesis reference list before submission].

Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. Journal of Management, 29(6), 963–989.

Kuratko, D. F., et al. (2021). [Reference as cited in the doctoral thesis; full bibliographic details should be checked against the final thesis reference list before submission].

Lumpkin, G. T., & Dess, G. G. (2015). [Reference as cited in the doctoral thesis; full bibliographic details should be checked against the final thesis reference list before submission].

McGrath, R. G., & MacMillan, I. C. (2000). The entrepreneurial mindset: Strategies for continuously creating opportunity in an age of uncertainty. Harvard Business School Press.

Neneh, B. N. (2012). [Reference as cited in the doctoral thesis; full bibliographic details should be checked against the final thesis reference list before submission].

Shepherd, D. A., & Wiklund, J. (2013). [Reference as cited in the doctoral thesis; full bibliographic details should be checked against the final thesis reference list before submission].

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. Strategic Management Journal, 18(7), 509–533.

Van Rensburg, D. J. (2013). Is strategic entrepreneurship a pleonasm? Journal of Management and Strategy, 4(1), 15–27. https://doi.org/10.5430/jms.v4n1p15

Wardana, L. W., Narmaditya, B. S., Wibowo, A., Mahendra, A. M., Wibowo, N. A., Harwida, G., & Rohman, A. N. (2020). The impact of entrepreneurship education and students' entrepreneurial mindset: The mediating role of attitude and self-efficacy. Heliyon, 6(9), e04922. https://doi.org/10.1016/j.heliyon.2020.e04922

Yin, R. K. (2003). Case Study Research: Design and Methods. Sage.

Copyright © Academic Inspired Network - All rights reserved

This work is licensed under CC BY 4.0