



7<sup>TH</sup> INTERNATIONAL CONFERENCE

# Actual Economy

SOCIAL  
CHALLENGES  
AND FINANCIAL  
ISSUES IN XXI CENTURY



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## Entrepreneurial Leadership and Effective Management in tactical development of SME (the case of Thai silk industry)

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### Abstract

Silk industry is the fast growing small and medium enterprise in Thailand. The growth of silk industry is very high, as local products which can be seeded to enter the global market and expected to be sustain in the future. This study analyzes the relationship between entrepreneurial leadership and good management of the owner specially in Thai silk industry. Moreover this study is also analysing business process management as an intermediate variable to the effect of entrepreneurial leadership and good governance to operational performance. The study was conducted on 67 small and medium Silk enterprises in central Thailand. Based on offered findings, we can conclude that for entrepreneurs it is important to have a character of entrepreneurial leadership, and it is also important managing the business with good governance to achieve high operational performance in order to support business sustainability.

**Key-words** Entrepreneurial Leadership, Good Governance, Business Process Management, Operational Performance

### Introduction

Small Medium Enterprise (SME) is one of country economy foundations (Cook, 2001). At SME, owners also serve as head of the company. Leadership style is one of the key factors that determine the success of a business. Different kind of leadership style will lead to different strategies (O'Reilly et al 2005, Wooldridge and Floyd 1990). An owner who also serves as the head of the business tend to have entrepreneurial style of leadership, known as entrepreneurial leadership. Rapid environmental change and development competence towards global and complex demands of stakeholders making the company not only takes an entrepreneurial leader but also requires good governance.

Today, the company's performance measurement and operational performance becomes very important for management, in particular. To evaluate the company performance and planning purposes in the future, various information are gathered so that the working process can be controlled and accounted for. This is done in order to achieve efficiency and effectiveness in all business processes. In the perspective of Business Process Management (BPM), managers must identify the processes that are most critical in achieving the goal of increasing value for customers and the goal of increasing shareholder value (Vincent Gaspersz, 2005: 59).

### Literature review

Entrepreneurial leadership is very important to be applied in micro and small-scale enterprises (Zyl and Helm, 2007). According to Patimukay (2008), an innovative act is needed to build the entrepreneurial spirit that lead to increasing creativity, innovation, intuition, and the ability to lead, to motivate, and the courage to take risks in the organization. A leader must be able to influence the behavior of subordinates to cooperate and work productively to achieve organizational goals (Hasibuan, 2006).

Gupta et al (2004) also states that an entrepreneurial leader needs to do two things to face the challenges of an interconnected. Firstly, create scenarios to confront all possibilities that occur in the future that may affect the state that have been planned at the moment, so called the scenario enactment. Secondly, the entrepreneurial leader also requires cast enactment, to raise the confidence of subordinates and stakeholders that the entire process of transformation from a set up transaction will be done by assembling all available resources. Cast enactment contemplated in this case means to create a character with sufficient capability to achieve its intended purpose.

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Entrepreneurial Leadership Measurement

Dimension	Roles	Attributes
Scenario Enactment	Framing the challenge (Specifying highly challenging but realistic outcomes for the cast of actors to accomplish)	Performance oriented Ambitious Informed Has extra insight
Scenario Enactment	Absorbing uncertainty (Taking the burden of responsibility for the future)	Visionary Foresight Confidence builder
Scenario Enactment	Path clearing (Negotiating opposition and clearing the path for scenario enactment)	Diplomatic Effective bargainer Convincing Encouraging
Cast Enactment	Building commitment (Building as inspired common purpose)	Inspirational Enthusiastic Team builder Improvement-oriented
Cast Enactment	Specifying limits (Building a common understanding and agreement of what can and cannot be done)	Integrator Intellectually Stimulating Positive Decisive

Good governance is a term that emerged due to the high demand for good and clean business execution:

- Fairness, the equality in meeting stakeholder rights arising under the agreement and the legislation in force
- Transparent, the transparency in the decision-making process and openness in expressing material relevant information about the company.
- Accountability, the clarity of function, implementation and accountability of the organization so that the company's management are effective.
- Openness, which is a state where a professionally managed company has nothing to do with a certain conflict of interest and influence or pressure from any party that is not in accordance with the legislation in force and the principles of clean conspiracy.
- Responsibility and participation, the suitability in the management of the company to the legislation in force and the principles of the corporation.

Mahoney et al. (1963) in Mardiyah and Listianingsih (2005) states that the operational performance is a performance that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibilities of each, in order to achieve organizational goals. Simatupang and Sridharan (2005) describe the three criteria in the measurement of operating performance, which are fulfillment, inventory, and responsiveness.

Fulfillment, identifying the extent to which the practice of company collaboration is able to meet consumer demand, such as timeliness of delivery, accuracy specification of goods and conformance quality goods. Inventory is the ability to perform inventory management and reduction of inventory costs. Responsiveness is the ability to respond to consumer demand, such as the reduction of the waiting time, flexibility in accommodating the demand and sensitivity to consumer demand.

Business Process Management (BPM) is a management disciplines associated with increased organizational performance through continuous improvement and business control management process of itself (Jeston and Nelis 2006). Smith & Fingar (2003) states, Business Process Management (BPM) is a structured understanding, documentation process, providing a model, analyzing, simulating, and continuing to carry out the business processes of its resources which are relevant to the organization's ability to add the value to the business, as well as to achieve efficiency the company's operations.

Business Process Management (BPM) is often seen from different viewpoints. So there is still no general agreement about the definition of Business Process Management (van der Aalst et al. 2003). However, has been demonstrated in several studies that Business Process Management (BPM) is optimal to be effective when applied to SMEs (Hale & Cragg 1996; Raymond et al. 1998; Fu et al. 2001; Riley & Brown, 2001).

### **Methodology**

This is an explanatory research using quantitative approach. The variables used in this study consisted of exogenous and endogenous variables. The study was conducted on 67 silk entrepreneurs in Thailand. The questionnaire was given to the owner who also serves as head of the business. The questionnaire prepared by closed questions, using a Likert scale. With a value of 1 to 5. Further tested the construct validity and reliability.

Data analysis was done, by using a Partial Least Square (PLS). PLS is a model of Structural Equation Modeling (SEM) equation, which is based on components or variants. PLS is more of a predictive model. PLS can analyze a construct which is formed either by reflective or formative indicators (Yamin and Kurniawan, 2011). PLS does not require a lot of research so that it is suitable for a predictive research (Ghozali, 2008).

### **Conclusions**

Based on the result of path analysis with Smart-PLS, the conclusions can be made.

1. The relationship between entrepreneurial leadership for business process management has positive and significant. These results are supporting theory that states that the sensitivity of a businessman against the opportunities, the ability to innovate, and the ability to excel have become the enterprise standard in today' (Kuratko & Hodgetts, 2007).
2. The relationship between good governance with business process management has a positive and significant result. This result is the same as one of the supporting theories expressed by DeBruin (2009), namely, good governance becomes a key factor which is indispensable in business process management, so that the system and the real situation in the company will be run in unison, resulting more effective business process management.
3. The relationship between entrepreneurial leadership with operational performance has a positive and significant result. This result is the same as one of the supporting theories expressed by Wilkund (2005), which conducts research on entrepreneurial influence on the performance on small businesses.
4. The relationship between good governance with operational performance has a positive and significant result. This result is the same as one of the supporting theories stated that the main contribution of good governance of the company is to improve operating performance and prevent fraud.
5. The relationship between business process management with operational performance had a negative result and not significant. The results of this study refers to the results that have been presented by Dehning and Richardson (2002); Melville et al., (2004), that the relationship business process management towards the operational performance of the company is not significant due to several factors that proved less assessed in the study, namely: the business strategy of competitors, changes in the external environment and the level of competition with their competitors who are members of external environment.
6. The relationship between entrepreneurial leadership with operational performance is not suitable by business process management as an Intervening Variable. Results are stated that business process management is not mediating between entrepreneurial leadership with operational performance. This is caused by business process management does not have a positive and significant relationship to the operational performance of entrepreneurial leadership although a direct link to operational performance and significant positive effect causes this.

7. The relationship between good governance with operational performance is not suitable by business process management as an Intervening Variable. Results are stated that business process management is not mediating between good governance to operational performance. This is caused by business process management that does not have a positive and significant relationship to the operational performance despite direct link good governance to operational performance and significant positive effect.

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