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Doctor of Business Administration (DBA)

***A Qualitative Research into Cultural Impact on Entrepreneurial
Communication and Behaviour between Singapore and China***

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DECLARATION

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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STATEMENT 1

This thesis is the result of my own investigations, except where otherwise stated. Where correction services have been used the extent and nature of the correction is clearly marked in a footnote(s). Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended.

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Abstract

The purpose of this research study was to study the role & impact of culture on entrepreneurial communication and behaviour between Singapore and China. This evidence-based research also aimed at identifying appropriate solutions that can lead to achieve business success in the Chinese cultural context. My research led me to believe that the trust relationship, cultural inclusion, and morality are the main factors that support entrepreneurs that can further yield better result and this doctoral research focussed on the context of Chinese & Singaporean culture for illustration purposes.

To study how culture impacts Chinese entrepreneurship in Singapore and achieve the research aim, this research-based DBA project followed qualitative based research and collected diverse empirical evidence from the Singapore Chinese Chamber of Commerce and Industry (SCCCI) and its sub-organisations. The research stakeholders were Chinese Entrepreneurs including business owners and senior management who are registered members, partners, audiences, and clients of SCCCI. The research project took approximately 1.5 years. The researcher chose qualitative research as the primary method and conducted semi-structured online interviews. The research population included 50 participants and prior to embarking on evidence collection, the researcher conducted a pilot study with selected 20 respondents who were in middle-management positions from different organisations.

Understanding the cultural impacts on entrepreneurial communication and behaviour in Chinese culture between Singapore and China is significant for entrepreneurs to achieve their business success. In many ways, Singapore and Chinese markets are providing innovative and dedicated entrepreneurs all over the entire world with unlimited ideal entrepreneurial business opportunities.

The finding of this research showed that multi-national SMEs do make use of their business culture in formulating and developing their international business strategies as their strategies were based on personal relationships, social contribution, and professional ethical standards. To maximise the effectiveness and efficiency of the strategy development decisions and corporate social value, it was clearly shown that Singapore and China-based entrepreneurial SMEs did benchmark themselves liaise with their stakeholders and trade practices in their development process for formulating their international business strategies.

which demonstrated efficiency and effectiveness in the crafting of the cultural-related entrepreneurial strategy. Therefore, entrepreneurial business culture is playing a significant role in SMEs in developing international business strategies as Singapore and China-based entrepreneurial companies rely on close and trusting private relationships for their overseas expansion. This is possible through transferable skill sets and ethical considerations (such as CSR) that the company has and can tap on.

Any culture may have its own unique consideration and practice when they come to business ethics. Consequently, it is important for entrepreneurs to carry out comprehensive cultural research and market research before entering Chinese markets or doing business with Chinese people. Thus, researching and reading relevant Chinese business ethics articles could provide entrepreneurs with a comparatively clearer understanding of what ethical considerations and practices are in the Chinese cultural context.

Key Word: Entrepreneurship, Cultural Impact, Entrepreneurial Communication and Behaviour, Chinese Cultural Context, Singapore, China

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Chapter 1: Introduction

1.1 Research Background

The aim of this Doctoral thesis was to comprehend the impact of culture on Entrepreneurial Communication and Behaviour using the Singaporean and Chinese culture as an example. This included the role of culture on entrepreneurial communication as it was practised on everyday basis in both countries. The approach taken was an in-depth qualitative study by engaging with the main stakeholders from the Singapore & Chinese Chamber of Commerce and Industry (SCCCI). More than 50 respondents were involved, and the empirical evidence was collected accordingly that included 15 business owners and C-suite (e.g. CEO, COO, CFO, CIO, and CTO, etc.) from various industries and 35 participants who are in middle to senior management (e.g., supervisors, department heads, associate directors, senior managers, and general managers, etc.) from various industries.

As argued by Guasch et al. (2002), a lack of strong entrepreneurial culture could be the source of macroeconomic and even institutional instability across different nations and the Chinese & Singaporean culture is not an exception. As stated by (Etzioni, 1987), culture influences business development - hence investigating the influence of culture on entrepreneurship has received much attention from researchers and business world.

The justification for this research was therefore further strengthened as the importance of understanding culture originate Hence, the culture between Singapore and China is such a significant factor that may affect the Chinese and Singaporean entrepreneurs to conduct entrepreneurial activities including communication, behaviours, and business development. Despite Chinese and Singaporean share similar Chinese culture, there are still certain differences that exist in entrepreneurship. Therefore, the impact of culture in entrepreneurship has attracted the researcher to conduct research in this area and topic.

The first chapter provides a brief introduction to the study and to the context, in terms of the research site in Singapore and China. It will also examine the problem situation, leading to a formulation of the research questions that the study attempts to address. The intellectual starting point was reviewed through the literature on the role of Culture & its impact on entrepreneurial communication and behaviour and its application in Chapter 2.

The research design was comprehensively described in Chapter 4. A qualitative research method was utilised that explained in detail how the data was collected during a 3-month stay in the research field in both Singapore and China. The researcher may not be able to extensively review all entrepreneurship practices related to Chinese culture-related entrepreneurial communication and behaviour due to time constraints. However, as presented in the research methodology (Chapter 4) and findings (Chapter 5), the researcher planned to collect a wealth of information concerning the impact of entrepreneurship in both nations and the way the various stakeholders use it and relate to it. The findings were organised in terms of stakeholder groups. Chapter 5 to 6 presented broad-based and in-depth views of the diverse research participants. This chapter, therefore, described how the role and extent of entrepreneurship were perceived by the main stakeholders and provided appropriate examples.

Data that presented in Chapter 5 will then be interpreted and analysed in Chapter 6 by referring to the stakeholders on what has been learned about the impact of culture in various entrepreneurial communications and behaviours in Singapore and China. This chapter also addressed the original research questions posed. The findings were examined using the relevant model. In Chapter 7, the researcher provided some general conclusions, outlining the academic, methodological, and practical contributions of this study, and made recommendations for further research.

1.2 Problematising Culture and Entrepreneurial Communication& Behaviour

As the fastest-growing major economies in the world, Singapore and China continue to offer global companies' attractive investment and business opportunities. However, doing business in the Chinese cultural context also means navigating the complexities that arise from China's unique historical, political, and cultural contexts. China and Singapore's market potential offers attractive opportunities for new ventures. The Chinese market continues to grow by about 7 per cent annually (Dahles, 2007), and it is the second-largest economy in the world behind the United States. With opportunity comes challenge, however. In this section, the researcher outlines some important challenges to consider when doing business in the Chinese cultural environment and offers some recommendations for its success.

With the rapid globalisation of international trading and world businesses, China and Singapore have become appealing markets for each other and foreign investors. The problems of cross-cultural entrepreneurial activities and management arise as the cooperation between Singapore and China increases at an unprecedented rate. When Singaporeans and Chinese are dealing with businesses with each other, any misunderstanding on different habits, ways of communication, behaviours, implication, and mindset may cause entrepreneurs to encounter loss of contract, damage to reputation, reduction of profit or even failure of a business. As a result, an accurate and clear comprehending of different cultures and cultural impact is very important for entrepreneurial activities, especially in the fast-growing globalization international markets.

According to Enterprise Singapore, (2019), China – Singapore (CSFTA) Legal Text, ANNEX 5 Part B, A foreigner who wishes to register a business firm must have a local manager who should be a Singapore citizen or a Singapore Permanent Resident or a Singapore Employment Pass holder. (However, a foreigner who is a Singapore Permanent Resident or a Singapore Employment Pass holder can register a business without appointing a local manager.)

- At least one director of the company must be local resident.
- All branches of foreign companies registered in Singapore must have at least 2 locally resident agents. (To qualify as a local resident, a person should be either a Singapore citizen or Singapore Permanent Resident or Singapore Employment Pass holder.)

As a result, most of the failures faced by cross-national companies are caused by the neglect of cultural differences. The globalisation of the world economy and Free trade agreement, on one hand, has created tremendous opportunities for global collaboration among different countries; on the other hand, however, it has also created a unique set of problems and issues relating to effective management of partnerships with different cultures.

Therefore, the purpose of this research is to discover the cultural impact on business strategies and find out the relationship between personal morality and the success of businesses.

Cultural Understanding

Entrepreneurs who establish businesses in Singapore or China and communicating with Chinese stakeholders normally have sensitivity to the Chinese culture and how it impacts business. Hierarchy plays an integral part of business culture in China with leaders and managers being more distinguished than in many Western countries. Chinese leaders and managers expect obedience without question. One important concept to master is “face.” Face represents a person’s reputation and feelings of prestige within the workplace, family, friends, and society. For instance, an American subordinate attending a meeting where his/her boss is making a presentation would generally not think twice about asking a question, making an alternate suggestion, or even disagreeing with something. In China, this would be a serious face-losing situation for the subordinate, boss, and even the company. Not pointing out others’ mistakes and giving credit for others’ good work are both good ways to help others save face.

Dahles (2007) pointed out that doing business in the Chinese cultural context is a popular topic to ensure successful business deals for entrepreneurs who enter China with great hopes and expectations. This topic is produced particularly to guide foreign businesspeople in their Chinese culture-related entrepreneurial activities as it is implicitly or explicitly understood that Chinese business culture strongly contrasts with its Western counterpart. It is inspired by Hofstede’s analysis of cultural differences. Hofstede (2010) claimed that capitalist market cultures characterized by individualism, rationality and secularism meet with collectivism and familism in China. The upsurge of entrepreneurial investment between China and Singapore since the 1990s and the emergence of more and more joint ventures have raised concerns about management, organisational culture and corporate identity (Dahles, 2007). However, there were insufficient up-to-date resources that testify to the difference between China's Chinese and Singapore's Chinese in general and of doing business in these two countries.

However, businesspeople may try to acquire an understanding of cultural norms and values to be successful in China and Singapore. Accumulation of a good network to provide access to Chinese bureaucratic power is difficult to accomplish without the relevant connections built on trust and patronage. So, the lessons for entrepreneurs and business managers to learn could be diverse and important. Potential entrepreneurs must dismiss the idea that trust must be based on the calculation of economic costs and benefits and on shared business strategies and management styles. They also must dismiss the idea that affection-based trust

must be rejected as 'unprofessional'. They must accept that formal contracts are no guarantee for the implementation of an agreement and that patronage relations are discreditable and remnants of an era prior to the advent of capitalism and the modern nation-state. According to Coviello (2006), analyses of organisational relationships in the global economy have claimed that in international ventures a growth of networks can be witnessed, networks which are based on ethnic affiliation, and that cultural responsiveness constitutes a business strategy of increasing importance. In this respect, it seems obvious that entrepreneurs face a structural disadvantage in some of their cultural impacts when it comes to establishing rapport with the Chinese stakeholders (Coviello, 2006 & Dahles, 2007).

Conversely, management gurus like Kotkin have identified ethnic ties—allegedly more affection-based than other forms of social relations—as the success formula of Asian businesses. Ethnic Chinese businesses, organised in 'bamboo-networks', are regarded as the spearheads of Asia's economic growth as well as a major global force. As the story goes, the large Chinese diaspora living in Southeast Asia and in ethnic Chinese communities scattered all over the world enjoys special privileges when it comes to business ventures in China (Dahles, 2007). After all, being descendants of Chinese migrants, they do not only look Chinese, but they can also be expected to speak Mandarin or at least one of the many Chinese dialects, maintain connections with their ancestral village and be familiar with or at least sensitive to Chinese ways of doing business. Indeed, the image of the networking, family-based, flexible overseas Chinese business has become a trope in the literature on transnational relations in contemporary Southeast Asia and beyond. Coupled with the capacity for hard work and trust based on blood ties or ritual kinship, Chinese business networks seem to epitomise Chinese capitalism and seem to have engendered the economic success of the overseas Chinese where others failed.

One of the ethnic Chinese communities that should prove this case in point is the city-state of Singapore, the only place outside of Greater China where the Chinese constitute most of the population. In the late 1980s, with China re-entering the world economy and Singapore craving new markets to overcome economic recession, the Singapore government was among the first to invest in China. Since the establishment of diplomatic relations between Singapore and China in 1990, there has been a rapid increase in the number of Singaporeans visiting China for the purposes of both ancestor worship and economic investments. Presently,

Singapore is among the largest foreign investors in China, while China is among the most important countries for Singapore's investments abroad.

However, there is also an increase in the number of business failures of which no records are kept (Dahles, 2006). Many Singapore Chinese businesspeople—including the Singapore government as the largest entrepreneur in the city-state—have learned the hard way that their mainland China counterparts do not necessarily subscribe to the image of Singaporeans as fellow Chinese and treat them as foreigners. Conversely, Hong Kong Chinese companies are rather successful in their mainland China ventures. Being pioneers in mainland investments when China opened its borders to foreign investments, Hong Kong entrepreneurs showed flexibility, patience, local sensitivity, and long-term perspectives instead of a quest for quick profits in their business ventures. Although they had their share of failures in China, Hong Kong (and Macao) entrepreneurs had a competitive advantage over other investors from East and Southeast Asia as they were regarded not as 'foreigners' but *tong bao* – compatriots – and could thus contribute to national modernization in a way that was less threatening than assistance from capitalists ...". Singaporeans, entertaining the idea of shared ethnicity and 'Chinese culture' but being defined as both foreigners and capitalists in mainland China, obviously fell into the trap of regarding the Chinese as one homogeneous category.

In this research, Chinese businesses in Singapore were investigated in terms of the consequences those Singaporeans and Chinese businesspeople draw from their experience and the ways in which they respond to cultural impact and entrepreneurship. How do they cope with the discovery that their alleged cultural advantage over other investors in China—their self-declared dual identity between China and the West—turned out to be a misjudgement of how the Chinese conceive of them? What effects does this revelation have for both their self-image and their image of the mainland Chinese? And how do these revised images affect their views of the future location of their transborder business ventures? In contrast to the recently published study by Kumar, Siddique and Hedrick-Wong, which analyses the factors that contributed to the success of both medium and small Chinese businesses in Singapore and the lessons that these businesses put to use to improve their competitive position there. The focus is on the ways in which Singaporean and Chinese

entrepreneurs redefine and relocate their communication and behaviours in the Chinese cultural context.

According to the Singapore professional business newspaper- <The Straits Times> (2016) and Leong (2016), with the rapid globalisation of international trading and world businesses, China and Singapore have built strong business partnership with each other and offering attractive markets. The issues of cross-cultural entrepreneurship and management emerge as the cooperation between Singapore and China increase at an unprecedented rate. When Singaporeans and Chinese communicate with each other, any misunderstanding of different habits, ways of communication, behaviours, implication, and mindset may cause entrepreneurs and their businesses to encounter a certain level of impacts. For instance, (China) Chinese entrepreneurs communicate more indirectly whereas the communication style of Singaporean Chinese is more direct. As a result, an accurate and clear comprehending of different cultures and cultural impact is particularly important for entrepreneurial activities, especially in the fast-growing globalization and international markets. The government's business regulations and trade policies are some of the major factors which are affecting entrepreneurs to set up businesses in other countries. And certain business culture is also based on political factors. Therefore, having a clear insight into political factors (trade policies, agreements) could support understanding entrepreneurial behaviour and business culture to discover the current challenges and potential opportunities. However, it may not be the only factor to affect business culture and entrepreneurial communication and behaviour because other factors such as national culture, personal values and business ethics may also affect entrepreneurs' communication and behaviour.

According to the policy document titled– <Singapore (CSFTA) Legal Text, ANNEX 5 Part B>, a foreign entrepreneur who decides to register a business firm must have a local manager who should be a Singapore citizen or a Singapore Permanent Resident or a Singapore Employment Pass holder (a foreigner who is already a Singapore Permanent Resident or a Singapore Employment Pass holder can register a business without appointing a local manager). The policy clearly states that at least one director of the company must be a local resident. All branches of foreign companies registered in Singapore must have at least 2 locally resident agents (To qualify as locally resident, a person should be either a Singapore citizen or Singapore Permanent Resident or Singapore Employment Pass holder). As a result, many

obstacles experienced by cross-national companies are caused by the neglect of cultural differences. The globalisation of the world economy and Free Trade Agreement, on one hand, has created tremendous opportunities for global collaboration among different nations; on the other hand, it has also created a unique set of issues regarding the effective management of partnerships with different cultures.

My research led me to believe that the Singapore government has put effort to cultivate entrepreneurship. However, there may be still a certain constraint that even an eager policy or generous government might be unable to fully resolve (Ng, 2017). Singapore's government could effectively affect entrepreneurial spirits and activities by the policies, regulations, politics, and economy of venture capital (more details were presented in chapter 2), but other dominants including the cultural acceptance, tolerance for risks, and selection of entrepreneurship over other careers may be more difficult to influence and manage.

1.3 Research Aim and Objectives

According to the research problem indicated above, this DBA thesis aims to investigate the cultural impact on entrepreneurial communication and behaviour using Singapore and China as an example.

This includes the role and extent of entrepreneurial communication & behaviour as they are practised in both Singapore and China. The approach taken was an in-depth qualitative study by engaging with the main stakeholders of the Singapore Chinese Chamber of Commerce and Industry (SCCCI) and then by following this up with other stakeholders, namely SCCCI- SME centre, Singapore Enterprise Centre (SEC), The Singapore Chinese Chamber Institute of Business (SCCIOB), The World Chinese Entrepreneurs Convention (WCEC), and World Chinese Business Network (WCBN).

The objectives of this research are to:

1. To promote research on Singapore-China relations.
2. To stimulate the study of Chinese and Singapore business culture, and entrepreneurship.
3. To foster people to people contacts and strengthen regional integration.
4. To potentially explore more avenues of cooperation between the two countries.

5. To provide feasible recommendations for Singaporean and Chinese entrepreneurs to reduce the cultural impacts.

The above objectives will be achieved through organizing research, holding national and international conferences, arranging Chinese cultural events, educational exchanges, publishing books, Journal, papers, newsletter, documentaries, linkages development, entrepreneurs, and professional business-related organisations, etc.

1.4 Research Questions

According to the research background and problematic situation introduced above, the researcher listed out and answered the following questions. The research questions are:

1. What are the similarities and differences of business culture between Singapore and China?
2. How strongly cultures could influence entrepreneurs' communications and behaviours between Singapore and China?
3. What are the challenges and opportunities related to entrepreneurial practices in both nations?
4. What factors of business ethics are more effective and significant for entrepreneurs and the success of their businesses?
5. What can we learn from past decades investments success & failures and what recommendations can be made?

1.5 Historical Background of Culture and Communication in Singapore

Singapore has provided a particular context to study the impact of multiculturalism on entrepreneurship (including entrepreneurial communication and behaviour). Multiculturalism in Singapore is nation-sanctioned to promote peace, harmony, and unity among the Chinese (74.3%), Malays (13.3%), and Indians (9.1%) (Department of Statistics Singapore, 2015a). Although Chinese takes the biggest part in the whole population of Singapore, the government still attempts hard to improve the communication environment for international entrepreneurs.

Although Singapore communication was criticized as forcing local people to fit the ideal characteristics of their respective ethnicities, critics admitted that this could be the only way to unite young generation and develop diverse societies (Lai, 1995). Due to the rapid development of capitalism and globalization, the focus shifted towards creating an authentic multicultural community that can preserve traditional cultures and unite Singaporeans and foreigners (including entrepreneurs) in a network of shared culture so that people could “better equipped to appreciate, understand, and adopt other cultures” without cultural conflict (Goh, 2010).

Hence, Multiculturalism in Singapore functioned as a code for cultural interaction built in a social setting (Goh, 2010). According to Chua (2003), the positive communication environment, effective political system, and supportive policies can motivate “multiculturalism in practice” that allow it to enjoy significant development of the economy (Goh, 2010). Therefore, plenty of Chinese entrepreneurs set up businesses in Singapore in a context of a certain similarity of language and cultural background.

1.6 The Impact of Culture on Entrepreneurial Communication and Behaviour

According to the study of Kaplan et al (2016), the cultural impact on businesses and entrepreneurship may be difficult to fully predict or overstate. Most of the researchers and participants to a Global Human Capital Trends investigation suggested that culture may be seen as a strong competitive capability for globalisation and international entrepreneurship. Nowadays, new models, methods, and techniques could support managers to analyse and manage culture toward alignment with entrepreneurial visions.

Nowadays, culture is one of the most significant influential factors of entrepreneurship. Entrepreneurs and business experts have clearly recognised that cultures drive people’s behaviour, communication, creativity, and attitude, and so on. Realising those entrepreneurial behaviours, communication, leadership styles, and reward systems can directly affect an organisation’s business performance, customer service, client relationship, employee retention, staff engagement etc. Leading enterprises are utilising relevant data and behavioural information to manage and improve their cultures.

Regarding the business topic, culture can also be considered as an entrepreneurship-related issue (Dollar, 2016), not just human resource issues. Entrepreneurs or management need to

take responsibilities for their organizational cultures, with human resources supporting that responsibility through measurement, processes, structures, and systems.

Even though culture is broadly believed as essential for business and entrepreneurship, it is still not commonly and fully understood or effectively managed; plenty of companies find that culture is not only relatively difficult to measure but also much more difficult to appropriately manage. Culture could affect or even determine success or failure of entrepreneurial activities, business start-up and development. Management, acquisition, growth, relationship, product cycles, leadership, employee motivation, loyalty, ethics, and comprehensive performance may heavily rely on the alignment of cultures with the business directions.

Culture is defined as 'the way things work around specific places' (Kaplan et al, 2016). Particularly, culture normally involves beliefs, values, thoughts, behaviours, ways of communication, mindsets, habits, preference, and so on. and that influences people's behaviours daily. Entrepreneurship, business, or organisational culture is normally driven by the leadership styles of top management and becomes deeply embedded in an organisation through a series of continual procedures, system, policy, and behaviours. Culture comprises various types of communication and behaviours regardless of positive or negative effects. Nowadays, culture is commonly a CEO-level and entrepreneurial issue and something that could be measured and influenced to improve business organisational strategies to achieve entrepreneurial success.

1.7 The Intention and Significance of the Research

The researcher intended to make two forms of contribution by this DBA thesis:

- 1) To offer the research results to all concerned stakeholders, especially: to the entrepreneurs and business owners who registered in the Singapore Chinese Chamber of Commerce and Industry (SCCCI). The research could potentially provide entrepreneurs with relatively more suitable and effective ways of communication and behaviour in a Chinese culture-related business context when making business activities.
- 2) In addition, the researcher is preparing to set up his own business ventures: business consultancy firm and public relations company based in Singapore and China respectively. Thus, this study can provide the researcher with a conceptual framework

and theoretical comprehending as well as real evidence for carrying out further business activities. After the establishment of his businesses, more local and international entrepreneurs who plan to set up businesses in Singapore or need to communicate with Chinese stakeholders could benefit from the research. The researcher's businesses could also actually support and help entrepreneurs to build and grow their businesses in Singapore.

- 3) To contribute to professional knowledge about the relevance and appropriateness of culture on entrepreneurial communication and behaviours issues to the private sector and to the wider society. As discussed in the literature review in Chapter 2 and research limitation in Chapter 3, there is a knowledge gap due to a lack of relevant and up-to-date academic resources regarding the cultural effect on entrepreneurial communication and behaviour in Chinese business contexts. Hence, this research could potentially contribute new academic value to bridging the knowledge gap such as China or Singapore's local entrepreneurial theories.
- 4) With the rapid globalisation and internationalisation, Singapore's potential market and its entrepreneurial policies are increasingly attracting both local and international entrepreneurs. Thus, this study could promote cross-culture communication in between Singapore and China and support entrepreneurial behaviours with accurate and useful cultural guidance.

1.8 Summary

This chapter provided overall introduction of the DBA research thesis. It introduced the fundamental process and elements of the research on the cultural impact towards entrepreneurship, including research background, the aim of the research, research questions and objectives, problematising culture and entrepreneurial communication & behaviour, research structure, the intention and significance of the research.

Chapter 2: Critical Literature Review

Introduction

This chapter critically review the previous and current concepts, theories, models, and comprehending that in correlation with cultural factors and entrepreneurship. There are mainly 4 major sections contented in this chapter. They are: 1) Defining Culture and Entrepreneurial Communication and Behaviour 2) Culture and Entrepreneurship: Outcomes and Benefits 3) Impact of Culture on Entrepreneurial Communication and Behaviour, and 4) Entrepreneurial Communication and Behaviour and Policy Aspects. Hofstede's national cultural dimensions were employed to compare the cultural similarities and differences between Singapore and China. Each section has its own subsections. In addition, a variety of relevant entrepreneurial theories were critically reviewed. The gap of knowledge is presented at the end of chapter 2. Moreover, various entrepreneurial and cultural theories are critically reviewed in this chapter. The correlations between culture and entrepreneurship are deeply discussed.

Background of Entrepreneurship in Singapore and China

According to the Singapore Labour Market Report (2019), there is a total of 2.3% unemployed rate in September which is 0.1% higher than the last year which was 2.2% in 2018. And certain numbers of people quit jobs because they are interested in starting their own business. Moreover, Singapore is a very developed country in the world, and over 200 banks (branches) have been located here in Singapore. Especially, the Singapore government actively attract businesses and investment by providing the lowest tax and tariffs. Additionally, according to the Singapore prime minister Mr Lee Hsian Loong (2019), China is the biggest business partner of Singapore and Singapore has the most business activities and trading with China. Thus, there are more and more entrepreneurs planning to set up business here in Singapore.

Before the turn of the millennia, the local economy of Singapore paid special attention to attracting foreign businesses including Foreign Direct Investment (FDI) and large multinational enterprises to operate in Singapore to develop the economy and stimulate employment. Yet, since China and certain Asian developing nations have become cheaper production suppliers, raw material providers, and desirable markets, Singapore quickly recognised that it had to move forward the value chain, further develop high-tech and

entrepreneurial industries and rely less on foreign enterprises and their investments for consistent growth of the economy. Furthermore, China has become more and more significant business partner of Singapore and there are also increased business corporations and strategic alliances. To facilitate locally advanced technology and globally competitive enterprises, Singapore's government focuses more on innovation and entrepreneurship. For the past fifteen years, the Singapore government has introduced a variety of policies to motivate entrepreneurship and entrepreneurial activities.

The endeavour of Singapore policymakers to establish a world-class pro-business environment and ecosystem has shown clear symbols of success. However, it might be still too early to assert entrepreneurship's contribution to Singapore's economic reinvention. To cultivate and motivate potential entrepreneurs and entrepreneurship, Singapore government-related departments and organisations have been implementing a series of relevant policies.

The Singapore government has supported a variety of entrepreneurial businesses via many different types of related governmental agencies. 'SPRING Singapore' focuses on supporting many small and medium enterprises (SMEs), especially pay attention to entrepreneurial start-up businesses. In addition, Singapore government-related organisations and agencies have also co-invested with external independent investors or third-party investors in several entrepreneurial start-up businesses by the funding programs- 'SPRING SEEDS Capital'.

The Economic Development Board (EDB) of Singapore has launched and developed strategic industry clusters through attracting foreign enterprises, foreign direct investment (FDI), and supporting local entrepreneurial companies to build up strong business relationships and competitive advantages. On the other hand, the Singapore government and related organisations have also developed and implemented their own investment schemes to support growing (growth-stage) enterprises.

Moreover, the National Research Foundation (NRF) of Singapore, one of the most important departments within the Prime Minister's Office (PMO), is normally responsible for carrying out comprehensive and detailed activities of research and development (R&D). According to the most recent Research, Innovation and Enterprise (RIE) 2020 scheme, the NRF has planned

to invest approximately 19 billion Singapore dollars (equivalent to about 13.9 billion US dollars) into R&D and certain entrepreneurial projects over the next five years.

Singapore Government has put in tremendous efforts to prepare a multi-prong approach to drive the local entrepreneurial ecosystem to promote the new business start-ups over the years. Dr Francis Yeoh (2017), Professorial Fellow for Entrepreneurship at the School of Computing, National University of Singapore (NUS), indicated that many aspects of the government's efforts have gained the expected returns.

The Singapore government normally appoints areas for designated businesses and promote them as hubs. As for local entrepreneurship, this has been JTC Launchpad at One-North (one of the busiest business areas in Singapore), a 6.5-hectare site of energetic old industrial buildings now has rented out to incubators, start-up businesses, and venture capital enterprises. Francis also pointed out that one specific building in this district, block 71, has already obtained international reputation after being posted on The Economist as 'the global most tightly packed entrepreneurial ecosystem'.

According to Ng (2017), Dr Yeoh emphasised the success of a certain government's most generous and positive co-investment programs to generate more venture capital to support Singapore's business start-ups.

Data from the NRF has shown that approximately 100 million Singapore dollars allocated to entrepreneurial investment programs including TIS (Technology Incubation Scheme) and ESVF (Early-Stage Venture Fund) to continually support entrepreneurial businesses to gain follow-on funding from private capital of around 400 million Singapore dollars. And this has provided (potential) entrepreneurs with outstanding leverage of 4 times the government's outlay.

Ng (2017) further added that over 145 start-up businesses have been supported by the TIS, around 61 start-ups have received follow-on funding, but 34 businesses had exited and just 29 start-ups ceased operations. This success rate is impressive compared to the overall accomplishment of venture capital funds.

Developing entrepreneurship from teenagers is another scheme to drive local entrepreneurial businesses.

Regarding involvement at the basic level, most of the schemes have been promoted by the Action Community for Entrepreneurship (ACE). ACE was first introduced by the Singapore Ministry of Trade and Industry in 2003 and restructured in 2014 into a non-profit organisation led by representatives from the private sector. ACE is mainly involved in carrying out mentorship, education, outreach activities, and providing facilities used for entrepreneurial activities.

Same as many other countries in the world, universities in Singapore have established entrepreneurial incubators, clubs, and internship schemes. Yet, Singapore differentiated itself by how early it can attempt to cultivate entrepreneurial spirits in the young generation.

Moreover, the Ministry of Education (MOE) also incorporated entrepreneurship and innovation subjects into its curriculums. For instance, chosen schools were introduced project-based Innovation Programmes (IVP), which encourages students from primary and secondary schools creating and showcasing product prototypes over 9 months of time. There have been even direct admission schemes for secondary schools based on innovation, creativity, and entrepreneurship as a criterion.

According to MOE (2017) parliamentary debate, the Minister of Education said the word of 'entrepreneurial dare' and explained comprehensively about how to motivate such schemes in schools. This has clearly shown that promoting entrepreneurship has been becoming one of the major considerations for Singapore's education system (Lance, 2017).

All those policies have achieved fruitful outcomes. The Committee on the Future Economy (2017) evaluated that Singapore's entrepreneurial schemes, and their economic outcomes rank top 10 among start-up countries. Particularly, the number of entrepreneurial start-up businesses in high-tech, innovation sectors have increased by 70 % from 2,800 in 2003 to 4,800 in 2015. In addition to statistics, the qualitative evidence has also suggested Singapore's policy efforts are paying off. According to Harvard Business Review (2017) and Singapore politics professor Justin Hall (2017), Singapore's success today is mainly attributed to the suitable schemes of entrepreneurship, and especially government's effective and tailor-made entrepreneurial policies introduced over a decade ago.

Macroeconomy of Singapore

According to focus economy (2022), the macroeconomy of Singapore should expand at a softer albeit still-robust pace this year, amid a waning low base effect. Normalizations in fixed investment growth and global trade will be behind the softer increase, while private consumption should expand strongly. Pandemic-related uncertainty, China's Covid-19 policy and high energy prices pose downside risks. FocusEconomics panelists project the economy to expand 3.8% in 2022, which is down 0.1 percentage points from last month, and to grow 3.1% in 2023.

The recent economic data of Singapore is presented in the table below:

	2015	2016	2017	2018	2019
Population (million)	5.5	5.6	5.6	5.6	5.7
GDP per capita (USD)	55,615	56,788	60,722	65,953	65,390
GDP (USD bn)	308	318	341	372	371
Economic Growth (GDP, annual variation in %)	3.0	3.2	4.3	3.4	0.7
Consumption (annual variation in %)	5.2	3.2	3.1	4.2	3.7
Investment (annual variation in %)	2.0	1.5	4.2	-3.4	-0.2
Manufacturing (annual variation in %)	-5.1	3.7	10.4	7.0	-1.5
Retail Sales (annual variation in %)	5.1	1.0	1.4	-1.1	-3.4
Unemployment Rate	1.9	2.1	2.2	2.1	2.3
Fiscal Balance (% of GDP)	-1.0	1.4	2.3	0.7	-0.3
Public Debt (% of GDP)	99.5	105	106	109	126
Money (annual variation in %)	1.5	8.0	3.2	3.9	5.0

	2015	2016	2017	2018	2019
Inflation Rate (CPI, annual variation in %, eop)	-0.6	0.2	0.4	0.5	0.8
Inflation Rate (CPI, annual variation in %)	-0.5	-0.5	0.6	0.4	0.6
Inflation (PPI, annual variation in %)	-15.3	-6.9	7.0	6.4	-3.3
Policy Interest Rate (%)	0.88	-	-	-	-
Stock Market (annual variation in %)	-14.3	-0.1	18.1	-9.8	5.0
Exchange Rate (vs USD)	1.42	1.45	1.34	1.36	1.34
Exchange Rate (vs USD, aop)	1.37	1.38	1.38	1.35	1.36
Current Account (% of GDP)	18.7	17.6	16.3	17.2	17.0
Current Account Balance (USD bn)	57.6	56.2	55.6	64.1	63.1
Trade Balance (USD billion)	92.5	90.8	97.0	104	97.6
Exports (USD billion)	396	374	413	459	439
Imports (USD billion)	304	283	316	355	342
Exports (annual variation in %)	-12.3	-5.6	10.3	11.2	-4.3
Imports (annual variation in %)	-16.8	-6.7	11.4	12.6	-3.8
International Reserves (USD)	248	247	280	288	279
External Debt (% of GDP)	429	437	420	414	418

Source: focus-economics (2022)

Macroeconomy of China

According to focus-economy (2022), the macroeconomy of China performed better than expected in Q1. Industrial production and investment picked up from Q4 amid a front-loading

of infrastructure spending, although the services and agricultural sectors lost steam. Looking at individual months, the Q1 GDP reading was supported by surprisingly strong outturns in January and February. In March, indicators such as the PMIs, retail sales, investment and housing market data deteriorated notably due to the fallout from surging domestic Covid-19 cases. Turning to Q2, prospects appear fairly bleak, as the government's tough approach to the pandemic has led to lockdowns in Shanghai and several other cities in recent weeks. This will likely impact consumer spending, industrial output and exports in the quarter, and lead to a further weakening of the labor market.

China Economic Growth

Growth is seen easing notably this year, amid the government's stringent Covid-19 approach, the steep property sector downturn and cooling export growth. That said, a ramping up of infrastructure stimulus should provide some support. Risks include the extent and duration of Covid-19 restrictions and a deepening of the property crisis. FocusEconomics panelists expect GDP to expand 4.9% in 2022, which is down 0.1 percentage points from last month's forecast. In 2023, the panel foresees GDP expanding 5.1% (focus-economy, 2022).

The recent economic data of China is presented in the table below:

	2015	2016	2017	2018	2019
Population (million)	1,375	1,383	1,390	1,395	1,400
GDP per capita (USD)	7,945	8,134	8,858	9,916	10,212
GDP (USD bn)	10,922	11,247	12,313	13,837	14,298
Economic Growth (GDP, annual variation in %)	7.0	6.8	6.9	6.7	6.1
Consumption (annual variation in %)	7.4	8.6	6.8	9.5	6.8
Investment (annual variation in %)	7.0	6.8	4.4	4.8	4.5
Industrial Production (annual variation in %)	6.1	6.0	6.6	6.2	5.7
Retail Sales (annual variation in %)	10.7	10.4	10.3	9.0	8.1

	2015	2016	2017	2018	2019
<u>Unemployment Rate</u>	4.1	4.0	3.9	3.8	3.6
<u>Fiscal Balance (% of GDP)</u>	-3.4	-3.8	-3.7	-4.1	-4.9
<u>Public Debt (% of GDP)</u>	15.5	16.1	16.2	16.3	17.0
<u>Money (annual variation in %)</u>	13.3	11.3	8.1	8.1	8.7
<u>Inflation Rate (CPI, annual variation in %, eop)</u>	1.6	2.1	1.8	1.9	4.5
<u>Inflation Rate (CPI, annual variation in %)</u>	1.4	2.0	1.6	2.1	2.9
<u>Inflation (PPI, annual variation in %)</u>	-5.2	-1.3	6.3	3.5	-0.3
<u>Policy Interest Rate (%)</u>	4.30	4.30	4.30	4.31	4.15
<u>Stock Market (annual variation in %)</u>	9.4	-12.3	6.6	-24.6	22.3
<u>Exchange Rate (vs USD)</u>	6.49	6.95	6.51	6.88	6.96
<u>Exchange Rate (vs USD, aop)</u>	6.28	6.64	6.76	6.62	6.91
<u>Current Account (% of GDP)</u>	2.8	1.8	1.6	0.2	1.0
<u>Current Account Balance (USD bn)</u>	304	202	195	25.5	141
<u>Trade Balance (USD billion)</u>	594	510	420	351	421
<u>Exports (USD billion)</u>	2,273	2,098	2,263	2,487	2,499
<u>Imports (USD billion)</u>	1,680	1,588	1,844	2,136	2,078
<u>Exports (annual variation in %)</u>	-2.9	-7.7	7.9	9.9	0.5
<u>Imports (annual variation in %)</u>	-14.3	-5.5	16.1	15.8	-2.7

	2015	2016	2017	2018	2019
<u>International Reserves (USD)</u>	3,406	3,098	3,236	3,168	3,223
<u>External Debt (% of GDP)</u>	12.7	12.6	14.3	14.3	14.4

Source: focus-economics (2022)

2.1 Defining Culture and Entrepreneurial Communication and Behaviour

2.1.1 Culture and Entrepreneurship

Van Stel, (2005) indicated that obviously, the degree of entrepreneurial activities varies greatly between different nations and regions (e.g., expressed as a percentage of managers or business owners relative to the workforce). This variance is not only subjected to differences in the level of economic growth, but also to population, features of culture and institutions (Blanchflower 2000; Wennekers 2006). Past studies have discovered solid evidence of U-shaped relationships between different levels of business ownership (self-employment) and entrepreneurial capital revenue (Carree, Van Stel, Thurik and Wennekers 2002; Wennekers, Van Stel, Carree and Thurik 2010). Recently, studies within the field of the Global Entrepreneurship Monitor (GEM) utilizing relevant rates of nascent entrepreneurs and the development of entrepreneurial businesses showed the same phenomenon (Wennekers, Van Stel, Thurik and Reynolds 2005; Van Stel, Carree and Thurik 2005; Suddle, Beugelsdijk and Wennekers 2010). However, the definition of 'U-shape' is quite arguable because this concept is only a stylized fact that needs to be explained by adopting a double -causal relation between the grade of economic growth and entrepreneurship such as the rate of self-employment, new start-ups, business ownership, and nascent businesses, and so on (Thurik, Carree, Van Stel, and Audretsch 2008). New-born enterprises can also reveal a broad range of diversity across countries or even regions. A definition for this variation is necessary since numerous governments have high hopes of positive effects of entrepreneurial activities on economic development and, therefore, try to promote new entrepreneurial ventures.

According to Grilo and Thurik 2008; Parker (2009), despite the fact that many individual and related factors of entrepreneurship were broadly discussed, divergence across nations remain undiscovered or addressed. There are common perceptions that global divergence is attributed to economic influences including capital revenue and the development of

technology. Meanwhile, contemporary differences may be mainly affected by cultural and institutional factors. Thus, other determinants besides economic factors may also affect the relative stability of the difference in entrepreneurship across nations (Freytag and Thurik, 2010). Also, cultural factors are subsets of stability and playing an important role.

2.1.2 Cultural Values and Entrepreneurial Behaviour

There are no common understandings regarding cultures as influential factors of entrepreneurship. And there are also no common definitions for entrepreneurship concepts (Wennekers and Thurik, 1999). Researchers considered pragmatic methods as part of entrepreneurship to understand entrepreneurial activities.

Due to extensive studies at the individual level of analysis that have demonstrated relationships between belief, value, and behaviours, the differences in national cultures can be embedded into entrepreneurship because a broad range of entrepreneurial communications, behaviours, and decision-making processes can be influenced by national cultures (Mueller and Thomas 2000). According to this logic, past research has discussed the relations between a wide range of cultural factors and entrepreneurial behaviours, communication, and activities (McGrath and MacMillan 1992; Busenitz, Gómez and Spencer 2000; Lee and Peterson 2000; Mueller and Thomas 2000; Stephan and Uhlaner 2010; Autio, Pathak and Wennberg 2010). There are four aspects of cultural thoughts that can describe entrepreneurship. And these cultural aspects are in connection with the notion of 'pull' and 'push' elements as affecting entrepreneurship.

According to the '**aggregate psychological traits**', divergences in the rate of entrepreneurial activities are explained that when there are more individuals who have entrepreneurial values and spirits in a nation, more entrepreneurial behaviours will be shown to societies (Davidsson 1995).

Inglehart (1990; 1997; 2003) used the definition of **post-materialism** to describe related social changes in values. In general, it explained the transformation in many different nations from cultures determined by materialistic-oriented people to societies in which an increasing percentage of individuals prefer non-materialistic lifegoals beyond materialistic goals. Certain researchers believe that societies more related to post-materialist may have less entrepreneurship. This perspective is much closer to the definition of the 'aggregate

psychological trait'. However, this point of view does not really refer to values and traits, it explains how societies need to behave. Its operationalization may be more complex or even heterogeneous.

The social legitimization (also known as moral approval) of entrepreneurship normally pays attention to the effects of social norms or institutions on the entire societies (Etzioni 1987). This perspective often claims that if a higher rate of entrepreneurial spirits is shown in a society where entrepreneurs are endowed with certain better social status, attention to entrepreneurship can be paid within educational systems, and more financial rewards exist to promote entrepreneurial behaviours and activities. As a result, this will generate greater demands for entrepreneurial supply (Etzioni, 1987). Despite the general perspective of the prediction is like the moral approval and the aggregated psychological trait points of view, the explanation is different. Hence, according to the 'moral approval' perspective, the effects may be because of cultural or institutional influence, but from the aggregated psychological trait perspective, the effects could be because of the aggregated influences of individuals' features. For example, the 'moral approval' perspective indicates that more people tend to have entrepreneurship because of the better social status given on entrepreneurs in a particular society, but from the aggregated psychological trait perspective, the average individuals just indicate that they respect entrepreneurship and entrepreneurs. Even though concepts, definitions, and theories are different, it could be certainly difficult, particularly in the macro aspect, to empirically examine which concept is more accurate and relevant as cultural factors are normally drawn from the aggregating reaction by an individual.

The '**dissatisfaction approach**' is totally different from the other three approaches explained and reviewed above. As what has discussed in the dissatisfaction part, the macro-aspect definition for entrepreneurship may assume that variations in entrepreneurship may depend on divergence in the belief or value between the entire population and potential groups of entrepreneurs. Therefore, in mainly non-entrepreneurial culture societies, conflicts of cultures, values, or beliefs between different groups could lead to potential entrepreneurs into business start-ups (Baum, Olman, Erez, Schnell, Smith, Sims, Scully and Smith 1993: 505). Therefore, the expected relationship between entrepreneurship and cultural factors and the expected relations based on the 'dissatisfaction' perspective is opposite to the relations expected based on the 'aggregate psychological trait' and the 'moral approval' perspectives.

Both cultural factors and economic factors are applicable to explain the overall concepts of entrepreneurial supply, demands, and 'pull' factors (Thurik, Carree, Van Stel, and Audretsch 2008; Stephan and Uhlaner 2010). And 'pull' factors are closely related to the desire of being successful entrepreneurs. So, people are normally attracted to become entrepreneurs and produce entrepreneurial activities and exploring for more material (financial) or non-material (non-financial) rewards. As for the 'push' factor, it considers conflicts between an individual's current situation and expectations. The 'push' factor is normally related to a certain degree of dissatisfaction. It may be uneasy to categorize these 4 types of concepts based on pull and push factors. And 'post-materialism' may be more related to the 'pull' factor whereas 'dissatisfaction' factors may be more related to the 'push' factor. As the standard process in the economic model, it is quite difficult to classify cultural factors in the demand and supply perspectives. So, this may be the main reason for a lack of combining economic variables and cultural factors to evaluate entrepreneurship. (Thurik 2009).

2.1.3 Entrepreneurship and Post-materialism

According to Inglehart (1990, 1997, 2003), dedicated to the work of post-materialism as a cultural attribute, even though the frequency exploited as a predictor of economic activities in macroeconomic studies is less than the cultural indicator developed by Hofstede (1980). Inglehart utilized the definition of post-materialism to determine the observed value change in modern society. Commonly, the hypothesis of post-materialism explains the transformation in many different nations from cultures determined by materialistic-oriented people to societies in which an increasing percentage of individuals prefer non-materialistic life goals beyond materialistic goals.

The hypothesis of post-materialism is mainly according to an additional 2 sub-hypotheses, respectively are scarcity and socialization. The hypothesis of socialization considers that a person's values reflect to a large extent the prevailing conditions in a long period. Whereas, the scarcity hypothesis considers that individuals' priority reflects people's socio-economic situations and conditions, so, the greatest values will be attached to comparatively scarce resources, things, or products (Inglehart 1990; 1997). In summary, those 2 hypotheses mean that, because of the unprecedented prosperity and peace in the majority of Western nations and Asian nations after the second world war, the younger generation groups may focus less on physical or economic security (materialistic value) whereas older generation groups who

have undergone poverty and wars in their earlier age may show more concerns of physical or economic security (materialistic value). On the other hand, younger generation groups put a higher priority on non-material goals (e.g., self-esteem, self-achievement, and quality of lives, and so on). The value of post-materialist normally refers to psychological kinds of literature such as Maslow's 'needs hierarchy theory' developed by Maslow (1954).

Inglehart's (1990) finding supports the point of view that the main reason for the change toward post-materialism may be the generation shift and not only changes in personal values in their lives. The outcomes of these changes are reducing the focus on economic development in certain nations, meanwhile, focusing more on quality of life and environmental protection. Additional studies on post-materialism show that if nations have prevalent post-materialist entrepreneurship, the attention to financial incentives may be much less than materialistic nations (De Graaf 1988). This point of view supports Inglehart's perspective of post-materialist culture as an 'economic under-achiever'. A variety of recent studies show that the tendency toward post-materialism is decreasing (Van Deth 1995). No matter in which directions, sufficient evidence, and studies demonstrate that these values may be slower to shift within a specific culture. In addition, as discussed in the introduction part, the study of Inglehart (1990) supported the viewpoint that post-materialism may be only or partially affected by the economic climate (economic factors).

2.1.4 Examining Effects of Entrepreneurial Post-materialism

Despite non-material motivators of entrepreneurship, Uhlaner and Thurik (2007) proposed the following points of view: 1) Material benefits may be the essential motivator for entrepreneurs; 2) According to the concept, due to these benefits may have fewer values to post-materialist people, societies that are even more post-materialist are probably to have less entrepreneurship. Researchers collected data from various resources, such as the World Value Surveys (WVS), the World Development Indicators database of World Banks, and Global Entrepreneurship Monitor (GEM), and so on. The measurements for post-materialism are mainly according to Inglehart's four-item post-materialism index (ICPSR, 1994). And the measurement for entrepreneurship is overall entrepreneurial activities measured and combinations of nascent entrepreneurship and establishment of new businesses. The database includes over 27 nations across Asia, Europe, Oceania, the Americas, and so on.

The findings of Uhlaner and Thurik (2007) proved the significance of post-materialism when describing entire activities of entrepreneurship, and new business start-ups in specific environments. The negative relations between entrepreneurship (including entrepreneurial communication, behaviour, and activities) and post-materialism were also clear and obvious when control is utilized. In addition, post-materialism mediated the relations between overall entrepreneurial activities and capital revenue, related to Ingelhart's point of view that the economy (economic climate/ factors) can drive social changes, rather than the reverses (Ingelhart 1990).

2.1.5 Entrepreneurship and Dissatisfaction

Many different types of dissatisfaction have been adopted in micro research of entrepreneurship. According to Brockhaus (1980), dissatisfaction with past work experience may be in connection with the 'entrepreneurial decision-making process'. He discovered that entrepreneurs normally tend to be comparatively quite dissatisfied with past experiences or works, supervisory systems, and the opportunity for future promotion, and so on. However, they may be more satisfied with their reward systems. Shapero and Sokol (1982; 79) asserted: "Research data demonstrated that people are more possible to take actions upon negative information rather than positive information, and certain relevant data on enterprise creation also supported that point of view". In their perspective, both push and pull motives have contributed to the establishment of new businesses. However, especially, negative factors including forced migration (immigration), unemployment, emotion, and personality can also heavily impact the entrepreneurial spirit, communication, behaviour, and activities. According to Dyer (1994: 10), additional research presented that an individual may be much more often inclined to set up their businesses if they have fewer opportunities for an expected or desirable career in their current workplaces.

In fact, this perspective is closely related to psychological motivation. People with a high sense of self-effect can be more often activated or influenced by self-dissatisfaction (e.g., individuals who do not achieve their goals, or expectations, and so on). And this can drive people to put in efforts to accomplish their desires (Bandura and Cervone 1983). Vroom (1982: 175) inferred that "employee satisfaction is in connection with the strengths of the forces on individuals to stay in their jobs". This means that "employee satisfaction and staff retention are in a negative relation". As a result, dissatisfaction may be a very significant predictor of job mobility (Vroom 1982). Thus, from

the perspective of the individuals, many different types of dissatisfaction can facilitate job mobility and specially to boost the tendency to be entrepreneurs.

In fact, it is quite possible to summarize those findings from the national level. But certain positive relations between entrepreneurship and dissatisfaction from the national level also likely originate from entrepreneurs being comparatively dissatisfied with their own social lives. On the other hand, solid empirical evidence has shown that there may be reversed causality in terms of entrepreneurship causing dissatisfaction. According to a series of research conducted by (Benz and Frey, 2008a, 2008b; Blanchflower and Oswald 1998; Bradley and Roberts, 2004) in the past, on average, job satisfaction of entrepreneurs could be higher than individuals who have regular jobs. And a variety of related studies also have shown that entrepreneurs normally have relatively higher job satisfaction than employed individuals even though there may be a long working hour, poor working environment, or condition, and so on (Bradley and Roberts 2004). Obviously, these can be compensated or replaced by certain additional factors including freedom (autonomy), opportunities for getting financial rewards, promotion, future development path, and personal accomplishment, and so on. There is a very positive interaction between entrepreneurship and the national level. And it is probable those 'push' factors of actual dissatisfaction on the number of business establishments that have been increased by the 'pull' factors of entrepreneurship being relatively satisfied with their business ventures, which promote the expected entrepreneurial satisfaction.

2.1.6 Examining the Effect of Entrepreneurial Dissatisfaction

According to a series of previous studies conducted by Noorderhaven, Thurik, Wennekers, and Van Stel (2004), a higher level of dissatisfaction with lives in nations are likely to emerge more entrepreneurship whereas a higher level of prosperity leads to a lower rate of entrepreneurship. Dependent variables are the number of entrepreneurs divided by the entire workforce of a nation. The salary rate, unemployment rate, population density, and earning gaps are normally exploited as controls. Relevant resources for examining dissatisfaction and entrepreneurship can be originated from a variety of related data or channels, such as Organisation for Economic Co-operation and Development (OECD) Labour Force Statistics, Compendia 2000.2? (EIM), OECD National Accounts, and Eurobarometer, and so on. The findings were that nations with comparatively more individuals who are not

satisfied with the societies they are living in, or who have a lower level of general life satisfaction have a greater possibility of facilitating entrepreneurship. And the findings should be reliable when managing some other explanatory variables. Other than the positive influences or outcomes of dissatisfaction, certain negative influences of levels of economic development have been discovered. In fact, countries with a relatively higher level of dissatisfaction may generate a higher rate of entrepreneurship. However, this statement may not be perfectly appropriate to explain that general entrepreneurs are more dissatisfied than general salaried employees. As a result, when more individuals in a nation are dissatisfied with their lives and with the ways democracy work, this highly likely enhances the opportunity that they may become entrepreneurs and start-up their own businesses. According to Hofstede (1998), compared to people who do not prefer to be entrepreneurs, (potential) entrepreneurs normally have a greater desire to change and improve their lives.

2.1.7 Entrepreneurship and Uncertainty Avoidance

Entrepreneurial attitudes like bearing or avoiding risks, depending on various indicators especially individual factors, and there could be big differences within groups. At the national level (country level), features of culture are normally related to people's psychology and can be differentiated. Empirically, those factors are often derived as modal, mean, and extreme value of personal observation, and by carrying out certain direct analysis of 'ecological data' (relevant country practices or accomplishments). In fact, cultural traits can be considered as the 'aggregated psychological traits' (as reviewed in the previous section) and it represents nations' 'psychological program' that has been derived and developed in a socialization process in families in early childhood and strengthen in educational institutions and organisations (Hofstede 2001: xix). As a result, cultural trait is different in various societies.

Cultural traits are closely related to the attitude of individuals toward uncertainties and risks are 'uncertainty avoidance'. Hofstede (2001) indicated that 'uncertainty avoidance' related to the degree to which a society tolerates ambiguities. Cultures can be classified by a high level of uncertainty avoidance if individuals feel that they are threatened by certain unknown and uncertain circumstances. Individuals or members in their cultural societies "seek for suitable and relevant structures in their relationships, institutions, and organisations which make things easier to be understood and predicted" (Hofstede 2001: 148). In nations with relatively lower uncertainty avoidance (both familiar and unfamiliar risks) can be accepted including

career switch and conducting irregular or unruly activities (Hofstede 2001: 148). Therefore, a low level of uncertainty avoidance may imply that “individuals have a relatively high expectation of entering into an unknown venture” (Hofstede 2001: 164). Hofstede operationalized uncertainty avoidance by exploiting 3 study questions on whether or not an employee feels “policies and regulations of organisations need to be broken although when people believe that it is in organizations' best interest” (Hofstede 2001: 148), about people's desirable job security and about how frequently they feel stressful and anxious at the workplace.

2.1.8 Examining the Effect of Uncertainty Avoidance

Researchers studied both direct and indirect contributions of 'uncertainty avoidance' to the difference in ownership of businesses across countries and over time (Wennekers et al, 2007). Researchers adopted certain controls including the degree of economic growth, the share of services, capital incomes of entrepreneurial activities, unemployment rates, social welfare & compensation, salary variance, and relevant demographic features, and so on. A relatively comprehensive and detailed panel database was established for 21 OECD nations for the periods of 1976, 1990, and 2004. A variety of data and resources were collected and utilized. The uncertainty avoidance data is from Hofstede (2001) and the entrepreneurial variables are the rate of business ownership in the workforce.

Certain positive effects of uncertainty avoidance on entrepreneurship have been discovered. The findings indicated that climates of high uncertainty avoidance in existing organizations or companies may have pushed enterprising individuals towards self-employment (in line with Baum et al., 1993). In addition, the findings have shown that people's personal traits such as risk-bearing and cultural counterparts such as uncertainty avoidance could generate divergent influences on entrepreneurship. However, certain evidence showed that uncertainty avoidance has highly likely a minor effect on the ownership of businesses. Wennekers et al, (2007) discussed that the development of the entrepreneurial economy had generated the pull factor mobilizing comparatively sufficient supplies of potential entrepreneurial capitals in nations with a lower level of uncertainty avoidance (Audretsch, Thurik 2001).

Solid evidence was discovered for negative and indirect impacts of uncertainty avoidances through relevant moderating effects on the influence of the per capita income on

entrepreneurial activities. As a result, nations with relatively lower uncertainty avoidance, negative impacts of per capita incomes on the percentage of entrepreneurship may be lower than nations with a relatively higher level of uncertainty avoidance. In groups of 8 nations that have a higher level of uncertainty avoidance, comparatively stronger negative relationships between self-employment (entrepreneurs) and GDP per capita presented that increasing opportunity costs of entrepreneurship may be the leading perception in these cultural environments. However, in groups of 13 nations that have a lower level of uncertainty avoidance, the relatively fewer negative relationships between self-employment (entrepreneurs) and GDP per capita presented that increasing opportunity costs of entrepreneurship may be seen as a countervailing factor in environments of lower uncertainty avoidance.

2.1.9 Conclusion of Culture and Entrepreneurship

The concepts of value patterns of which sculpt human behaviours are very common to divergent definitions of cultures (Kroeber and Parsons 1958; Hofstede 1980). Normally, people believe that the value of culture can be defined early in human lives (Hofstede 1980) and may tend to endure over time (Hofstede 1980; Mueller and Thomas 2000). Additional studies assumed that, even though some values could conquer in certain specific cultures very quickly, some changes could also take place over time, from generation to generation, especially in a society that has experienced certain essential industrial transformations.

For example, Inglehart investigated related shifts in West Europeans and Americans toward post-materialism from the 1970s to 1980s (Inglehart, 1990). Despite relevant changes that have occurred, they are predicted to shift slowly. As a result, it is quite feasible and significant for researchers to examine the context of entrepreneurial communications, behaviours, and activities, because cultural values can be considered as important factors for understanding the constant discrepancy between the extent of entrepreneurship between nations. Fundamental theories related to culture and entrepreneurship such as the social legitimization (moral approval) of entrepreneurship, dissatisfaction, aggregate psychological trait, and post-materialism can support in comparing and determining the interaction and relationship between entrepreneurship and cultures.

Even though people are more and more interested in the topic of cultural effects on entrepreneurship (including entrepreneurial communication, behaviour, and activities, and

so on) (Acs and Szerb 2010; Autio, Pathak and Wennberg 2010; Freytag and Thurik 2010; Henrekson and Sanandaji 2010; Stephan and Uhlaner 2010), there are still certain limitations regarding today's empirical studies on the relationship between entrepreneurship and cultures (and cultural values). Despite increasing data of individuals having been gathered and exploited, there are still relatively insufficient available aggregate databases. As a result, this may cause a higher level of difficulties or more barriers to examine certain very important cultural and entrepreneurial variables.

However, this may be disappointing given the abundance of thoughts about cultural impacts on the extent of entrepreneurship. Mainly, there are three aspects of the data limitations of cultural values and entrepreneurship. First, although when it occurs, the cultural shift may move relatively slowly therefore the time dimension may not easily devote to the amount and collection of data set. Secondly, schools of thought about the implication or details of cultural factors come with their specific independent data points that normally have certain divergent limitations and inadequate overlap hinders fair examining exercises. Lastly, cultural factors may be quite difficult to categorize in the general supplies versus demand establishment of economic structures (Thurik 2009). Even though the limitation exists, there are common understandings that people are unable to easily indicate when identifying, explaining, and interpreting the degree of entrepreneurship, that cultures are residues when economic factors or relevant regulator arrangements are having their say (Djankov, La Porta, Lopez-de-Silanes and Shleifer 2002; Van Stel, Storey and Thurik 2007; Bowen and De Clercq 2008).

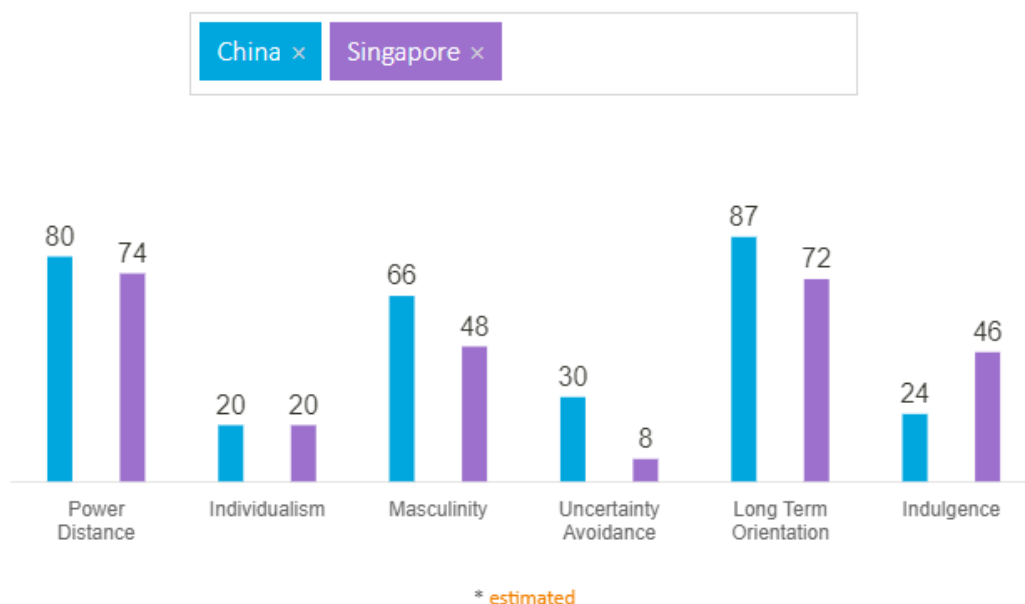
2.1.10 Hofstede's National Cultural Dimensions- Country Comparison of Singapore and China

To gain a comprehensive and fundamental understanding of the cultural impact on entrepreneurial communication and behaviour between Singapore and China, the literature review will begin with Hofstede's national cultural dimensions- Country comparison.

Culture was determined in many perspectives. According to Hofstede (2011), culture can be seen as a very collective programming of minds that differentiates the members of a type of people or a type of group from others. And culture will be always the collective phenomenon. However, it could also be related and linked to different collectives.

A study of Hofstede (2010), warned against confusion with different values at the individuals' level. In the use of national culture comparison, there are 6 dimensions used to measure Hofstede's national culture, respectively: Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Femininity, Long/Short Term Orientation, and Indulgence/Restraint. And they have broadly become the paradigms for comparing different cultures of different nations.

Figure2: Country comparison of Singapore and China



Source: Hofstede Insights

Power Distance- China and Singapore

It indicates the reality that every individual in any society may not be equal. And this factor illustrates the attitude of cultures toward unequal phenomenon amongst people. The dimension of power distance has been determined as the extent to which the less powerful people of an organisation or group within a nation accept and expect that power can be assigned unequally.

China is scored at 80, sited in the high ranking of this dimension. It means that societies that believe that unequal phenomenon amongst people can be more easily accepted. The subordinate-superior relationships may tend to be polarized and people in China normally have a lack of defence against power abuse by their superiors. In addition, people can be also more easily affected by sanctions or formal authorities, and they are generally more optimistic about people's capability for initiatives and leaderships. Individuals also believe that their aspirations and ambitions should not go beyond their ranks.

Singapore: as far as Singapore is concerned, the 'power distance' scored 74, and it is almost as high as China. The major reason is that there are over 76.2% of Chinese which is in the Singapore population (Population, in Brief, 2014). Therefore, with a very strong Chinese traditional cultural background, Singaporean Chinese usually has a quite syncretic approach to religions, and this is also the dominant approach in Singapore.

And every single relationship can be and should be based on complementary and mutual obligations. As a result, that is one of the reasons why both Singapore and China have therefore a very high PDI. This is also the potential solution that helps entrepreneurs to address the cultural impact between Singapore and China.

The term 'Power' has already been centralized and management personnel normally rely on their senior managers or superiors, and on regulations, rules, and norms. Staff usually hope to be informed about work responsibilities. Control, monitoring, and supervision are commonly expected and applied and attitudes toward management or supervisors are very formal. Furthermore, communications are usually indirect, and information flows tend to be more selective. Another reason why Singapore has a high PDI is also because of the government's defined "shared values": Nation before community and society above self (Hofstede Insight, 2019).

Individualism- China and Singapore

One of the most important issues that can be addressed by this factor is the level of interdependence societies or groups maintain among their members. And normally, it is indicated by whether people's self-image can be determined in terms of "We" or "I".

In an Individualist society or group, people or members are usually supposed to take care of themselves and their own direct families. On the other hand, in a collectivist society or group,

people or members belong to 'in groups' that look after each other to exchange for the loyalty of the other people.

China: Due to the low score of 20, China can be determined as a highly collectivist society and culture where individuals do not necessarily act in the interests of themselves but focus more on groups. And this 'In-group' consideration affects recruitment and promotion with closer members of such in-groups (e.g., relatives, families, old friends, etc.) are obtaining preferential treatments. Normally, employees' commitment to the organizations (but not certainly to the members in the organizations) is not very high. Whereas the relationship with colleagues is cooperative for members in-group, but people are usually frosty or even hostile to members of out-groups. Commonly, as for Chinese, they believe that personal relationships usually prevail over tasks and organisations.

Singapore: In this dimension, Singapore got only 20 scores, the same as China, and this low score determines that Singapore can be seen as a collectivistic society. Furthermore, it also implies that the term of "We" is normally more important, and people or members belong to 'in-groups' (society, family, organisation, clan and/ or community etc.) who take care of other people or members to exchange for the loyalty of others.

Therefore, it is obvious to discover the second major principle defined by Confucianism: families are the prototype and fundamental of every single social organization or group. This principle means that a single person is not primarily seen as an only individual; rather, this person (individual) is an important member of families. Thus, children need to learn how to control, restrain and behave themselves to overcome their individuality to sustain, keep and improve harmony in their families. Hence, according to Chinese culture, harmony can be discovered and promoted, if all people save face in the sense of prestige, self-respect, and dignity. Social relationships need to be carried out in such a way that all individuals' faces are saved. And in the culture of both Singapore and China, showing respect and paying special attention to other people is called 'giving face'.

Normally, communications are very indirect or euphemistic and the harmony of groups needs to be carefully sustained, any open conflicts must be avoided and prevented. And when people say "yes", it may not necessarily mean that they agree with the ideas; politeness needs to always take precedence over honest feedback. Moreover, relationships have a strong

moral basis, and it must have priority over task fulfilment. The face of other people needs to be respected and particularly as superiors' respectability and calmness are quite crucial (Hofstede Insight, 2019).

Masculinity- China and Singapore

As far as 'masculinity' is concerned, a high score on this dimension represents that societies are driven by achievements, competition, and success. And success can be usually determined by the winners or the best achievers in fields. This value system normally first appears in schools and then continues throughout organisational lives.

Nevertheless, a low score indicates that societies on this dimension tends to be 'feminine'. And it implies that the dominant value in societies is looking after other people and the quality of lives. Normally, 'feminine' societies are ones where the quality of lives is the indication of achieving success and standing out from the crowd is not admirable (Hofstede Insight, 2019). And one of the most fundamental issues regarding this dimension is what could motivate individuals, expecting to be the best and successful (Masculine) or loving what they are doing (Feminine).

China: got 66 scores in this dimension. As a result, China can be determined as a Masculine society that is success and achievement-oriented and driven. Normally, desire and demand to enable success could be exemplified by the fact that extensive Chinese people would sacrifice their leisure or family time priorities to completing work. And particularly in the service industry (such as food & beverage or hair salon etc.), people would continually provide services until midnight or even later. Compare to the desire of getting success, personal or even family leisure time is not very important for Chinese people. Furthermore, migrated farmer workers normally left their family members behind in faraway places (or hometown) to obtain greater opportunities for nicer work and salary in cities or urban areas. A particularly good example is that Chinese students and their parents always care very much about their exam (and test) results and rankings because this is the major criterion to measure if students can achieve success or not in the future.

Singapore: is scored 48 and in the middle-ranking but it tends to be more on the feminine aspect. It illustrates that the softer aspect of cultures such as levelling with other people, acceptability, and compassion for disadvantaged groups are strongly encouraged and valued.

Also, always being humble and modest and is essential for promoting harmony. Hence, if someone who knows more or has a better understanding of something, and therefore has come to show off or try to educate other people may not be liked. Additionally, people always want to avoid and prevent conflicts in both work and private lives, and then reach an agreement at the end. During a meeting or discussion being cautious is also very essential, and people normally are not so persistent. As a result, it is easy to discover 'feminism' in the government determined another "shared values": Communities will respect and support individuals (Hofstede Insight, 2019).

Uncertainty Avoidance- China and Singapore

As for this dimension, it measures how societies deal with unknown facts in the future: should people try to prevent, predict, control, and avoid the future uncertainties or just straight forward let it go? And this debatable issue rises anxiety and different types of cultures have learned to address this anxiety in completely different types of ways and attitudes. The extent to which people of different cultural groups feel threatened by ambiguous or unknown circumstances and have already established solutions, methods, attitudes, and faith that try to prevent these is reflected in the result (scores) on the term of 'Uncertainty Avoidance' dimension.

China has a low score of 30 on Uncertainty Avoidance. The fact can be normally relative even though in the direct social circles or relations. And people often concern about the truth with benefits and regulations (but not necessarily legislation). Nevertheless, ways of obedience to regulations and laws can be flexible to adapt to actual situations. And pragmatism has been the reality of life. Chinese people are very enjoyable and comfortable in dealing with ambiguity, and the Chinese language contains plenty of ambiguous meanings. Thus, it is very difficult for Western people (and none- native language speakers) to understand and use the Chinese language. Moreover, Chinese people are adaptable and have a very strong entrepreneurial spirit. And there is 70 percent to 80 percent of Chinese businesses which tend to be small to medium-sized (SME) and family-owned ventures (Hofstede Insight, 2019).

Singapore got a very low score of 8 on this dimension. People in Singapore comply with a lot of strict rules and regulations, not because of the needs or demand for structure but largely because Singapore has a very high score on the dimension of PDI (power distance). In addition,

in Singapore, people call their nation a 'Fine city' because people may get a fine for any misbehaviours.

Long Term Orientation- China and Singapore

It was named 'Confucian dynamism' at the beginning (Hofstede et.al, 2010). This measurement indicates how societies must maintain certain linkages with their own past when responding to any challenges of the current and future, and a society prioritizes those two existential objectives differently. A normative society normally has a low score on this dimension. For instance, people like to retain and continue time-honoured traditions and norms meanwhile viewing social changes with suspicion. On the other hand, if societies get higher scores on this dimension, the people who live in society usually have more pragmatic attitudes: they normally strongly encourage and promote thrift and put a lot of effort into modern education to prepare for their futures.

China: Undoubtedly, China has a very high score of 87 in this factor, and this means that China has a very pragmatic culture and Chinese people also have very pragmatic attitudes. One of the most important reasons should be because of the 'Confucian teachings'. Confucianism has been deeply influencing Chinese traditional culture for thousands of years until now. In a society with a strong pragmatic orientation, individuals normally believe that truth usually and heavily relies on actual situations, timings, and contexts. And people have a strong capability to adapt traditions more easily and quickly to changed conditions. Moreover, people also normally have a strong propensity of saving and investing, perseverance and thriftiness in gaining exceptional success (Hofstede Insight, 2019).

Singapore: In this dimension, Singapore scores 72, very similar to China. And one of the biggest reasons is also because both Singapore and China have been influenced by Confucianism culture. Such a high score reflects that people have the attitudes of cultural quality supporting long-term investments such as continued endeavours, perseverance, slower result, thriftiness (and these also influenced by Confucianism). As a result, Singapore has turned into one of the five 'flying dragons' with immense economic success in Asia.

Whereas western people have been exploring for the truth and the methods of development, Singapore is trying best to emphasize virtue and the way of doing things. People in Singapore always keep their options and minds open as there are plenty of ways to drive the best results.

For instance, Western people think that if group A is correct, group B must be wrong. However, people in Southeast Asia or East Asia regions normally believe that both groups A and B could be combined to produce something more excellent and superior. Therefore, this type of mindset can allow for more pragmatic approaches to making businesses (Hofstede Insight, 2019).

Indulgence- China and Singapore

The very big challenge that confronts humanity, in the past and now, is the level and extent to which kids can be socialized. Without socialization, people are not considered as “human being”. And as for this dimension, it is determined as the degree to which an individual tries to control his or her impulses and desires based on the way people were growing. Comparatively, stronger control is normally named “*Restraint*” whereas weaker control is normally named “*Indulgence*”. Hence, culture can be also normally indicated as Restrained or Indulgent.

China is scored only 24, and it is low in this dimension. As a result, China is considered as a restrained society. If a society has a relatively lower score in this dimension, it normally has a trend to pessimism and cynicism. On the other hand, in contrast to an indulgent society, people in the restrained society normally do not focus much on their leisure time and control the satisfaction of their desires. Usually, individuals with this tendency have the perception that their behaviours are restricted by social norms and feel that it is incorrect to indulge themselves.

Singapore: As far as Singapore is concerned, it scored at 46, and it's in the (intermediate) middle range. As a result, it could be impossible to define whether Singapore is 'indulgent' or 'restrained' society based on this dimension (Hofstede Insight, 2019).

And this is one of the cultural differences between Singaporean Chinese and China's Chinese. Thus, it is important to discover and address the cultural difference to reduce the cultural impact on Singaporean and Chinese entrepreneurs' communication and behaviour.

The Hofstede cultural comparison tool provided a general understanding and comparison of national culture between China and Singapore. However, due to the topic of this research 'Business Cultural Impact on Entrepreneurial Communication and Behaviour in between Singapore and China', the Hofstede national culture can be seen as a base layer of the

literature review. And entrepreneurial theories, communication model, behaviour, and specific Singapore and China's business culture will be reviewed and added on top of the Hofstede national culture. The new knowledge to be contributed will be the application and practice of business culture. And this is the combination of business culture and entrepreneurial theories. Therefore, the ultimate objective of the research is to explore and discover the effective ways of applying the business culture onto entrepreneurial activities to address the business cultural impact between China and Singapore and boost the business robustness.

2.2 Culture and Entrepreneurship: Outcomes and Benefits

2.2.1 Entrepreneurial Theories

According to Jones (2014), theories of entrepreneurship can be seen as the presentation, description, and explanation of culture, communication, behaviours, personalities, and characters of entrepreneurs, as well as the feasible approaches to entrepreneurial success.

Entrepreneurial theories can be considered as an important fact that entrepreneurs and entrepreneurial activities are very essential factors in the journey of economic development. Entrepreneurs are normally the risk bearers/risk takers, and they work under uncertain business environments or often dealing with uncertainties. However, there are no attempts that have been made by economists for formulating certain systematic theories (and/or models) of entrepreneurship. In addition, according to Baumol (2004), economic theories have failed to provide sufficient and effective analysis of either the effect and function of entrepreneurship or its potential and meaning.

On the other hand, many different theoretical hypotheses of entrepreneurial activities mainly pay attention to three fundamental aspects of entrepreneurship. These three principal aspects are respectively: 'the nature of entrepreneur', 'the nature of opportunity', and 'the nature of the decision-making frameworks' within which entrepreneurship functions. And those three aspects generate two consistent and logical entrepreneurial theories, respectively are called 'creative theory' and 'discovery theory'.

2.2.2 Major Entrepreneurial Theories and Critical Review

According to Schneider, Teskeand, and Mintrom (1995), the traditional concept of entrepreneurs is that people establish, bring together production factor input, and organize

productive activities. Therefore, the traditional comprehending of entrepreneurship treats entrepreneurs and the entrepreneurial function as a managerial function. Similarly, in the review of modern growth theories and models, the contribution and achievement of entrepreneurship and entrepreneurial activities are typically included in a residual factor. And they are indicated as 'coefficient of ignorance' or 'technical change'. Normally, it also consists of other factors such as education, technology, institutional organization, and entrepreneurship. And different researchers have developed different entrepreneurial theories and models (Low& Thomas, 2016).

2.2.2.1 Entrepreneurship Innovation Theory of Schumpeter

With the constantly developing economic activities, paradigms have been shifted to a more dynamic and complex society in which entrepreneurship and innovation are holding decisive and critical roles in the development of the economy. According to the early economist, Mr. Joseph Alois Schumpeter (known as Schumpeter J.A.), "carrying out innovations is the only function which is fundamental in history" (Śledzik, 2013). He also indicated that it is entrepreneurs who can "replace today's *Pareto* optimum with tomorrow's new and different things". (Remark: Pareto, Italian economist and sociologist who created 80/20 rule. And such formulas normally present societies' income distribution.) Although Schumpeter stated that 'entrepreneurship is innovation' in the early decades of the last century, this concept is also very adequate and descriptive in the current world. Capitalism experienced a series of critical crisis and lost its strength from previous and euro-debt crises and subprime. And Schumpeter's innovation theory was analysed in a context of the "first" and "second" Entrepreneurship theories (Śledzik, 2013).

Schumpeter J.A. is seen as one of the most well-known economic academics in the early decades of the last century. In the early 1980s, Schumpeter's economic theory was considered very widely after a long period when the traditional economic methodology was increasingly argued and blamed. When the economy was affected by debt and financial crises, Schumpeter's economic theories including innovation theory are as significant as a "knowledge-based" economy with globalisation and intangible resources.

Innovation theory for entrepreneurship could be Schumpeter's most particular contributions to the economic concept (Hanush& Pyka, 2007). One of the most important viewpoints in

Schumpeter's study is the critical role of innovation ("also known as a new combination") and entrepreneurship in the development of the economy.

Schumpeter indicated that consumers' roles are passive in the development of the economy. In the theory of economic development (Schumpeter, 1934) and future work (Schumpeter, 1942), he defined development as a historical procedure of structural transformation and change, mainly driven by innovation. There are totally five types of what? stated as follows:

1. To develop and launch new products or new species of existing goods which customers are still not familiar with or change the quality of products.
2. To introduce and apply new methods of producing and selling new products. However, this concept has not been proven by manufacturing-related study yet.
3. To identify and create new or different markets which a business or its specific branch has never entered before, whether the new market existed before.
4. To discover new resources of supply of raw materials or half-completed products. And these new sources can be newly created or have existed.
5. To establish new industry or organisation structures such as creating or destructing monopoly market positions.

Schumpeter also discussed that whoever is looking for profits must innovate. And he believed that innovation is seen as a very important factor in driving economic dynamics and competitiveness (Hanush & Pyka, 2007). Moreover, he split the innovation procedure into four major elements: invention, innovation, diffusion, and imitation (Burton, 1999). And entrepreneurial activities are based on the findings and results of inventors or scientists to make more and new opportunities for financial growth, employment, and economic development (Śledzik, 2013). In other words, entrepreneurs are the people who are conducting innovations, and typically they are intelligent, alert, energetic, and determined. Therefore, entrepreneurship is determined as innovations and the actualization (fulfilment) of innovations.

According to Cantillon R (1755) first named entrepreneurs "undertakers", people that actively and bravely deal with business risks and new ventures. And François Q (1888) complemented the importance of capital for entrepreneurs. Jean-Baptiste Say (1845) defined that entrepreneur use philosophers' ideas and new knowledge to create new products. And it was

seen as the most comprehensive definition of entrepreneurship during that period. Then entrepreneurs employ workers, capital, and natural resources to transform new knowledge into tradable products (Grebel, 2007). The people who combine innovation and products are the "leaders-new people." And Schumpeter named "entrepreneurs" (Śledzik, 2013). Schumpeter found for entrepreneurs three major motivational factors, which are:

- Desires of creating "own worlds." Modern men, through their success in business trading and industries, can obtain a strong sense of independence and power. And the feeling may be like the situation of European medieval lords.
- Desires to gain. Entrepreneurs may realize their wish to compete and fight to show their advantage and dominance over others- winning for the sake of winning. Comparing to sports, in the economy, there are not only "financial racing" but also "financial boxing".
- The joy of achievement and creating new things.

Critical Review

As far as Schumpeter's entrepreneurial theory is concerned, the major focus is innovation. He discussed the difference between inventors and innovators. He introduced that inventors mainly explore and discover new materials or new methods. On the other hand, innovators normally apply inventions to make combinations. With the use and outcomes of new combinations, entrepreneurs produce newer and better products that generate profits and enhance satisfaction.

In the development of the economy, entrepreneurs have been playing a critical role in maintaining the speed of economic change and growth. However, Schumpeter's entrepreneurship theory was very broad-based, because, in his concept, entrepreneurs include not only independent businessmen but also managers or executives who can undertake innovative functions.

On the other hand, Schumpeter's innovation entrepreneurship theory has the following limitations:

- It did not include people who only operate established businesses. However, people nowadays without innovation but have their own existing businesses (including family business) are also entrepreneurs.

- It over-focused on innovative functions but it overlooks the organizing function of entrepreneurship.

Although Schumpeter's theory can still be used to represent a certain range of entrepreneurial activities, it has a lack of relevant definitions for comprehensive types of entrepreneurs nowadays. In addition, related references cited in this section are quite old. So, they may not be appropriate to fully describe the current entrepreneurship. The major characters of entrepreneurs in his concept were traditional businesses and industries. For instance, with technology development and rapid globalization, the rise of e-commerce and international business may be out of the concept.

2.2.2.2 McClelland's Theory of Needs for Achievement

McClelland and his colleagues (1961) broadly examined the motivators and needs of people. And he indicated that people's needs, and motivations may be obtained over time and are created by their personal life experiences. The major types of needs may be classified as powers, affiliations, and the need for achievement (Ching, 2017).

Firstly, the need for achievement is featured by the desire to discover resolutions to issues, conquer complex and extensive challenges or difficulties, set targets, and obtain feedback on the level of success (Ching, 2017). Normally, with a higher need for achievement, people often tend to unconsciously focus on putting effort into achieving excellence. Secondly, the need for affiliation can be featured by an expectation to belong, and the joy of teamwork, care about relationships, and the need for avoiding uncertainties. Lastly, the need for power can be characterized by a desire to win arguments, wish to gain control authority, and the need to prevail or persuade. And once the power motivator goes beyond a sense of achievement, effective leadership could be predicted (Ching, 2017).

McClelland discovered internal factors and he indicated that entrepreneurs are normally concerned with the need for achievement (also shown as n-achievement). The n-achievement is also known as “desires to make things better, not only for the purpose of personal prestige and social recognition but also more for the sense of accomplishment, presentation of value and personal achievement.” Therefore, 'n-achievement' is the motivation that drives the actions of entrepreneurs. According to Aparna (2019), individuals with high n-achievement' behave in entrepreneurial ways.

McClelland (1961) indicated two features of entrepreneurship: 1) actively seeking new and better approaches to do things. 2) decision-making process can normally be conducted under uncertainties.

This motivator is explained as the tendency to strive for achieving success in circumstances involving a review of relevant performances in relation to specific standards of excellence. Thus, if an individual has a high need for achievement, he/ she is highly likely to transform as an entrepreneur.

According to McClelland (1961), people with a high need for achievement will not be easily influenced or motivated by money but that financial rewards could constitute symbols of their accomplishment. Similarly, as discussed previously, personal prestige and social recognition may not be the keen interest of those who have a high need for achievement because their ultimate goals are personal accomplishment.

Critical Review

Previous research on the psychological and mental base of entrepreneurship indicated that high achievement-oriented needs could enable the success of entrepreneurs. However, the empirical tools of related concepts adopted by McClelland were highly debatable. And as for a certain number of entrepreneurs nowadays, monetary, and social recognition or personal prestige may be their goal. Therefore, this theory might be slightly too out of the date to describe the entire entrepreneurship.

According to the factors stated in McClelland's theory of needs for achievement (1961), certain elements can be related to Hofstede's national culture. For instance, the need for affiliation can be featured by an expectation to belong, and the joy of teamwork, care about relationships, and the need for avoiding uncertainties. These factors can be linked together with 'uncertainty avoidance, Individualism, and Masculinity' dimensions of Hofstede's national culture.

The combination of both culture and entrepreneurial theories will be further verified and expanded in chapter 3- research methodology. And the result could be a new knowledge to cover the knowledge gap of literature review.

2.2.2.3 Hagen's Status Withdrawal Theory

Hagen (1960) tried to develop a theory related to social change. In this theory, entrepreneurs are commonly considered as a lower status group attempting to conquer certain social inequality with financial, economic, or business adventures. Hagen's theory illustrates that if people of certain social groups feel that their personal status or values are not respected or recognized by societies, they likely seek innovation to gain social respect. According to the explanation of Hagen (1960), entrepreneurship can be seen as an approach and function for status withdrawal. Thus, this theory indicated that people who lost their previous prestige or in minority groups normally tend to present a relatively aggressive entrepreneurial spirit and motives.

Hagen further pointed out that innovation, creativity, and changes are the fundamental characteristics of economic development. According to Hagen's discussion, entrepreneurs can be described as innovative or creative problem solvers. And they normally prefer to do things in technological and practical ways. Moreover, they can get a sense of increased pleasure when encountering and solving issues.

As for traditional society, a position of authority is usually granted based on social status, rather than personal capability. Hence, Hagen developed mainly four types of innovative personality, as follow:

- 'Retreatist': Individuals who combine position? to work in societies but remain unconcerned to their positions or works.
- 'Ritualist': people who adopt certain defensive behaviors and perform in the manners approved or accepted in their societies but with no hope of promoting their positions.
- 'Reformist': individuals who attempt to incite rebellions and in fond of establishing new societies or norms.
- 'Innovator': Creative people who are willing to become entrepreneurs.

Innovation normally requests creativity, and such creative people could drive the development of the economy. In fact, a creative personality may appear if a member of a social group experiences the withdrawal of personal status or social respect. As a result, if there is any withdrawal of personal status or social respect, creative individuals may be entrepreneurs and promote innovation.

Critical Review

As for the status withdrawal theory, it is used to differentiate the characteristics of entrepreneurship and '*intra-preneurship*'. Nowadays, there may be a variety of factors within organizations which could motivate and influence the professionals or managing persons to perform innovative behaviors to create new services or products. Those motivators may not be completely restricted by 'status withdrawal'.

In comparison and contrast, McClelland's need for achievement theory focuses more on entrepreneurs' intrinsic motivation and personal accomplishment whereas the Hegen's status withdrawal theory mainly focuses on entrepreneurs creating innovation for the purposes of regaining the personal status or social respect.

2.2.2.4 Max Weber- Entrepreneurship Theory of Social Change

As for this theory, it is highly debatable that the framework of sociology of economy, which discusses the combination of economic institutions, is helpful in supporting economic sociology to become a common area of interest for both sociologists and economists. According to Max Weber (1997), the economic study can be considered as a very wide field of science that involves both economic and non-economic phenomenon.

Weber also first advocated that the development of entrepreneurship is heavily dependent on the ethical value system of societies. The core definition of Weber's theory of social change lies in the different views and treatments of the essence of capitalism and protestant ethics. In addition, this theory can also provide relevant analysis of religions and their impacts on the culture of entrepreneurship.

This theory pointed out that the major factor of rapid industrial development relies on the growth of technologies, accumulation of wealth, and enhancement of productivity. And all those factors of industrial development also closely related to certain value orientations, such as the trend of accumulation and rational attitudes toward actions that may be generated or influenced by ethical values.

Thus, Aydin (2019), indicated that the consideration of economic phenomenon needs to contain morality and values, such as politics, legal order, and belief of religions, and so on. This theory explains that motivating entrepreneurs' energy and spirit can be normally produced by adopting external religions or beliefs. Therefore, it is such motivators that

generated enormous effect in entrepreneurial activities, asset accumulation, and value creation. Individuals who pursue this belief need to be hardworking to fulfill their worldly desires as well as satisfying their spiritual needs.

Critical Review

Both Schumpeter and Max Weber made significant contributions to the professional fields of economics and sociology. The most important contribution they made is the combination of history and theories as well as the determination of the relationship between the areas of sociology and economics. Mr. Weber indicated that the structures and framework of religions and morality are one of the fundamental factors promoting changes in structures of economy and society, whereas Schumpeter's theory mainly paid attention to the creativity and innovation function of entrepreneurship. Although there are different focuses, methods, and viewpoints in their theories, it is highly acceptable to claim that economic sociology belongs to the common heritage of Weber and Schumpeter (Adyin & Ozer, 2019).

Despite the fact that there may be still insufficient relationship and interaction between economics and sociology, there is a joint connection, and the views of Schumpeter and Weber can be considered as a common discovery of this linking area (Shionoya 2005).

With the development of capitalism, the creativity and innovative natures of entrepreneurs, which deliver great dynamism to capitalism, have decreased, or even vanished. Therefore, economic structures have become more routinized. Schumpeter's theory accepts that social lives can be determined utilizing many different external factors and human behaviors are acted endogenously. Schumpeter discussed that the growth of a dynamic economy requires the combinations of new production, new marketplaces, new manufacturing, technologies, new raw materials, half-completed products, and new structures of organizations, which can be associated with the activities of innovative entrepreneurs (noneconomic motive). On the other hand, from Weber's perspective, entrepreneurs are leaders who cause and drive structures of economy and society to change.

Most importantly, the researcher of the dissertation selected **two related major points of view** above that can be directly adopted to support further discussion of the research. The **first** point is the value and morality of entrepreneurship. Because this theory pointed out that the major factor of rapid industrial development relies on the growth of technologies,

accumulation of wealth, and enhancement of productivity. And all those factors of industrial development also closely related to certain value orientations, such as the trend of accumulation and rational attitudes toward actions/ behaviors that may be generated or influenced by ethical values. Moreover, this theory also indicates that morality and values are not only the motivator of entrepreneurship but also provide relevant analysis of religions, values, and their impacts on the culture of entrepreneurship.

Based on the literature review in terms of national culture and business culture of Singapore and China, people including entrepreneurs in those two countries share quite similar cultural and religious backgrounds. As a result, this point can be used as a part of theoretical evidence to support one of the research hypotheses: ' Morality is one of the best solutions to address the issue of cultural impact in between Singapore and China.'

As for the **second** point, according to Shionoya (2005), Schumpeter and Weber merged economics and sociology fields together and developed a new theory of economic sociology that can be applied to a broad range of related phenomenon. Adyin and Ozer, (2019), also indicated that the field of economic sociology belongs to the common legacy of Weber and Schumpeter. As a result, it could be highly possible and feasible to combine the relevant cultural factors and theories of entrepreneurship together to develop a suitable and effective practical application. Furthermore, the combination could be beneficial for covering certain knowledge gaps in the literature. In addition, this point can also support another hypothesis of the research paper: Merging business culture and entrepreneurship theories is feasible and adaptable for entrepreneurial behaviors between China and Singapore.

2.2.3 Entrepreneurial communication and Behaviour

2.2.3.1 Kunkel's Theory of Social Behaviour

Kunkel (1997) indicated that social psychology and behaviour analysis could be combined for effective discussions to further their study. And other related researchers also shared common interests in rule-governed behaviours.

John H. Kunkel (1997) developed an entrepreneurial supply theory. Referring to this theory, variables of psychology and sociology are the significant determiners for the emergence of entrepreneurship. He indicated that the talents of entrepreneurship could be discovered in

groups of the minority, ethnics, religions, immigrated, displaced elites, etc. And those minority groups can generate the most entrepreneurial energy in societies.

And Kunkel's behavioural model of entrepreneurship defines that entrepreneurial supply can be seen as the integration of political, social, and economic functions and structure (Aparna, 2019). Furthermore, the behavioural model is concerned with the openly expressed actions of people and their relationships with the past and current environments, social functions, and physical conditions (Jinall, 2014).

In addition, Kunkel (1997) also discussed that people act in many different behaviours and some can be accepted by societies while others may not. The accepted will be rewarded. The rewards act as strengthen motivators increasing the possibility of repeating that behavioural pattern. These patterns of social behaviour are considered as entrepreneurial behaviours. And the entrepreneurial supply will be based on the following four types of structures found in societies.

- Limitation structure: initially, it has socio-cultural features. As for this factor, entrepreneurs are considered as the most deviant individuals in societies and this limitation structure therefore restricts every member including entrepreneurs in societies.
- Demand structure: this structure means the demands of the economy with relationships to a change in the governmental policies and the growth of the economy. And this structure could be enlarged with the supporting material incentives which can influence entrepreneurial behaviour. And tangible incentives are also important for establishing a fundamental motivation for future social gains. In addition, people's behaviours could be made more entrepreneurial by selecting and adopting certain elements of the demand structure.
- Labour structure means the supply of skilled, capable, willing, and positive workforce. This structure is normally dominated by a huge number of related factors such as traditionalism, available job alternatives, flexibility& mobility of the workforce, means of livelihood hope of lives, and so on (Jinall, 2014).
- Opportunity structure: this structure is one of the most necessary structures dominating the supply of entrepreneurial activities. And this structure includes technology,

management skills, relevant information regarding techniques of production methods, market structures, and available capitals, and so on.

Critical Review

Kunkel's theory of social behavior determined ideal structures for the supply of entrepreneurship. However, there are certain divergences between structures, goals, actual occurrence, and the reality of entrepreneurship. These differences occur mainly because of inadequate or incorrect perceptions and awareness. Entrepreneurship could be also influenced by certain factors of conditions and situations. And these factors might not always exist or available in environments. Hence, Kunkel indicated that entrepreneurial supply may be concerned with the openly expressed actions, and emotions of people and their relationships with the past and current environments, social functions, and internal physical conditions.

2.2.3.2 Hoselitz's Theory of Entrepreneurial Leadership

The term "entrepreneurship" initially originated in the 12th century, rooted in the French verb "entreprendre" which means to do something differently (Long, 1983), and the German word "unternehmen," which means to "undertake" (Cunningham & Lischeron, 1991). Its noun form "entrepreneur" was documented in the 14th century (Hoselitz, 1960). The modern term "entrepreneur" was used during the eighteenth century in the writings of Richard Cantillon (1755/1931) (Rangriz, 2012).

According to Hoselitz (1960), entrepreneurship represents some functions of leadership and management skills. Businesses also require finance, but this is relatively less important. Hoselitz further explained that individuals who are to become industrial entrepreneurs need to have more than the motivation to gain wealth and mass profits.

So, during this entire entrepreneurial process, people must demonstrate their capability of managing and leading. In entrepreneurial businesses, there are mainly three characters of leadership: merchant money lenders, managers, and entrepreneurs. Managers usually have authority-orientation, but merchant money lenders normally have market-orientation. However, as for entrepreneurs, they are also production-oriented other than authority-oriented and market-oriented.

The role of merchant money lenders normally is to deal with services or commodity which are commonly acceptable to most people. On the other hand, entrepreneurs normally create and innovate their own products and the popularity or acceptability of their innovation is often uncertain. As a result, entrepreneurs assume a higher level of risks and uncertainties as compared to ordinary traders and merchant money lenders.

Therefore, it is necessary to emphasize that only earning profits does not represent the success of entrepreneurship. So, Hoselitz indicated that entrepreneurs could develop in societies where cultures permit various options and where a social process is not rigid. Societies need to make sure of the development and diversity of enterprise-oriented personality.

In addition, Hoselitz also pointed out that the functions of cultural margin groups such as Indian people in West Africa, and Chinese people in South Asia, are the driving force of the growth of the economy.

In applying the finding of Park and Stonequist, Hoselitz described a hypothesis that cultural margin groups, due to their ambiguous perspectives from social and cultural standpoints, are especially suited to establish an innovative adjustment in circumstances of change and during these adjustment processes too, they could create unique innovations in social behaviours (Rangriz, 2012).

Critical Review

In fact, people in cultural margin groups having ambiguous social and cultural positions. And there are no limitations of tradition to restrict them from entrepreneurial development. However, there may be some external business environments such as political or economic factors which stimulate the individuals to initiate entrepreneurial behaviours.

For instance, the Singaporean government is trying to promote entrepreneurs by providing them with a variety of supports and subsidies (especially during the pandemic period. The government has reduced rental, tax, increased supporting allowance, and offered free skill training, etc.). Many potential entrepreneurs are still focused on enterprise growth without worrying about cultural and social limitations.

Importantly, Hoselitz's Theory of Entrepreneurial Leadership illustrates that there are certain relationships between culture and entrepreneurial behaviours, and how culture could affect entrepreneurial behaviours. Hence, this research narrowed down the topic of culture and focused on only national and business culture between Singapore and China and identified the possibility of merging business culture and entrepreneurship theories.

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2.2.3.3 Cochran's Theory of Model Personality (Sociological Theory of Entrepreneurial Supply)

According Pawar (2013), mass entrepreneurial activities since the 1980s have become an international trend, spreading across nations, regions, and continents, regardless of the size, types of products or services, business operating model, and level of development.

The model personality theory of Cochran is also known as the sociological theory of entrepreneurial supply. Cochran (1965) indicated cultural values, social sanctions, and an expectation of roles are the critical factors that affect the entrepreneurial supply. In addition, entrepreneurs are neither supernormal individuals nor special people but represent certain model personalities of societies.

The entrepreneurial behaviours and performance can be influenced by the following three aspects:

- People's own attitudes towards their occupations.
- The role expectations held by sanctioning groups.
- The operational requests of jobs. In this concept, the value of societies is one of the most crucial factors of the attitudes and role expectations (Arparna, 2019).

The sociological theory of entrepreneurial supply focuses more on sociological fields. And earning profits is the most fundamental determinant for driving entrepreneurs to perform risky behaviours. Even the needs and desires for achievements also start from the profit-making process. Furthermore, entrepreneurs are also expected to act in managerial activities and functions. However, this theory failed to incorporate all those requirements and expectations of entrepreneurship.

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2.2.3.4 Systematic Innovation Theory of Drucker P

According to Carlisle, Kunc, and Tiffin, (2013), entrepreneurs and innovation will offer the necessary values for the quality and progress of broad-based industries. And Burton (2006) pointed out that in the seminal book (named Innovation and Entrepreneurship) written by Peter Drucker, said that “Entrepreneurial process is risky because only a limited number of the so-called entrepreneurs are clearly aware of what they are doing.”

However, there is also no guarantee of a hundred percent success if people select low-risk resources of opportunity because there may be still execution issues. Drucker (1993) added that emerging and entrepreneurial companies request sound principles of management and a variety of promising ideas. Yet, it is probable that certain opportunity resources are more likely and easy to generate positive outcomes than others. As a result, entrepreneurs need to focus on any opportunity resources consistently.

Drucker argued that entrepreneurial innovation is possible to be carried out in systematic approaches and the outcomes tend to be consistently positive. Moreover, he also pointed out various resources that have lower risks but are usually neglected by plenty of entrepreneurs. If general perceptions are changed to seeing the glass as ‘half empty’ from seeing it as ‘half full’, there could be various new opportunities for innovation (Drucker, 1993, p. 99).

Drucker established the systematic innovation theory. In this theory, “Systematic innovation composes in the organized and goal-directed seek for new changes and in a series of systematic analysis of opportunities such changes may provide for innovations in economy and societies” (Aparna, 2019). Check the quotation again! Totally, there are seven relevant sources that are included in systematic innovation for innovation opportunities.

Peter Drucker (1993) totally determined seven **internal** and **external opportunity sources** that are likely to facilitate enterprises to innovate. And the first four types of internal resources can be determined within industries or enterprises, no matter whether public, or private sectors. Thus, these internal opportunity resources are normally visible to individuals in the service sector and related industries, as follows:

Four Types of Internal Source:

- Unforeseen or unexpected situations: in the form of unpredicted failure or success, and unpredicted circumstances enterprises may encounter when appealing to innovation.
- The inconsistency: normally, between reality and theoretical perspectives or assumption of innovation.
- Innovation relies on process need: It is also known as the needs of products. Many products and processes are more easily to update /renew. And it can be also considered as the process of new things supersedes old things.
- New changes in market structure and industries or domain structures: Normally, those new changes can generate different perceptions.

The second group is external opportunity sources for innovation which includes three types of new changes outside organizations or industries, as follows:

Three Types of External Source:

- Demographics: the changes in terms of age and population.
- Ecological Products: this concept is commonly known as new changes in perceptions, awareness, mood, emotion, and attitudes.
- Various new knowledge: from a variety of fields in terms of scientific or non-scientific which is applicable for newly created products or current existing products.

In addition, Drucker (1993) further pointed out that the boundaries between those seven internal and external opportunity sources of innovation are blurred, and there may be considerable overlap between each other. Furthermore, all these opportunity sources are possible to be likened to seven individual windows each on different walls of the same room. And every window shows certain views that can be also seen from windows on the other sides of it. However, all the views could be different if looked from the centre.

Critical Review

The systematic innovation theory of Drucker has a relatively broad-based coverage. So, entrepreneurs are requested to determine different resources of new changes. And then, they should coordinate and balance those new changes with the opportunity available in diverse environments. However, one of the most critical issues in terms of this theory could be the predictability and reliability of seven internal and external opportunity sources.

For instance, new concepts of science may not be the most predictable and reliable source of effective innovation, but concepts or theories could provide relatively comprehensive frameworks for entrepreneurs.

Hence, according to the analysis and review of the systematic theory, it is possible to indicate that entrepreneurship can be seen as a multidisciplinary field. In fact, entrepreneurship is being influenced by various human factors. And these relevant human factors are living in ever-changing societies. They pursue consistently the objective regarding the economy, finance, psychology, and society. Therefore, entrepreneurial theories need to be embedded into actual circumstances of the culture, economy, sociology, psychology, politics, management, and so on.

2.2.4 Two Critical Entrepreneurial Theories: Discovery Theory and Creation Theory (with assumptions)

Despite the fact that many scholars have attempted a series of entrepreneurial theories and models, there are still not commonly accepted and recognized theories of entrepreneurship. And there are still a variety of entrepreneurial theories and models according to the assumptions and hypotheses of many different researchers, managerial professionals. Gartner indicated that people in the entrepreneurial field do not fully understand the assumption that professional researchers made, in theoretical perspectives (Alvarez, 2005).

On the other hand, various theoretical assumptions of entrepreneurship mainly focus on three significant aspects of entrepreneurship. They are: natures and features of opportunities; natures, personalities, and characters of entrepreneurs; and natures of decision-making framework within which entrepreneurial functions. And those three aspects have also given rise to two consistent and logical entrepreneurial theories which are 'creative theory' and 'discovery theory'.

2.2.4.1 Discovery Theory

According to PRAËM (2015), this theory focuses on the nexus between individuals and opportunities, which pays attention to identifying, seeking, presenting, and exploiting opportunities and their impacts of individuals. Moreover, opportunities and individuals can also affect each other. For instance, business opportunities normally come into existence only if individuals identify and discover them. Meanwhile, individuals normally take up entrepreneurial activities because of the existing opportunities. Therefore, there is interactive relationship between individuals and opportunities.

According to Mcarthur (2011), The entrepreneurial discovery theory indicates three major aspects of entrepreneurship:

1. Every opportunity has certain objective components, and their existence does not solely depend on whether the individuals can identify those opportunities or not.
2. No two individuals are the same. Thus, different individuals have different capabilities to identify, discover, and adopt opportunities. Additionally, in this theory, an individual especially an entrepreneur is always alert to any existing opportunity and this awareness may not be purposeful search, but the constant scanning of surrounding environments by people.
3. Bearing risk can be seen as one of the essential functions of entrepreneurship. And the first and second aspects of the discovery theory also support the entrepreneurial risk-bearing perspective. Hence, according to those two aspects, entrepreneurs can normally seek and utilize opportunities, but could not completely create opportunities. Entrepreneurs usually apply unique combinations of sources to do things in different ways or make different things to produce innovation.

As a result, since there is uncertainty about the discovery of opportunities, entrepreneurs normally bear risks by predicting the estimated possibility of opportunities and success. Therefore, the discovery theory indicates that an opportunity is considered as an objective, every individual is unique, and all entrepreneurs have the character of risk-taking.

2.2.4.2 Creation Theory of Entrepreneurship

By looking at the name, this theory is like the innovation theory, but there are certain differences. The creation theory of entrepreneurship focuses on individuals and company creation. It is also like the opportunity-individual connection reviewed in the 'discovery theory

(Perla, Carifio, 2011). As for the creation theory, it also indicates three major aspects of entrepreneurship:

1. Any opportunities can be subjective in nature. The creation theory has emphasized that every opportunity or potential opportunity can be created by a series of decision-making processes to utilize any potential possibility. This entrepreneurial theory of creation states that opportunities will not appear without entrepreneurs' activities or individuals' actions. Hence, this entrepreneurial creation theory is different from the opportunity-individual connection of the 'discovery theory.

The opportunity-individual model indicates that every opportunity can be found by searching for business environments and assessing the structure of relevant markets or industries. On the other hand, according to the perspective of the creation theory of entrepreneurship, every opportunity (potential opportunity) can be created by learning, practicing, executing, and testing hypotheses.

For instance, smartphone or laptop product companies, such as Apple, etc., create opportunities by launching new series of products, testing those products in many different markets, discovering, and filtering the products that are more likely successful, and eventually improving their marketing competitiveness and advantages.

2. According to (Chan et, al, 2019), normally, opportunities are not identified by people but created by people. The entrepreneurial creation theory stated that there are no differences of individuals in entrepreneurship, but differences exist in people's decision-making processes under uncertainties. Therefore, in this theory, entrepreneurs are the people who combine relevant sources after assessing the value of possible outcomes.
3. Entrepreneurs tend to manage uncertainties but not risks. And this entrepreneurial creation theory suggested that an entrepreneur creates opportunities and exploit them after evaluating the possibility of success. That is the reason why entrepreneurs are described as managing uncertainties not bearing risks.

As a result, the creative theory emphasized that people are ordinary, opportunities are subjective, and entrepreneurs are uncertainty-bearers (Aparna, 2019).

Many studies indicated that entrepreneurial behaviours are highly likely to emerge if societies have enough number of individuals who possess relevant characteristics in the economy, sociology, and/or psychology. Entrepreneurial behaviours are innovation activities taking behaviours that include a variety of risks and expecting favourable returns.

According to the literature that has been reviewed in the previous section, it is important and necessary to emphasize the three fundamental theories of entrepreneurship once more. These three entrepreneurial theories are **psychological theory, sociological theory, and economic theories.**

Psychological Theory: Entrepreneurship is the definition and process of psychology. So, in this concept, psychological elements are determined as primary resources of entrepreneurial development. Once there is enough number of individuals sharing similar psychological features in societies, then there may be greater chances of developing entrepreneurs.

Sociological Theory: Entrepreneurship is defined as a sociological process and concept. So, in this definition, relevant elements within sociology are the secondary sources of entrepreneurial development. Therefore, sociological elements such as a social attitude, value and institution can expressively affect the entrepreneurial supply in societies (Baehr,2011).

Economic Theory: According to this theory, entrepreneurs execute every activity because of economic return. The main aim of this theory is motivation of profits.

2.2.5 Four Psychological Theories of Entrepreneurship: Culture and Behaviour

Some researchers such as J.A Schumpeter, McClelland, Hagen, and John Kunkel suggested their points of view regarding the psychological aspect effects on entrepreneurship. Entrepreneurship will be necessary to develop when societies have an adequate supply of individuals possessing especially psychological factors.

According to Aparna (2019), the major theories of psychology include:

- Joseph A. Schumpeter Theory
- David C. McClelland Theory
- Everret E. Hagen's Theory
- John Kunkell Theory.

2.2.5.1 Psychological Theory of J.A. Schumpeter

According to J. A. Schumpeter, the critical function of entrepreneurs is to establish innovation in the business adventure. This psychological theory is also related to the dynamic theory and innovation theory. According to this theory, the entrepreneurship will emerge due to people having related psychological factors such as desire, self-intuitions, perseverance, tolerance capability. Entrepreneurs are people who have creative characters.

Schumpeter indicated that entrepreneurship can be a catalyst that checks the static conditions of the economy, thereby initiates, and drives the procedure of economic growth. Innovation brought the economy to a new level of growth.

This entrepreneurial theory indicates that entrepreneurs need to: introduce new products, introduce new production (or manufactural) methods, open new markets, discover new sources (or supply) of raw materials, and conduct sources of organizations. This entrepreneurial psychological theory also has other elements such as bearing risks, supervision, and communication. It emphasizes that all those attributes without the capability to innovate cannot make individuals as entrepreneurs.

Entrepreneurial Culture: Entrepreneurial Behaviour

According to Schumpeter's theory of entrepreneurship, entrepreneurial behaviours have the following features:

1. Has an institutional capability to think in a way that will be proved to be true later.
2. The energy of aspiration to conquer preferences, and emotions, and desires.
3. The brave will have the capability to withstand social opposition.

As a result, entrepreneurs are innovators who are willing to make profits through the journey of innovation and entrepreneurship. And entrepreneurs are neither technicians nor capitalists, they are solely innovators. They introduce new approaches and elements to the economy. Entrepreneurial behaviours can be motivated by psychological power.

Schumpeter's theory of entrepreneurship also differentiates innovators and inventors. Inventors seek new approaches and new resources whereas Innovators are people who adopt or apply inventions and findings to produce better quality products that deliver higher satisfaction to consumers and greater profits to entrepreneurs.

Moreover, entrepreneurs do not refer to single individuals but mean an organization. “What matters is the behaviour, not the actor?” Schumpeter's theory emphasized more on innovations of technology rather than innovations of organisations. Thus, an entrepreneur may not be an economist from a theoretical perspective.

2.2.5.2 McClelland's Psychological and Behavioural Theory of Entrepreneurship

David C. McClelland (1961) indicated a specific entrepreneurial definition. In this theory, the need for high achievement describes the essential character of entrepreneurial behaviours because “Burning desires of need for achievement will attract entrepreneurs for activities and behaviours” (Taylor, 2018).

The fundamental basis of entrepreneurship development is the achievement-oriented attitude. It is the capability of becoming entrepreneurs based on the desires of fulfilling a particular performance and reaching a new height of excellence.

To achieve a new level of excellence and particular performance, entrepreneurs should have abilities to critical and creative thinking, resource combination, persistence, etc. People with high achievement motivation normally have a keen interest in bearing risks and managing uncertainties.

McClelland theory can be classified into the following four characters:

'Ideological Values, Family Socialisation, Need for Achievement, and Entrepreneurial Behaviours'.

There are also four components that were identified by McClelland to describe entrepreneurial behaviours and culture which are: Achievement-oriented, Height of Excellence, Imagination Ability, New Combination of Resources.

McClelland suggested that the needs for high achievement can enhance people's performance and entrepreneurial behaviours. Entrepreneurs who have a high achievement need may not be motivated by only financial incentives because what they really need are public accomplishment, personal prestige, and social recognition.

Entrepreneurial behaviours also have the drive to influence other people and circumstances. This refers to desires of using authority to dominate or influence other people. The achievement of goals is less important than how goals are achieved. McClelland and his

colleagues discovered that entrepreneurs with high hope of accomplishment normally show the behaviour of influencing and controlling someone or something.

This theory focuses on the importance of matching individuals and entrepreneurship. Individuals with high achievement need succeed in their career; for example, challenging, satisfying, motivating, and overcoming complex situations. On the other hand, people with relatively low achievement need stabilize certainty and predictability.

2.2.5.3 Everett E. Hagen's Psychological and Behavioural Theory of Entrepreneurship

Hagen added a specific definition of entrepreneurship, a 'theory of withdrawal of status', and explained that "Entrepreneurship is a function of status withdrawal." He further indicated that "Creative and innovative minds of disadvantaged minority groups are the major resource of entrepreneurship" (Muhyi, 2017).

Hagen discussed that innovation, creativity, and changes are the fundamental features of economic development. Furthermore, Hagen's psychological and behavioural theory of entrepreneurship also defined entrepreneurs as innovative trouble shooters who have a keen interest in technological and practical fields. This group of individuals will feel a very strong sense of morale when encountering and resolving issues. Normally, in a traditional society, positions of authority were categorized based on personal or public status, rather than individuals' capability.

This theory makes a distinction between the concepts of intrapreneurship and entrepreneurship. There is a variety of elements within organizations that can motivate the management and experts to display certain innovative behaviours leading to new services or products. In fact, entrepreneurial behaviours are not completely restricted by status withdrawal.

Hagen indicated that "withdrawal of status respect as the trigger mechanism of change in personality formation" because entrepreneurial status is the behaviour of showing in certain social groups or communities. Originally, the psychology and behaviour theory of Hagen's withdrawal of status was derived from Japanese Samurai communities (O'Neill, 1977).

In the concept of status withdrawal theory, personality is developed and changed due to a fall in the status of a society. Hagen mainly identified four factors that may lead to prestige

fall or status withdrawal which are: Decreased value of status with changes in the economy; Displacement of social and personal symbols; Status of not accepted or expected on migrating to new societies; Unbalance of status symbols with changed distributions of the economy (Ding, 2013).

2.2.5.4 Kunkel's Psychological and Behavioural Theory of Entrepreneurship

According to Syed et. al, (2018), John Kunkel has added another specific definition of entrepreneurship. Kunkel indicated a theory of entrepreneurial behaviours in connection to the development of entrepreneurship. Kunkel's theory of entrepreneurial behaviours focuses on the expressed actions of entrepreneurs and the relationship to the current and previous behavioural patterns, environments, physical conditions, structures of societies, and circumstances, etc. determined by reinforcing or opposing the present situation.

Therefore, entrepreneurial behaviours are derived functions of current and past social and economic structures. Entrepreneurial behaviours may be affected or changed by the manipulative social or economic rewards.

According to Kunkel, "The supply and development of entrepreneurs depend on the extensiveness and existence of 4 types of structures: structures of limitation, structures of demands, structures of opportunities, and structures of workforces" (Leloarne& Maalaoui, 2015). The definition and explanation of these structures are as follow:

- **Structures of demands:** This structure has the feature of the economy. This structure is consistently changing all the time based on economic activities and political changes. Thus, the behaviours of individuals could be more enterprising by influencing certain major factors of this structure.
- **Structures of Opportunities:** This structure can be normally formed by the consolidation of capital supply, management skills, technology, production patterns, workforce and markets, training opportunities, and establishment of organizations and carrying out a variety of activities.
- **Structures of workforces:** this structure can be determined by different elements such as livelihood sources, traditional beliefs, and personal ambitions. The quality of workforces can affect the emergence and development of entrepreneurship.

Compared to capital intensive, labour (workforce) intensive can serve people's interests in a better way. Additionally, the issue of workforce immobility could be addressed by improving infrastructure and conditions such as efficient transportation wherever entrepreneurial activities are produced.

- **Structures of limitation:** this structure is regarding the cultural background and social condition. This structure can also strongly influence the development of entrepreneurship.

As a very important theory of entrepreneurial behaviour and entrepreneurial culture, Kunkel's theory presumed the ideal structure for the supply of entrepreneurs. However, normally there are certain differences between goals, structures, and the reality of entrepreneurship due to insufficient and incorrect perceptions. In fact, entrepreneurship can be also determined by certain combinations of circumstances that may not be often available in the surroundings.

In conclusion, all related authors such as J. A. Schumpeter, D. C. McClelland, E. E. Hagen, and J. H. Kunkel provided their own discussions about concepts of psychological and behavioural theories of entrepreneurship. All these theories present relevant psychological motivators that are closely related to entrepreneurial development.

- **Schumpeter's theory** provided a very fundamental concept of entrepreneurship. This theory pays attention to the creativity and innovation of individuals that can make them entrepreneurs.
- **McClelland's theory** includes several practical meanings. Individuals (entrepreneurs) with a high need for achievement accomplishment normally show the behaviour of influencing and controlling someone or something.
- **Hagen's theory** emphasized changes in technology as a result of an individual's innovation or creativity. In the concept of status withdrawal theory, personality developed and changed due to a fall in the status of a society.
- **Kunkel's theory** focuses more on different types of structures in terms of opportunities, demands, limitations, and labour (workforce). All these structures can affect the evolution of entrepreneurship.

According to all these psychological and behavioural theories of entrepreneurship, the major points are regarding individuals and their personalities influenced by both external environmental conditions and internal value motives.

2.2.6 Entrepreneurial Culture: Sociological Theories of Entrepreneurship

According to Mundy and Menashy (2014), sociological theories indicated that the activities and behaviours of entrepreneurs can be influenced or changed by social hierarchy, values, or status. The development of entrepreneurship can heavily impact peoples' positions, traditional beliefs, cultural backgrounds, social status, or mobility, and so on. In fact, sociological theories have been developed based on this concept.

There are four major sociological theories which are significant for entrepreneurial culture: Frank Young Theory, Hoselitz Theory, Max Weber Theory, and Cochran Theory.

2.2.6.1 Frank Young's Sociological Theory of Entrepreneurship

Frank W. Young's theory suggested that only when entrepreneurs are in groups can gain a greater ability to conduct entrepreneurial activities based on their characters. Entrepreneurs believe that societies are changing rapidly (Luloff, 2001).

Entrepreneurship of individuals may be developed if social groups encounter the following situations: 1) When people are undergoing certain minority situations in societies or the public. 2) When a group does not make approaches up to effective social mechanisms. 3) When certain groups are having more particular strengths or institutional resources than ordinary groups.

As a result, when some groups find themselves in lower social positions and status, they tend to be entrepreneurs. The reactive capacity of minority groups can also promote their entrepreneurial behaviours.

2.2.6.2 Hoselitz's Sociological Theory

According to McCaffrey (2018), the focus of Hoselitz's sociological theory is that “the growth of industrial entrepreneurship only depends on the types and conditions of local societies.” In this theory, 1) social processes are changeable; 2) enough employment patterns should be available; 3) entrepreneurs should be encouraged for the development of personalities.

Hoeslitz (1960), indicated that “Groups in a cultural margin are playing a very significant role in promoting the economic growth of any country.”

Culturally marginal individuals have a stronger ability to make creative adjustments in rapidly changing circumstances. And during adjustment procedures, these people could put great efforts in generating real innovations in social behaviours. Moreover, Hoselitz's theory also laid stress on the importance of developing personal qualities for entrepreneurial activities and behaviours.

In addition, Hoselitz's theory suggested that management skills and leadership quality are very crucial factors for the development of entrepreneurship.

Other than that, training, learning, personal values, and social behaviours are playing an important role in developing the personalities of entrepreneurs.

In summary, the development of entrepreneurship can be influenced by employment circumstances and social status (Fritsch & Wrywich, 2017). The development of personalities is a very important quality for entrepreneurial behaviours and activities (Stuetzer et al., 2018). Certain groups in the cultural margin can be crucial factors for developing entrepreneurial features (such as spirits, personalities, behaviours, and so on). Groups of the minority and cultural margin highly likely have the capability to innovate and create new things. Management and leadership skills are essential for entrepreneurial activities and behaviours.

2.2.6.3 Max Weber's Sociological Theory of Entrepreneurship

Linden (2015) discussed that one of the main points in Weber's theory is the link and effect between entrepreneurship and individuals who live in communities, religions, and obey the values and norms. All related factors of entrepreneurship can be solely affected by people's expertise, lives, livelihood, energy, passion, and values. Weber's sociological theory is closely related to the development and success of entrepreneurs with social values and ethics(/morality) system (Beech, 2014).

In Max Weber's theory, the entrepreneurial culture is very impactful in emerging entrepreneurs and developing entrepreneurial communication and behaviours. Moreover, entrepreneurial communication and behaviour can be affected by wealth accumulation, technological development, capital structures, and economic growth (Ghosh, 2016).

Weber (1978) indicated that religious beliefs, personal ethics, values, and morality can heavily impact entrepreneurs' attitudes, viewpoints, mindsets, communication methods, and behaviours, especially, the way of conducting entrepreneurial activities such as business trade and industrial production.

2.2.6.4 Cochran's Sociological Theory of Entrepreneurship

Bieler (2012) discussed Cochran's cultural value of entrepreneurship. He pointed out that social acceptance and role expectations are playing an essential role in the development of entrepreneurial culture including communication and behaviour. In addition, entrepreneurs are the presentation and models of personal characters and personalities.

In Cochran's cultural and sociological theory of entrepreneurship, the following elements have a high possibility to affect the success of entrepreneurial activities: 1) Social attitudes of individuals toward their occupations and career advancement; 2) The role expectations of the sanctioning groups; 3) The operational requests and criteria of jobs (Olufemi& Banjo, 2019).

As a result, the social attitudes of individuals and the role expectations can be determined by social values. Furthermore, sanctioning groups can also influence the outcomes of entrepreneurship. The overall development of entrepreneurship is subjected to social environments, conditions, and situations.

In summary, all related experts such as Frank Young, Max Weber, Hoselitz, and Cochran stated their own theoretical discussion on the concepts of the sociological theory of entrepreneurship. All these theories can be affected by social factors.

- In **Frank Young's theory**, when people are in changeable societies, reactive status can transform groups of individuals into entrepreneurs collectively.
- In **Hoselitz's theory**, the significance of social factors has been explained. Management personnel likely have a stronger ability to make certain creative adjustments in a changing circumstance.
- In **Max Weber's theory**, entrepreneurial communication, behaviours, and ways of operating businesses can be affected by religious beliefs, morality, ethics, and values.
- Lastly, in **Cochran's theory**, entrepreneurs are the presentation and models of personal characters and personalities. The social attitudes of individuals and the role expectations can be determined by social values.

2.3 Impact of Culture on Entrepreneurial Communication and Behaviour

2.3.1 The Impact of Culture on Entrepreneurship

Entrepreneurship, measured and explained in terms of a business establishment and ownership as well as the rate of self-employment, varies over time. These variations may be observed by entrepreneurship measurements for a given country, industry, or region (Thurik & Dejardin, 2011). For example, the number of self-employed individuals in the Netherlands in 2007 was about 30 percent higher than the number of self-employed individuals in 1987, and it increased by about 20 percent in Germany. Differences can also emerge if people compare other regions and nations in certain periods of time.

In the past years, 1 person out of 10 people in the French labour market is a self-employed individual meanwhile this rate is 1 out of 8 in Great Britain. With the level of economic growth and the development of technology and the rise of new markets, changes and differences across nations and regions are seen as the result of institutional and cultural contexts. Thus, the relative stability in the changes and variations discovered for certain regions and nations indicates that there may be more explanatory factors than only economic elements (Freytag and Thurik, 2010).

Previous scholars and researchers investigated the effects of culture on entrepreneurial activities. There are mainly three relevant theories that provide an analytical framework to examine the relationship between entrepreneurial activities and cultures. These three theories are the *'aggregate psychological traits approaches'*, *'the social legitimation'* or *'morality approval approaches'*, and the *dissatisfaction approaches*.

2.3.1.1 The Aggregate Psychological Traits Approach

The previous studies carried out at the individual level demonstrated that there may be a certain relationship between personal values, beliefs, and behaviours. Thus, it is believed that cultural differences between different nations and areas create heavy impacts and can influence various kinds of personal behaviours, such as the decision to become self-employed entrepreneurs rather than just an employee (Mueller and Thomas, 2000).

A comprehensive logic has been considered and presented in these aggregate psychological traits approach. This approach proposed that as for a specific nation, the more people with entrepreneurship and entrepreneurial mindset in an area, the more entrepreneurial

behaviours will be shown and developed (Davidsson, 1995; Shane, 1993). This high individualism perspective of behaviours and cultures must be differentiated from the ones that are selected in the social legitimization (and/or common agreement of morality) approach (Thurik & Dejardin, 2011).

2.3.1.2 The Social legitimization or Moral Approval Approach

As far as the social legitimization approach is concerned, it pays attention to the influence of social institutions and norms on the behaviours of entire societies. In this approach, a higher level of entrepreneurial activities can be discovered in societies where entrepreneurs considered to have a relatively higher social status. Educational systems recognize and support entrepreneurship, and economic rewards also promote business start-ups (Etzioni, 1987). Hence, according to this social legitimization (also known as moral approval) approach, relatively higher entrepreneurial activities within certain nations or regions are determined by the common driver of cultural and institutional factors favourable to entrepreneurship; On the other hand, as far as the aggregate psychological traits approach is concerned, higher entrepreneurial activities and behaviours are determined by aggregate impacts of individuals' characters.

Both approaches of social legitimization (or morality approval) and aggregate psychological traits have explained the concept of "pull" entrepreneurial behaviours. The 'pull' elements of entrepreneurship can be seen because of the entrepreneurial choices of people. If people decide to be entrepreneurs and have a high desire for their future, entrepreneurial behaviours will be developed regardless of the tangible or non-tangible rewards. According to Stanworth and Curran (1973), 'pull' factors of entrepreneurship are different from 'push' factors. As for the 'push' factors of entrepreneurship, they are associated with conflicts between the present and expected conditions and status of individuals. And these entrepreneurial factors are also normally connected with a certain level of dissatisfaction.

2.3.1.3 The Dissatisfaction Approaches

The dissatisfaction approach is essentially different comparing with the previous two approaches. In this approach, the expositions of different types of entrepreneurial activities across regions and countries are associated with divergences in beliefs and values between the entire population and potential entrepreneurs. Thus, this approach indicated that in an environment that contains a relatively strong non-entrepreneurial culture, certain conflicts of

values between different groups likely promote potential entrepreneurs to become actual entrepreneurs (Baum et al., 1993). Additionally, the desirable relations between cultural factors and entrepreneurial communication, behaviours, and activities explained in the dissatisfaction approach could be opposite to the expected relation in terms of the morality approval approach (social legitimation) (Noorderhaven et al., 2004).

2.3.1.4 Empirical Test and Evidence

The related entrepreneurial and cultural theories provided important analytical frameworks for the descriptions and explanations of differences in entrepreneurship across nations and areas. In these analytical frameworks, explanatory elements or variations could be determined and illustrated. In potential explanatory elements or variations that were examined, the dimension of 'uncertainty avoidance' (Hofstede, 2001) was a prominent factor. Uncertainty avoidance is a cultural character related to a personal attitude of bearing risks and managing uncertainties. Therefore, to test entrepreneurial behaviours within a nation can depend on the aggregate psychological traits approach.

'Uncertainty avoidance' of Hofstede's national cultural dimensions can be explained with the extent to which a society tolerates ambiguities. The greater level of uncertainty avoidance, the fewer societies emerge entrepreneurship. However, referring to the perspective of the 'aggregate psychological traits', this point of view may cause overlook potential outcomes based on the 'dissatisfaction approach'. Wennekers et al. (2007), tested both indirect and direct influences of uncertainty avoidance on detailed panel datasets (1976-2004) for twenty-one OECD member nations. The result collected was more related to the 'dissatisfaction approach'. Even though certain academic values have been contributed, research on the relationships between entrepreneurship and cultures are still comparatively new.

This is specifically the phenomenon regarding an empirical study. The result of culture and entrepreneurship should be understood and demonstrated with caution because the overall measurement can still be debatable considering the number of datasets that are often insufficient. In terms of the ideas about the cultural impact of entrepreneurial communications, behaviours, and activities, there are two points to consider: Firstly, the cultural shift normally happens but it often takes quite a long time to appear. Secondly, a conceptual approach is usually autonomous and comparatively hard to integrate into some analytical frameworks.

2.3.1.5 Discussion and Advice According to the Cultural Impacts on Entrepreneurial Communications and Behaviours.

In general, some discussion presented in the academic literature might show relatively limited importance. It is true especially when the intention can support business owners in decision-making process with the purpose to develop entrepreneurial spirits (Thurik & Dejardin, 2011). Certainly, facilitating dissatisfaction emerges hardly from feasible policies and options. However, certain useful advice or values for business owners (decision-makers) can be generated when the results are in connection to additional evidence or consideration.

Firstly, some examples could be drawn by relevant elements based on the general distinction between 'push', and 'pull' factors (Stan-worth and Curran, 1973). The 'Pull' factor makes entrepreneurship (and entrepreneurs) relatively more attractive. As for individuals, they may have more autonomy and higher financial/non-financial return by being entrepreneurs, or greater opportunities to evade taxes.

The 'Push' factor makes salary- based employment comparatively less attractive than being entrepreneurs. 'Push' elements include uncompetitive remuneration systems, restricted autonomy due to employees' status, unsatisfied social benefits, and a lack of acceptable employment opportunities, and so on. The significance of 'pull' or 'push' factors was presented by Parker and Robson (2004) adopting datasets referring to twelve OECD nations in the period from 1972-1996.

The relevant factors could drive policymakers to rethink incentive structures or reward systems toward entrepreneurship within structures of the economy. More influential factors can be considered such as approaches to enrich market information, enhanced regulation, and supervision, simplified administrative process, and entrepreneurial education, to develop loan guarantee programs or tax benefits for younger business.

In certain Asian countries and member countries of the EU, the unemployment factor has less 'push' effect to entrepreneurship and this may be related to other factors such as social benefit (or welfare) systems and compensation schemes, and so on. In addition, the 'push' effect reflected in salary-based employment can be limited by labour market regulations, making sure workforce protection rather than insurance against unemployment.

Possibly, the effectiveness of policies is partially or fully restricted by cultural elements beyond the control of policymakers. In addition, in a long run, there may be tailor-made policies to facilitate entrepreneurship, and probably towards any cultural biases appear in specific societies. For example, it is necessary to emphasize the nonmaterial (non-financial) benefits of establishing someone's own enterprise (such as creativity, autonomy, personal status, and social respect, etc.) rather than just the financial return. And it is normally known as post-materialist attitudes, and this is also another analytical framework to examine the relationship between cultural factors and entrepreneurial behaviours and activities.

Additional effects of policies may emerge by associating or integrating micro and macro-outcomes. Certain previous research has compared the features and motivators of entrepreneurs with people who are in regular salary-based jobs. Past studies suggested that entrepreneurs paid more attention to the individual's efforts and responsibilities, and more attached to ethical (moral) consideration of 'working hard' (Beugelsdijk and Noorderhaven, 2005). According to the 'dissatisfaction approach', individuals who are in special conditions, status, or situation, may have a high probability to establish their own businesses. Thus, it is very wise to think and be aware of how educational systems provide the development of entrepreneurship with entrepreneurial capabilities, skills, and knowledge among the population (Van der Kuip and Verheul, 2004). As a result, 'dissatisfaction' may reveal to be the motive of the development of the economy rather than causes of inertia.

2.4 Entrepreneurial Communication and Behaviour and Policy Aspects

Even though entrepreneurial behaviours and communications can benefit activities of entrepreneurship, their relationships are not fully understood (Chang, 2015). In the resource-based perspective and contingency related theories, this topic can build certain theoretical models in entrepreneurial orientation, strategies of entrepreneurial behaviours, communications, and marketing. Entrepreneurial orientation can implement communicational and behavioural strategies of entrepreneurship to reach marketing and operational success internally and externally.

2.4.1 Entrepreneurial Orientation

As far as entrepreneurial orientation is concerned, it is a very important concept for entrepreneurship. Entrepreneurial orientation involves organisational values of innovation

(creativity), attainable risk-bearing, and proactivity, and then presents all of those in comprehensive organizational behaviours (Atuahene-Gima & Ko, 2001). As resources of organisations, entrepreneurial orientation can successfully develop profitable strategies for new products or services. New product (or service) development is determined by innovation behaviour that is closely related to entrepreneurial orientation. In the meantime, the development of new products or services is also facing a high rate of failure. Controllable risk-bearing is very important to manage the risk of new product or service investment and development (Cooper, 2000). In addition, the term of 'entrepreneurial proactiveness' is explained as relevant proactive implementations of new products or services in a short period of the product life cycle. Entrepreneurial orientation can be embedded in technology-related enterprises for new products (services) prosperity (Atuahene-Gima & Ko, 2001; Li & Atuahene-Gima, 2001).

In the view that entrepreneurial orientation is necessary for the development of new products or services, entrepreneurial orientation can be seen as a kind of organisational culture to produce knowledge and competitiveness for business or entrepreneurial success (Zahra, Nielsen, & Bogner, 1999). According to Atuahene-Gima & Ko (2001), the culture of entrepreneurial orientation discovers the relevant information and data about risk-bearing, innovation, proactiveness, and personal initiatives to generate organizational learning and expertise in a new product or service development. The organization-level entrepreneurial orientation can provide new product success and organizational learning and knowledge.

2.4.2 Communication Strategies

During the process of entrepreneurial orientation and successful new product development, entrepreneurial orientation carries out effective communication strategies to achieve better business performance, which has demonstrated the clear relationships of entrepreneurial resources, strategies, and performance (Barney, 1991).

Brown & Starkey, (1994) indicated that communication plays an important role in the components of information. Entrepreneurial communication includes at least three fundamental types of elements: 1) knowledge, 2) coordination, and 3) inspirations (one of the most important factors for entrepreneurial innovation). According to Morelli, Eppinger, & Gulati (1995), as for operational and marketing communication strategies: knowledge-type communications can effectively develop new skills and organizational learning to discover or

generate new knowledge; coordination-type communication can represent information delivery and project coordination; as for inspiration-type communication, it normally plays the role of motivating and inspiring organizational members.

In addition, entrepreneurial orientation exploits relevant communication strategies. For instance, cross-functional coordination methods, innovative information, effective and enhanced supplier communication approaches, and message clarity are adopted to support operational communication strategies. Meanwhile, creative leadership of marketing, and brand salience (including brand image, and quality, etc.) are used to support marketing communication strategies.

As a result, entrepreneurial orientation can be described as a type of organizational culture that can implement effective entrepreneurial communication strategies and urge entrepreneurial success. The entrepreneurial success of new products and services is from both internal and external aspects (Tatikonda & Montoya-Weiss, 2001).

The **internal success of entrepreneurship** is closely related to task **execution/operation** (and/or implementation). It has the capability to seize the operational success of new products (or services) development, assurance of product/ service quality, reduce production costs, enhance productivity, and the increased speed of making innovation as well as improve product/service performance. The external success of entrepreneurship pays attention to market objectives such as customer satisfaction, sales performance, business revenue, profitability, sustainability, market shares, and other financial performance, and so on. As a result, the **external success of entrepreneurship** represents the overall **market performance** of developing new services or products.

2.4.3 Entrepreneurial Orientation: Communication Strategy (Internal Product/ Service Success)

Entrepreneurial orientation could implement 4 operational communication strategies to achieve internal product or service success. These communication strategies are 1) innovation information; 2) information clarity; 3) developed approaches of supplier communication; 4) and cross-functional coordination. These operational communication strategies can enhance product quality, reduce product costs, as well as increase innovation speed to obtain a greater opportunity of internal product or service success.

According to Brockman & Morgan (2003), as for the **innovative information**, it means developing authentic, up-to-date, or motivational information for launching new products or services. Communication strategies of innovative information can provide fresh or new information and create knowledge-type communications. Information could generate knowledge, whereas innovative information can generate new knowledge for knowledge-type communication (Nonaka, 1994). A new product or service can be also embodied knowledge (Madhavan & Grover, 1998). In innovative information, entrepreneurial business searches and absorbs new opinions and concepts to produce new products or services. In addition, innovative information can effectively support organizational learning and produce new knowledge to improve product quality, reduce production costs, as well as increasing innovation speed (Goktan & Miles, 2011). As a result, innovative information can be seen as one of the most successful communication strategies that benefit internal new product or service success.

According to Tajeddini, Trueman, & Larsen, (2006), as for **cross-functional coordination**, it involves a successful combination of project information, which is representing project information communication and coordination throughout the entire organisations. Atuahene-Gima (2003), and Woodard (1965), indicated that organisational cultures can be the guidance of organizational structures and facilitate information integration or communication functions in developing new products. As a result, entrepreneurial orientation can implement cross-functional coordination to fulfil the success and accomplishment of new services or products. Cross-functional coordination can be a part of coordination-type communication strategies, and it could exert communications to begin information integration projects. For instance, before updating technical information to the production or marketing departments, technical discovery may not have a strong influence on the organisation (Zahra, Nielsen, & Bogner, 1999). In addition, Rico, Sanchez-Manzanares, Gul, & Gibson, (2008) suggested that cross-functional coordination also includes implicit and explicit coordination. Constantly, explicit coordination pays attention to programming coordination whereas implicit coordination is in association with recognition and expectation to task achievement. Similarly, entrepreneurial orientation can implement explicit information communication. At the same time, an organizational value of entrepreneurial

orientation can also have implicit task coordination underlying recognition and expectation to produce past and new services or products.

Referring to the advanced (or developed) **supply communication approach**, it is a key information communication technique to supply production. This communication approach includes online end-to-end linkages, enterprise resource planning (ERP), electronic data interchange (EDI), and so on (Carr & Kaynak, 2007). Through implementing advanced business communication, collective desires can appear and drive to understand the project or task better and achieve operational objectives (Graham & Thralls, 1998). In addition, according to Joglekar & Rosenthal (2003), advanced development efforts can successfully support the development of new products or services. For example, enterprises could furnish quality and advanced types of equipment to support the development process of new products or services. Likewise, the advanced supplier communication approach can be clearly seen as coordination-type communications to improve operational performance in new products or services (Sanders, 2008). Therefore, according to the perspective of Badir & Buechel (2007), entrepreneurial orientation can be considered as an important organizational culture to affect the performances of new products or services via effective communications. Moreover, successful organizational cultures can influence coordinated communication flows to reach operational excellence. As a result, entrepreneurial orientation is based on an advanced supplier communication approach as the communication strategies to change and improve operational performances and quality of new products or services.

According to Chen, Shen, & Chiu, (2007), **message clarity** means that accurate and clear information in a communication process. Thus, interpersonal communication of entrepreneurship advocate message clarity as to the communication styles and characters in presentation formats, especially in the function of swift communication environments (Wilson & Zigurs, 2001). So, during entrepreneurial communication processes, message clarity is very significant for business efficiency and effectiveness, and even entrepreneurial success (Bambacas & Patrickson, 2008). Brown & Utterback, (1985), as for information-focus communication type, message clarity can certainly improve information quality in the entrepreneurial processes to develop steady and reliable coordination or communication environment. Undoubtedly, message clarity normally appears in the coordination-type interpersonal communication, and it is usually based on the reliable information delivery

process. In presentation formats of interpersonal communications, message clarity can effectively coordinate new products or services in organisations and enhance product quality, reduce production costs, as well as increasing innovation speed in operational success (Boudreau, Hopp, McClain, & Joseph, 2003). Hence, Kasper (2002) indicated that organizational cultures contain message clarity in communication to reach the operation's success. Hence, entrepreneurial orientation exploits and focuses on message clarity to improve the operational performances of new products or services.

In brief, the above discussion has shown that entrepreneurial orientation normally involves a variety of coordination-type communication strategies to reach the internal success of new products or services. In addition, entrepreneurial orientation may also just implement one of the knowledge-type communication strategies such as innovative information, etc. to achieve the internal success of new products or services. Furthermore, entrepreneurial orientation highlights coordination-type communication supports the organisational values of creativity, innovation, proactiveness, bearing risks, and managing uncertainty, and so on. Meanwhile, the development of new products or services can promote entrepreneurial orientation to exploit coordination-type communications in products or services development actions for the internal success of entrepreneurship.

2.4.4 Entrepreneurial Orientation: Communication Strategy (External Product/ Service Success)

According to the study of Reid (2005), entrepreneurial orientation begins with **marketing communication strategies** regarding brand salience, brand image, and **innovative marketing leadership** to achieve the external success of new products or services. The entrepreneurial marketing communication strategies also pay attention to marketing information implementations and actions to obtain the success of new products or services.

According to Allen (2007) and Workman (2004), as far as '**creative marketing leadership**' is concerned, it can be considered as **inspiration-type communication** by brand new or creative marketing leadership to facilitate the development of innovative products or services. As for innovation or creativity, innovation is closely related to the presentation and application of beneficial ideas and implementing these ideas. Whereas creativity is in association with producing brand new or beneficial ideas (Scott & Bruce, 1994). Therefore, innovative marketing leadership can support the implementations of helpful and distinct new marketing ideas to develop new products or services. Besides, Knight's (2000) study shows that

companies normally tend to exploit marketing leadership strategies, certain further and additional studies suggested that entrepreneurial orientation could adhere to marketing (Atuahene-Gima & Ko, 2001). These skills, abilities, or inputs of marketing can support the development of novel products or services through carrying out comprehensive market research, training and strengthening salesforce, building effective distribution channels, making impressive advertisements, and providing excellent and positive customer services (Atuahene-Gima, 1996). Cooper & Kleinschmidt (1996) and Knight (2000) added that specified marketing leadership can also enhance the product-market focus of consumers.

Cooper & Kleinschmidt, (1987), indicated that with creative marketing leadership, numbers of marketing capacities or inputs have been exploited to implement certain novel marketing functions in salesforces, market research, distributions, advertisements, or customer services to achieve new entrepreneurial success. Certain past emotional intelligence studies of entrepreneurs discovered inspirational leadership measurement (Rhee & White, 2007). Allen (2007) remarks: as for inspiration-type communication, it can motivate innovation. At the same time, entrepreneurial orientation normally tends to promote creativity and innovation. Entrepreneurial orientation can also be directly engaged in a new service or product to generate financial growth (Wiklund & Shepherd, 2003). As a result, Falbe, Dandridge, & Kumar (1998) suggested that entrepreneurial orientation is normally in association with creative marketing strategies. In addition, organisations often depend on entrepreneurial orientation to take innovative marketing leadership as their communication strategies to reach entrepreneurial success. This means that innovative marketing leadership can become the basis for entrepreneurial orientation, fully implement creative marketing function, and utilize motivations in interpersonal communications. Thus, an inspirational communication process has a clear goal of achieving the external success of the development of new products and services (Atuahene-Gima 1996; Bambacas & Patrickson, 2008; Luo & Donthu, 2006).

Brand salience is in connection with brand names and brand images of organisations. This can be seen as a type of physical product feature (Kotier & Armstrong 1989; Gardner & Levy, 1955). Similarly, a positive or successful organizational culture can also effectively influence a company's brand image to achieve success (Chernatony & Cottam, 2008) because an organizational value provides behavioural norms and ethical considerations to affect branding strategies and brands. According to Ireland, Hitt, Camp, & Sexton, (2001) and Ambler & Styles

(1996), during the development process of new products or services, creativity actions or behaviours are closely related to branding activities and decision-making procedures. Hence, Varadaraja (1999) suggested that an organisation's brand name and image are a very important component of the decision-making process for developing new products or services. Crimmins (2000), indicated that the functions of brands are like an image to enhance the values of products or services through the virtue of asset perspectives and related competitive advantages.

Entrepreneurial communication strategies of brand salience are closely related to the depth and width of brand awareness and perception to consumers' capability to remember and recognize the brand name in certain product categories (Keller, 1999, 2001; O'Reilly, 2005). Normally, brand salience reflects certain aspects of brand awareness and perceptions. In addition, recognition, or memory of a brand's name in one product category is a sort of brand awareness (Hutchinson, Raman, & Mantrala, 1994). Overall, entrepreneurial brand salience can be considered as a type of coordination-type communication that processes information transfer to obtain deeper and wider brand awareness and consumers' perceptions (Harris & Chernatony, 2001; Morelli, Eppinger, & Gulati, 1995). In addition, brand salience is the main communication strategy of entrepreneurship to obtain a high level of brand awareness and consumers' perceptions. Therefore, according to Keller (2001) and Song, Di Benedetto, & Song, (2000), brand salience could stimulate buying attitudes and purchasing behaviours of consumers to increase revenue and business performance. As a result, entrepreneurial orientation can implement brand salience as coordination-type communication strategies to accomplish the external success of the development of new products and services.

According to Alba & Chattopadhyay (1986), in tradition, the massive propaganda of brand names and images such as advertisements released based on information of products or services can cultivate consumers' perception, memory, and brand awareness. This is very significant for entrepreneurial communication (including market communication). At the same time, advertisements can also conduce to brand recall or enhance brand salience (Higie & Sewall, 1991). In addition, brand salience normally can occupy the first recall of consumers such as top-of-mind awareness (Keller, 2001; Read & Wittenbraker, 1998). According to certain categories of products or services, brand awareness may refer to consumers' capability to remember and recognize some brands, whereas, as for brand salience, it refers

to the first level of consumers' capability to remember and recognize some brands as top-of-mind awareness. Since entrepreneurial orientation is normally devoted to promoting, advertising, marketing, and motivating in product or service innovation and creativity process to establish and maintain market positions (Covin, 1991), explicitly, entrepreneurial orientation normally tends to exploit marketing and advertisements to enhance brand salience. Actually, (entrepreneurial) enterprises consistently introduce new products or services in the market to promote brand awareness and to improve competitive advantages (Covin & Miles, 1999). Brand salience is normally the main communication strategy to obtain first-level brand awareness of consumers. Therefore, Keller (2001), and Song, Di Benedetto, & Song (2000) indicated that brand salience can effectively stimulate consumers' top of mind, perceptions, and brand awareness to increase financial performance such as revenue and turnover, and profit. As a result, entrepreneurial orientation can implement brand salience as one of the coordination-type communication strategies for achieving the external success of the development of new products and services.

In brief, entrepreneurial marketing communication strategies can convey that entrepreneurial orientation adopts innovative brand salience or marketing leadership to improve market performance and gain external success in developing new products or services. So, when entrepreneurial orientation starts to use the inspiration-type marketing communication strategies of innovative marketing leadership, entrepreneurial enterprises can normally stimulate and facilitate innovative new product (or service) development for external market success. And when entrepreneurial orientation is implementing the coordination-type marketing communication strategies of brand salience, entrepreneurial enterprises normally focus on top-level brand awareness to achieve success in developing new products or services.

2.4.5 Entrepreneurial Success of New Products or Services

According to Tatikonda and Montoya-Weiss, (2001), the entrepreneurial success of new products or services involves both external and internal product and service performances. As for the external new product (or service) performance, it refers to the market performance that achieves market objectives, enhances consumer satisfaction, increases revenue, improves profitability, and gains market shares, and so on. Whereas, as for internal new product (or service) performance, it is in association with the operational success that

transforming organisational inputs into organisational outputs, such as product or service quality, production, and operation cost, as well as productivity, and so on. In addition, entrepreneurial products and sources constitute and can generate financial returns. And entrepreneurial products and sources can be seen as two sides of the same coin. Through feasible implementations, entrepreneurial orientation can be important sources to generate financial profits and achieve success for the development of new products or services.

Mainly, there are 3 major types of communication strategies in marketing communication and operations strategies: 1) the communication strategy can affect the performance of new products or services; 2) knowledge-type communication strategies such as creative information could generate new organisational knowledge to improve product quality, lowering production costs, and increase the speed of innovation; 3) coordination-type communication strategies including developed supplier communication approach, cross-functional coordination, message clarity, and brand salience could support organisations or enterprises to achieve the entrepreneurial success of both external and internal performance of developing new products or services. Inspiration-type communication strategies such as innovative marketing leadership exploit clear and efficient marketing information to facilitate the entrepreneurial market success of new products or services. Comparatively, entrepreneurial enterprises can exploit the relevant coordination-type communication strategy that commences task integration or information transfer to win comprehensive success of developing new products or services.

2.4.6 Entrepreneurial Policy Aspect: Singapore Government's Improvement on Entrepreneurial Policies

With the rapid globalisation and development of the world's economy and businesses in the past years, the Singapore government has been carrying out a massive discussion and consideration in terms of the efficacy and future directions of Singapore's entrepreneurship activities. A series of programs have covered very comprehensive entrepreneurial policies including simplifying the related processes of business creation (start-up), motivating access to overseas' markets, and strengthening the landscape of venture capitalism and funding.

Certainly, certain relevant debates and discussions have been conducted by the Singapore government regarding investment regulations. These debates and meetings also talked about whether entrepreneurial policies can realistically reflect the demand and need for typical

Singaporean or foreign entrepreneurs. However, the truth was that many entrepreneurs, regardless of Singapore local entrepreneurs (and/ or business owners) or foreign entrepreneurs (and/ or business owners) indicated that making highly advanced entrepreneurial policies here in Singapore's pro-business environment can be quite tricky.

Like the US support and promote Silicon Valley, many attempts and countless efforts were made to facilitate entrepreneurship. Normally, cluster initiatives are mainly based on the motivation of certain specific industries, national capitalism, and the adjustable or avoidable influences of the free market to establish a new economy.

As for governments, they can easily and publicly make and announce cluster schemes related to promoting entrepreneurship and entrepreneurial activities. Undoubtedly, those schemes may be usually justified with political perspectives because they attempt to conquer and address the coordination issues between different industries and reduce market failures.

In fact, the large-scale cluster initiative, particularly national economic strategies mean that to establish new or advanced industries when there is a lack of mature resources. However, there has been a relatively high failure rate. In a global view, quite a big number of projects initiated since 1980 have already failed or stuck, such as the Science City Multimedia Super Corridor in Malaysia, and the Silicon Pyramid in Egypt, as well as the Tsukuba in Japan, and so on.

As for Singapore, the country has achieved significant success in cultivating its own science, high technology, and entrepreneurial clusters. Overall, many cluster programs failed because they overlooked intrinsic advantages, competitiveness, and strengths of regions. Fortunately, Singapore is now rich enough to have many types of intrinsic strengths that not only distinguish it amongst most other developed cities and countries in Southeast Asia, but also can make the comprehensive growth of science, entrepreneurship, business, and high technological clusters. The practically feasible development includes bustling economies, excellent governance, a high level of infrastructures, great talents, dynamic and diverse cultures, and desirable living places.

Governments of highly developed countries such as Singapore, and to a relatively lesser extent, Israel as well as New York City, have already obtained the ability to fully utilise their intrinsic advantages to make and implement sustainable entrepreneurial policies. Singapore's

entrepreneurial programs are to enhance economic growth, financial liquidity, facilitate national and international business activities, and investment return. So, based on the purpose and feature, the government has a clear understanding of what comprises “good investments” and what composes “good entrepreneurs.”

Media Development Authority (MDA) created 'iJam' entrepreneurial start-up budget funding and indicators and then introduced them into Singapore's National Research Fund (NRF)'s TIS and Early-Stage Venture Fund (ESVF) schemes to support its local entrepreneurs and cultivate national entrepreneurship. All these schemes including Singapore's famous entrepreneurial supporting organisation- the 'Spring seeds' have been totally unparalleled in the funding and development of entrepreneurship. Besides, the three leading supporting organisations of entrepreneurship, Assistant Chief Executive (ACE), Infocomm Development Authority of Singapore (IDA), and certain tertiary education institutes like the National University of Singapore (NUS) enterprises responded with plenty of funding resources for potential candidates of entrepreneurs. In all, Singapore has funded and invested over 6 billion Singapore dollars to develop entrepreneurial policies.

However, it does not mean that Singapore's entrepreneurial policies and its entrepreneurial support programs are perfect enough. Particularly, as for governmental policies, there may be a possibility and space for improvement. The heated discussions and debates about the 'iJam' entrepreneurial schemes have clearly shown this point. Moreover, there have also been certain related complaints and critiques in terms of Singapore's entrepreneurial policies. These complaints include public and basic infrastructure, public traffic, transport, food products, governmental financing, and so on.

Clearly, current government programs and policies have already shown the effectiveness and efficiency of developing entrepreneurship. In addition, the fundamental discrepancy between the Singapore government and other countries' governments is that the Singapore government has a high expectation for making perfectly suitable and comprehensive policies, as well as launching successful entrepreneurial initiatives to support entrepreneurs.

On the other hand, it is agreeable that entrepreneurship-related policies have been developing consistently. For example, Singapore National Research Fund (NRF)'s Technology Incubation Scheme (TIS) was a detailed and critical review of iJam. Entrepreneurial schemes

such as 'SEEDs' and 'EVSF' represent a further progression of developing perfect entrepreneurial policies. These repetitive and continual approaches to policy development can demonstrate that the Singapore government is willing to listen to stakeholders in order to improve the existing system and process (Hall, 2013).

The endeavour of entrepreneurship-related policymakers to establish a high level of ecosystems for business start-ups has shown signs of accomplishment. However, it could still be too early to conclude about entrepreneurial contributions toward Singapore's economic recovery and future growth.

According to Ng (2017), before the millennia, the economy of Singapore paid special attention to attracting foreign direct investments (FDI) and huge multinational (global and international) enterprises to operate here and generate more job opportunities. Yet, China and other Asian developing nations are becoming cheaper manufacturers and suppliers to attractive global markets. Singapore quickly realised that the country should further develop its value chain to move forwards high-technology industries and depend less on overseas' enterprises and funds for constant development.

To cultivate internationally competitive enterprises and locally advanced technologies, the Singapore government has begun to focus on innovation and entrepreneurial spirits. In the past fifteen years or so, Singapore's government has made a variety of related policies to cultivate, develop, and promote entrepreneurship here in Singapore (National University of Singapore, 2017).

To cultivate and motivate potential entrepreneurs and entrepreneurship, Singapore government-related departs and organisations have been implementing a series of relevant policies.

The Singapore government has supported a variety of entrepreneurial businesses via many different types of related governmental agencies. 'SPRING Singapore' focuses on supporting many small and medium enterprises (SMEs), especially pay attention to entrepreneurial start-up businesses. In addition, Singapore government-related organisations and agencies have also co-invested with external independent investors or third-party investors in several entrepreneurial start-up businesses by the funding programs- 'SPRING SEEDs Capital'.

The Economic Development Board (EDB) of Singapore has launched and developed strategic industry clusters through attracting foreign enterprises, foreign direct investment (FDI), and supporting local entrepreneurial companies to build up strong business relationships and competitive advantages. On the other hand, the Singapore government and related organisations have also developed and implemented their own investment schemes to support growing (growth-stage) enterprises.

Moreover, the National Research Foundation (NRF) of Singapore, one of the most important departments within the Prime Minister's Office (PMO), is normally responsible for carrying out comprehensive and detailed activities of research and development (R&D). According to the most recent Research, Innovation and Enterprise (RIE) 2020 scheme, the NRF has planned to invest approximately 19 billion Singapore dollars (equivalent to about 13.9 billion US dollars) into R&D and certain entrepreneurial projects over the next five years.

2.5 Summary and the Overall Critical Review

According to Fox (2005), from managerial perspectives, entrepreneurship can be seen as organizational processes that promote and practice innovation, risk-bearing, and proactiveness toward consumers, opportunities, strong competition, challenges, and difficulties (Miller & Friesen, 1982). These processes enable organizations to add values by determining market trends and opportunities and then establishing a unique combination of resources to adopt these opportunities (Jacobson, 1992). Entrepreneurial organizations are normally very proactive in acquiring intelligence on their competitors and potential clients; are innovative by re-deploying their existing resources to draw up strategic responses; and implement those strategic responses, which may include a certain degree of uncertainties or risks (Barrett, Balloun, & Weinstein, 2003). According to the management's viewpoint of entrepreneurship, it focuses on organizational elements as promoting the success or failure of a business (Brophy & Shulman, 1992; Sandberg, 1992). Miller (1983) proposed that the degree of entrepreneurship orientation is the level to which an organization takes challenges or risks, innovate, and perform proactively. Stevenson (1983) supplemented that entrepreneurship management can be determined as a series of opportunity-based management activities, could support an organization to remain vital, dynamic, and contribute to value-adding.

Even though the relevant fundamental theories of entrepreneurship was proposed or developed a long time ago, certain key points can be summarized to represent and explain current and overall entrepreneurship (including entrepreneurial communication, behaviour, and activities) based on the theories reviewed above, as follow: 1) Entrepreneurs are the risk bearers; 2) Entrepreneurs are good at discovering and utilising opportunities; 3) Entrepreneurs believe the social prestige and personal accomplishment are the ultimate goal more important than only financial rewards or incentives; 4) groups of minority or people who receive unequal (unfair) treatment from a society are more easily inclined to be entrepreneurs; 5) individuals who have worse conditions: welfare, resources, or a lower social status tend to have entrepreneurial spirits; 6) entrepreneurs are good at seeking, exploiting, and especially combining existing resources; 7) morality and values are important motivators of entrepreneurship; 8) social contribution and business ethics (ethical consideration) go beyond generating the only financial value (making profit); 9) entrepreneurs are willing and able to manage uncertainties.

However, there is a lack of relevant and up-to-date resources including theories or models regarding modern entrepreneurial communication and behaviours based on the national and entrepreneurial culture in Singapore and China. As a result, the research is worth to conduct due to the potential contribution of new knowledge in terms of Chinese culture and entrepreneurship in Singapore region.

Chapter 3: Conceptual Framework

A conceptual framework is like a roadmap for the research study, helping the researcher visualise the research project and put it into action. It defines the relevant variables for the study and maps out how they might relate to each other.

Conceptual frameworks have different uses in different types of studies. In qualitative studies, a conceptual framework might be used to provide a working hypothesis or a set of research questions, or to identify or explore categories in descriptive research.

- **Constructing a conceptual framework**

A conceptual framework is created before the researcher start the experiments. It may be in a written or diagrammatic format, representing expected relationships between variables. Researchers could even combine or modify existing frameworks. Read and review the literature to identify long-standing themes and the main concern(s) for the inquiry. List all constructs and variables and consider how the variables are related to a theory.

When the researcher was designing the DBA research dissertation, the following elements/questions were carefully considered.

- **The research questions that I want to answer**

The first step in designing my research is working out exactly what I want to investigate. The best way to do this is to read widely in my area of interest (which was the cultural impact on entrepreneurship in Singapore and China). When reading, consider the questions that have already been asked and answered previously in this field, and identify the questions that I think need richer and more in-depth study. After developing a strong and solid understanding of the current state of research in my research area, I could then identify exactly what my research project was going to focus on.

- **What is my philosophical stance?**

It is also important to be aware of the research philosophy and approach that I was exploiting in my research. For example, a "positivist" or a "constructionist"; "induction" or "deduction" ? I read thoroughly about my research subject, and then, justified and selected the appropriate research philosophy and approach that most studies in my research field. This in turn helped

me to understand the landscape through my research and will guide any analysis and interpretations that I would develop.

How do I find answers to the question?

To find the answers to my research questions, I carefully deployed detailed research method including research philosophy, approach, design, research strategy, and data collection methods. All these process and elements were presented in the next chapter- Chapter 4: Research methodology.

A conceptual framework is a significant analytical tool that is normally utilised to obtain an overall comprehending of currently existing phenomena. Additionally, a conceptual framework could be also adopted in different fields of projects or expertise and is most widely exploited to visually illustrate the main theories, concepts, and certain important relationships between phenomena that need to be investigated. In this research paper, the conceptual framework had overall 3 levels (stages) which are the theoretical foundation, verification, and new knowledge contribution.

The first stage is the theoretical foundation stage (stage 1): To discover the knowledge gap and contribute academic value to bridging the knowledge gap, I conducted a critical literature review.

The goal of the theoretical framework and literature review for my research was to present and synthesize research those other researchers have conducted and provide an explanation of how your study connects to another research on this topic. The literature review section of my academic research included the following:

- Background literature about the broad research topic.
- Recent and seminal research on my research topic is organized into themes or organized chronologically.
- Comparisons and contrasts of different studies.
- Main gaps in the research that need to be addressed.
- Strengths and limitations of other studies.

There were also mainly over 30 theories and models that were critically reviewed and classified into 3 categories namely cultural difference (between Singapore and China), entrepreneurial communication & behaviours, and general entrepreneurial theories such as entrepreneurial characteristics and traits. The literature review in the theoretical foundation stage was all based on the 5 major research questions and objectives. This stage aimed to obtain a comprehensive and detailed comprehending of cultural factors and their impacts on entrepreneurial communication and behaviours. And then, the researcher identified the gap of knowledge according to the critical literature review. Thus, this could establish a solid knowledge base to support the further research process to contribute academic value to bridge the gap of knowledge. Besides, the theoretical foundation stage could also effectively support the interview question (and questionnaire) design.

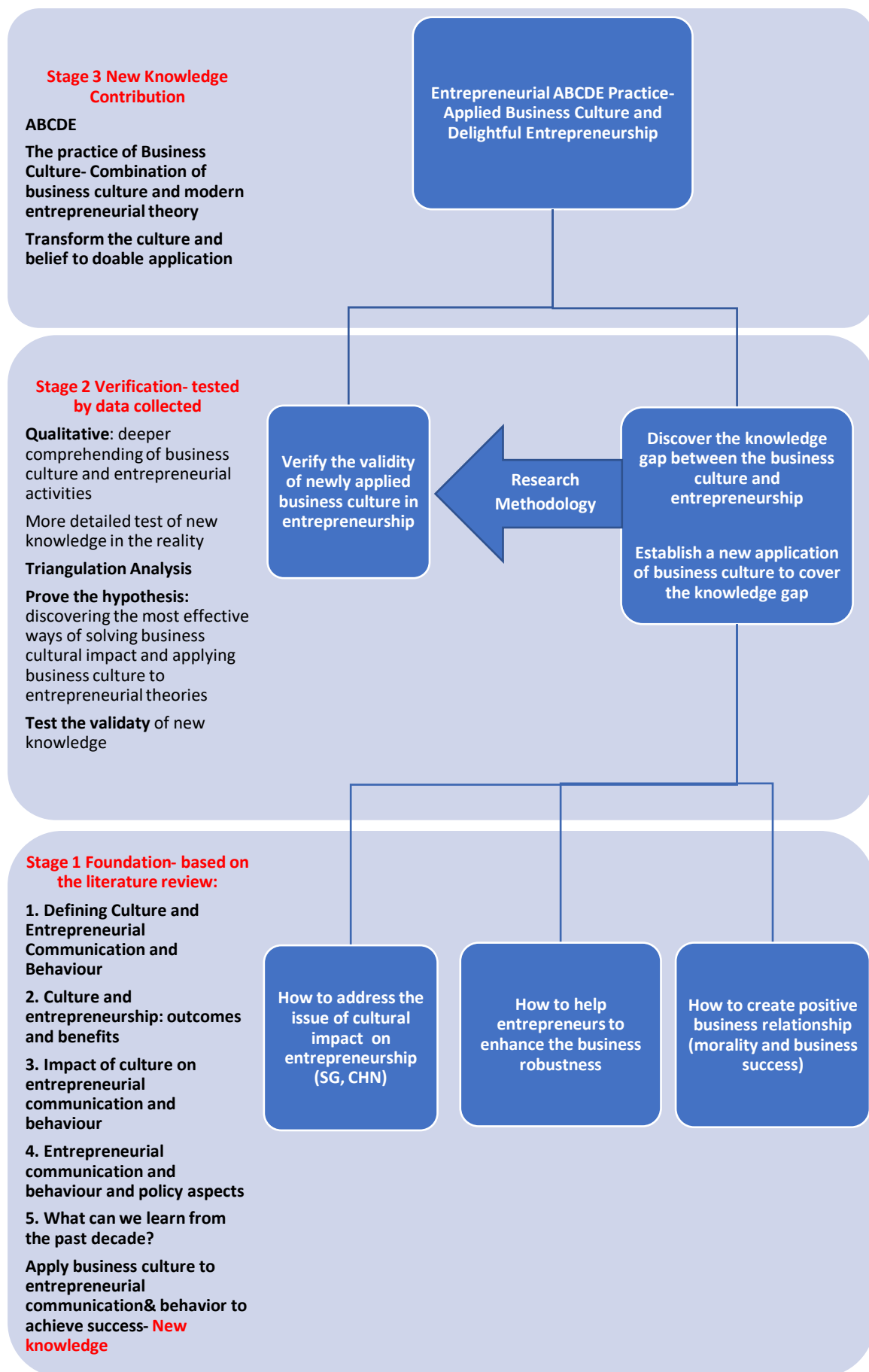
The second stage (stage 2) of the research was the verification process. In this phase, the researcher first explored the knowledge that could bridge the gap between the business culture and entrepreneurship. And then, carefully considered the combination and application of business culture and entrepreneurial theories to cover the knowledge gap. The final step of this verification stage was to select the most relevant and appropriate research methodology to collect a variety of supportive primary data to verify the validity of newly discovered knowledge that could potentially contribute value to bridging the knowledge gap.

This research paper followed all the steps and the entire process of the 'Research Onion' developed by Saunders et al, (2007). The research design was an exploratory study; The research philosophy of this research paper is interpretivism (constructivism); The research approach was inductive; This research paper selected the survey strategy as the primary strategy for data collection; The time horizon was cross-sectional; The research method selected for this research paper was qualitative; semi-structured online and face-to-face interviews and open-ended questionnaires were employed to collect primary research data; The research population included 50 participants (Chinese entrepreneurs) in total; The sampling method selected was convenience sampling. SCCCI and its sub organisations were selected as the research sample; 20 respondents who were in middle-management positions and from different organisations pre-completed the questionnaires for the piloting study to ensure the validity and reliability of this research paper; The research was conducted in

Singapore, so all procedures and stages of the entire research activity followed the research ethical guidelines of both the university and <Singapore Statement>.

The third stage (stage 3) of the research is the knowledge contribution. In this stage, the researcher provided a recommendation that could potentially cover the knowledge gap. The new knowledge was named Entrepreneurial ABCDE Practice- Applied Business Culture and Delightful Entrepreneurship. This was the combination and application of business culture and entrepreneurial theories based on the theoretical foundation (critical literature review) and verification (research methodology). The new knowledge contribution mainly focused on the practical aspect of how to merge entrepreneurial theories and certain cultural factors together and apply the new combination to the real-life entrepreneurship. The detailed conceptual framework is illustrated below, please refer to figure 1.

Figure 1: the overall conceptual framework of this research paper



Source: The author (researcher of this DBA research thesis)

Chapter 4: Research Methodology

Personal context: Personal Background

In 2018, I completed my MBA research in employee motivation in the Chinese workplace. The title of my research thesis was “The Impact of Long- Term Motivation – An Investigation into Alibaba, China” in which I researched how intrinsic and extrinsic motivational factors affect Chinese employees in the Chinese organisation. Additionally, I also tested the effectiveness of different motivational theories, particularly the autonomy motivational theory developed by Daniel Pink (2009).

Since then, I have been drawn into the topic of cultural impact in Chinese entrepreneurship and discovered that I have a great interest in researching the cultural impact on entrepreneurial communication and behaviour between Singapore and China. As my interest in culture and entrepreneurial activities, I tended to develop an in-depth comprehending of Chinese culture and entrepreneurship. Then provided my contribution to bridging the knowledge gap.

Hence, I decided to further my research at a Doctoral level. I wanted to perform research in an area that I was passionate about, to offer my work to further societal and humanities knowledge, meet my academic requirements, and contribute to those who were the focus of my research.

Through my studies in my MBA and DBA, it became apparent that my interest was focused cross-disciplinarily on initiatives that attempted to take into consideration of conducting further research in this research area and topic. This led me to the topic of the cultural impact on entrepreneurship in the Chinese context, after considerable reflection and discussion with my supervisor, I decided to adopt the qualitative research method.

Introduction

The research methodology is the overall guidance for conducting the entire research project. The researcher of this DBA research thesis divided the research methodology (chapter 3) into 17 sections based on the components (elements) and sequence listed in the 'research onion'. There were 3 parts of contents included in every section below. The first part was the researcher's own selection and application among relevant and available research options.

The second part was the researcher's own justification for selecting and applying the research tool. And the third part was the decision and/ or consideration of applying the research tools. A comprehensive and detailed explanation from how the DBA researcher planned and prepared for conducting the research till data collection was presented in all sections below.

The researcher of this DBA research thesis conducted the research activities according to the various stages and guidance listed in the research onion. He first chose the research design which was an exploratory study; secondly, he selected the interpretivism (constructivism) as the research philosophy of this DBA research thesis; and then, the research approach was an inductive approach; this research thesis adopted the survey strategy as the primary strategy for data collection; the time horizon was cross-sectional and the research took approximately 1.5 years; the research method selected for this research thesis was a qualitative research method; semi-structured online face-to-face interviews and open-ended questionnaires were employed to collect primary research data; the research population included 50 participants (Chinese entrepreneurs) in total; the sampling method selected was convenience sampling. Singapore Chinese Chamber of Commerce (SCCCI) and its sub organisations were selected as the research sample; 20 respondents who were in middle-management positions and from different organisations pre-completed the questionnaires for the piloting study to ensure the validity and reliability of this DBA research thesis.

4.1 Reason for Selecting the Research Onion as the Research Tool

The topic of research methodology is essential to all types of research. The research topic of this DBA research thesis is to study the cultural impact on entrepreneurial communication and behaviour in the Chinese cultural context. This DBA research thesis closely followed all the steps and the entire process of the 'Research Onion' developed by Saunders et al, (2007).

The justification for choosing research onion as the overall research methodology of this DBA research thesis is as follows:

As far as the research method is concerned, it can be seen as a basic approach and process for collecting research data. Research methodology normally can support to address various types of questions, and it also has the nature of searching and gathering evidence. Sekaran and Bougie (2010), determined that (academic) business research specifically can be considered as a well-organised, well-planned, data-based, systematic, critical, analytical,

objective scientific test, verification, and survey into certain issues, undertaken with the purpose to obtain answers and solutions.

It has been argued that research methodology can be seen as a system of knowledge that allows researchers to explain, identify, analyse, and interpret approaches. Cooper and Schindler (2000) indicated that research of business management (and/ or academic) could involve studies that are descriptive, reporting, understandable, realistic, predictive, achievable, and explanatory, and so on. Saunders et al, (2012) defined that (academic) business research is a very comprehensive and detailed procedure by which people attempt to learn new knowledge in systemic and professional manners in order to broaden their knowledgebase.

Therefore the 'research onion' provided this DBA research thesis with very comprehensive instruction. In addition, the usefulness and effectiveness of research onion methodology have lied in its flexibility, adaptability, and availability for almost all types of research activities. The researcher of this DBA research clearly explained and exploited every step (layer) of the research onion method and justified the concepts and actual application of each layer.

The researcher listed out all necessary elements of this research project in a systematic manner. All the detailed research activities and justification (reasons for selection) were introduced in the following sections in this chapter. The first layer (stage) is a research philosophy that provides the fundamental and overall definition of the entire research. This layer establishes the beginning of suitable research approaches, and this layer will be exploited as the basis of the next stage (the second layer- research approach). The research strategy is in the third layer of the research onion, and the fourth layer (research stage) determines the time horizon for research activities. The fifth layer identifies feasible steps and approaches to data collection procedures. Therefore, the reason for choosing research onion as the main research methodology is to establish a comprehensive and detailed system according to different situations and purpose of research activities.

4.2 Research Design

The significance of research design can derive from its function as a key link between the literature review (professional theories and models, etc.) and discussions that inform the study and the empirical data gathered. And the researcher used and followed research design

to provide an overall direction for the process of data collection and data analysis in various research. The research process could be seen as a whole 'research onion'. Certain layers (steps) or methods should be available and must be constantly adopted when carrying out research activities.

Therefore, the researcher of this research thesis carefully considered all the following factors as comprehensive and detailed as possible. The relevant factors for conducting research activities are 1) philosophies, 2) approaches, 3) strategies, 4) choice, 5) time horizons, and 6) techniques and procedures, respectively.

In this DBA research thesis, the research area is entrepreneurship. And the research topic focused on the cultural impact on entrepreneurial behaviour and communication in Singapore and China. The research design of this paper was presented in chapter 3 (research methodology). And the main research method employed was the **qualitative** research method because the qualitative research method can present the relevant data necessary to search and discover the focus of this research. The researcher presented the proposed research methodology including how research respondents and stakeholders were identified, categorized, and interviewed, the process and approach of data collection and analysis, and issues of validity and reliability, and so on.

And the justification for choosing research onion as the overall research methodology of this DBA research thesis is as follow:

The research design is also an explanation of how the research project is conducted. It is an overall and fundamental framework that contains relevant considerations of adequate research methodology, identification, and selection of research stakeholders (participants), and data collection process (Flick, 2011). There are various natures and characters that are involved in the research design respectively are exploratory, descriptive, and explanatory.

The researcher of this DBA research thesis decided to work on issues that have not been fully addressed or studied to develop research plans, explain operational concepts and improving the final research design. Therefore, the researcher of this DBA thesis selected and applied exploratory research design to plan and continue the further research project.

The researcher used exploratory research to obtain familiarity with a certain existing social phenomenon and gain new insights into it to explore more precise issues. Thus, this DBA research thesis began with certain specific issues and general ideas and then the outcomes of the research were used to discover feasible recommendations with the topic of this research thesis. Exploratory research is to explain issues in a systematic and logical manner (Neuman, 2003). An exploratory study is determined as the preliminary study into hypothetical or theoretical ideas. And this research design is where a researcher had ideas or discovered certain phenomenon and attempts to get a better understanding of them. Exploratory research activities can build a fundamental basis that will lead to future research or to define if what could be observed may be explained by existing models or current relevant theories. Hence, according to the justification of the research design, this research is also an **exploratory study**.

4.3 Research Philosophy

Research philosophy is presented in the first layer of the research onion. This means that research philosophy is the most important and fundamental stage of research activities. Research philosophy is faith and initial ideas about the process of data collection, and data analysis. Research philosophy is closely related to the development of knowledge in certain specific areas. The researcher exploited this stage in some specific studies to present significant hypotheses about their opinions and viewpoints and the approach in which they understand the world. This can affect research strategies selected by researchers to conduct further steps of research activities. In fact, researchers' particular point of view and opinions of the connection between theories and the procedures by which it is developed is one of the major factors affecting the choice of research philosophy (Saunders, et al, 2009).

This DBA research thesis is a qualitative study, and the sample size of this research is considered as comparatively small to medium. A total of 50 research respondents participated in the data collection process including interviews and questionnaires. Meanwhile, interpretivism philosophy requires small samples and in-depth investigations as well as focusing on qualitative research methods. As a result, the research philosophy of this research is **interpretivism**.

The researcher of this DBA research understood that there are many different types of research philosophies defined in the research onion and the main concepts are in association with axiology, ontology, and epistemology. On the other hand, every viewpoint of research philosophy can also have different perspectives attached to it. The most common and important types of research philosophies are pragmatism, positivism, interpretivism, and realism. All these types of research philosophies influence the ways in which the researchers think about the related research procedures and activities.

Research philosophies refer to the faith and essence related to the feature of the reality being researched (Bryman, 2012). And it is also the fundamental concept of the nature of knowledge.

Table 2: The summary and comparison of research philosophies

	Pragmatism	Positivism	Realism	Interpretivism
Common data collection method	Mixed or multiple method designs, quantitative and qualitative	Highly structured, large samples, measurement, quantitative (more common), but can use qualitative (rarely)	Methods chosen must fit the subject matter, quantitative or qualitative	Small samples, in-depth investigations, qualitative

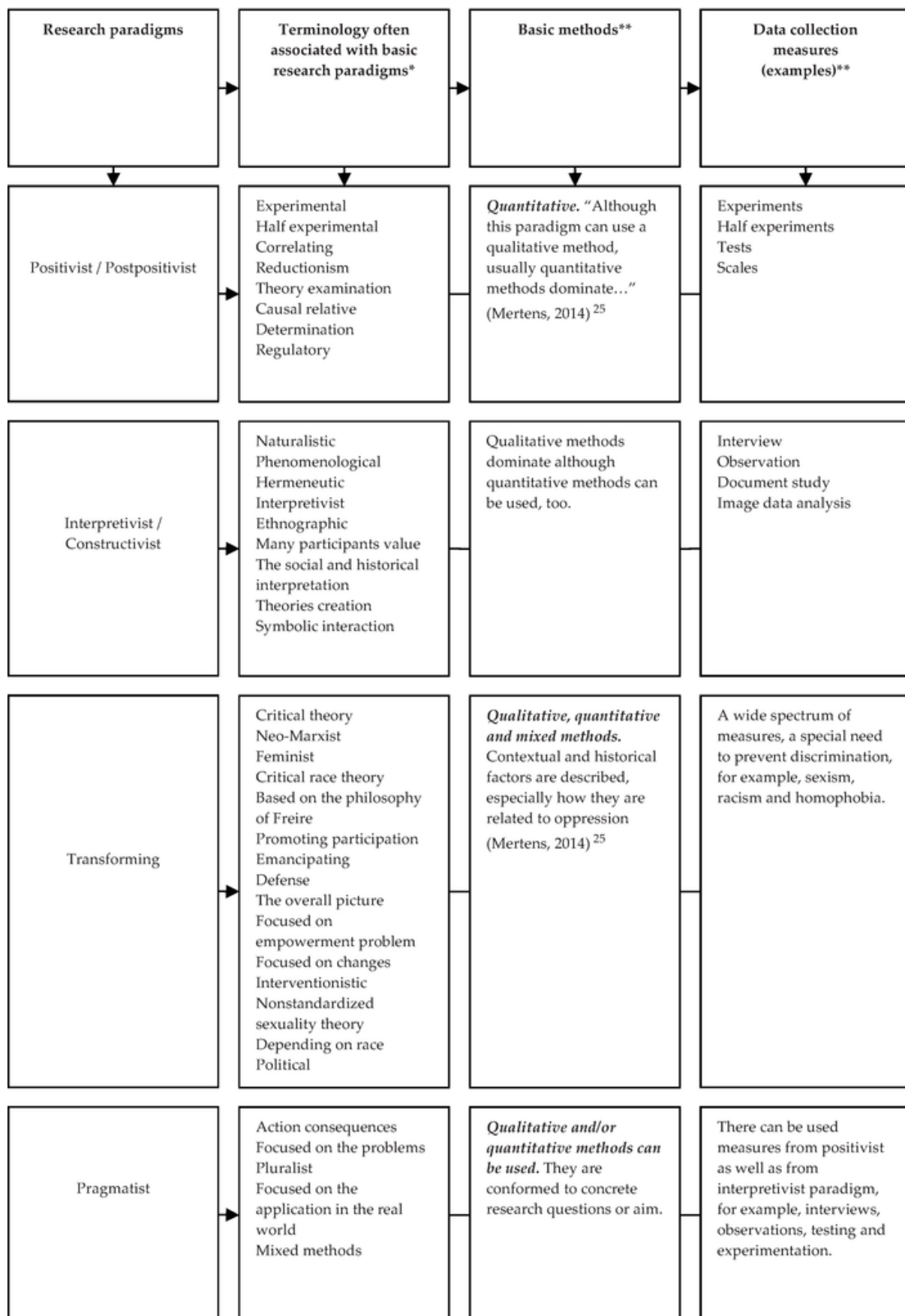
Source: <https://research-methodology.net/research-philosophy/>

According to Monette et al. (2005), there are 2 main ontological frameworks could support research activities respectively are positivism and constructionism. Sometimes, those 2 frameworks are also named as empiricism and interpretivism differently. However, the basic hypothesis is similar (Bryman, 2012).

Positivism believes that actual phenomenon normally exists independently of things being investigated. Practically, it implies that the meanings of reality are similar or identical

between subjects (Newman, 1998). On the other hand, constructionism proposes that the inherent meanings of social phenomena are normally generated by different groups and individuals (Åstlund et al., 2011). Thus, in this research philosophy, researchers could never assume that what has been observed is explained and understood in the same way between different research stakeholders (respondents).

Figure 2: Different research philosophies and data collection methods of Scientific Research



Source: Žukauskas, Vveinhardt, and Andriukaitienė, (2018)

Positivism (or positivist) research philosophy normally suggests that societies could be understood in a relatively objective way. Therefore, in this philosophy, researchers are seen as objective evaluators and based on it, researchers distinct themselves from personal beliefs or cultures and work independently.

According to the table and figure above, the researcher of this DBA thesis understood that positivism research philosophy is normally related to the quantitative research method and requires a large size of research samples. On the other hand, the opposite of the positivist philosophy is 'interpretivism' philosophy. Interpretivism is normally exploited when researchers claim that on a certain basis of the principles, they are uneasy to interpret social phenomena.

Eventually, the researcher of this DBA thesis selected interpretivism research philosophy because it claims that societies and social phenomenon could be interpreted in a subjective way. And the biggest attention here is given to the understanding of relevant ways by which individuals experience the social world. Interpretivist research philosophy relies on the principles which state that researchers perform certain roles in observing and interpreting social phenomena. Hence, in interpretivism research philosophy, studies are based and depend on researchers' own research interests.

4.4 Research Approach

According to the research onion developed by Saunders, Lewis & Thornhill (2009), the Research approach is determined in the second layer of the 'onion'. And the research approach has been divided into two different types of sub-approaches. These are inductive approach and the deductive approach. As far as the deductive approach is concerned, this research approach focuses on employing the existing literature to distinguish related theories, models, or knowledge that researchers are verifying with data.

As far as the deductive approach is concerned, this research approach normally can develop hypotheses based on certain existing theories or models hereafter carrying out research activities to examine those hypotheses. Therefore, the deductive approach has greater suitability to research activities that are in connection with testing nature, usefulness, effectiveness, capability, or adaptability of theories, models, and the fact of social

phenomenon. Also, the deductive approach could be more closely related to positivism research philosophy because it allows the creation of hypotheses and the statistical examination of predicted results to reach a certain extend of possibility (Snieder & Lerner, 2009). However, the deductive research approach is rarely applied to qualitative research. In brief, the nature of the deductive approach is like the shift from general aspects to aspects which means that general models, theories, or knowledge bases are normally created at the beginning of the study, and specific knowledge or theories can be tested after research activities.

The nature of an inductive approach is a shift from the range of phenomenon to the general range of phenomenon (Bryman & Bell, 2011). In this approach, observations are usually the commences for the researcher, and the notion is often sought in the data. According to the inductive approach, there are no specific frameworks that originally inform the data collection process. Furthermore, research focus can also be formulated after the data collection. Despite the fact that it might be the beginning of generating new theories or knowledge, it requests that the research must rely on data. Normally, the inductive approach is quite often adopted in qualitative research.

Comparably, as for the inductive approach, it includes gathering data and developing new theories and knowledge based on the findings of data collection, and the result of data analysis.

According to the consideration above, in this qualitative research, the study focused more on bridging the gap of literature by identifying and adding new knowledge. Moreover, this research paper also paid special attention to research methodology especially the process of data collection. On the other hand, the research also heavily relied on the critical review of the existing literature. Hence, the research approach of this research seemed to be both the inductive approach and deductive approach, but it may be related more closely to the **inductive** research approach.

4.5 Research Strategy and Time Horizon

Research strategy and time horizons are the third and fourth layers (research stages) of the research onion proposed by Saunders, Lewis & Thornhill (2009). In research strategies, the main questions that should be answered are whether the current research should be defined

as a descriptive, causal, or exploratory study, after determining the research philosophy and research approach. It is also important to consider a detailed and comprehensive plan of collecting sufficient data from sizeable research samples and populations effectively, efficiently, and in a highly economical manner.

According to the definition of research strategy in the research onion, research strategy is how the researcher plan to conduct study activities, and there are mainly 6 types of research strategies. They are the experiment, survey, case study, grounded theory, ethnography, and action research.

The researcher of this DBA research thesis applied survey research strategy to collect data because it is determined as the collection of relevant information or data from certain selected samples of individuals by their answers to questions (Check & Schutt, 2012, p. 160). In a survey study, it permits many different types of approaches to gather research respondents, collect relevant data/ information, and use a variety of methods of examination or investigation.

Survey research could be conducted in both quantitative and qualitative research methods or both (mixed research methods). As for quantitative research methods, questionnaires with numerically rated items can be utilised whereas, in a qualitative study, open-ended questions are normally used in the questionnaire. Since a survey strategy can be usually utilised to explain and seek human behaviours, this research strategy is therefore commonly used in psychological or social studies.

This DBA research thesis selected the **survey** strategy as the primary strategy for data collection because a survey strategy is normally suitable for any questionnaire and interview data collection process in both qualitative and quantitative research methods. In addition, 'survey' is also considered as one of the most popular and common strategies in business and management studies and is quite often exploited to address the issues of 'what, who, where how many, and how much'. Consequently, as for the time horizon of the research, a **cross-sectional exploratory survey** could be the most advisable option for this research paper, as it was conducted and completed at a specific time and during a particular period.

4.6 Research Method

Commonly, both current and previous experience has categorised research methods into qualitative, quantitative, and mixed methods. So, when the researcher of this DBA research thesis was trying to determine which research method was more suitable he depended on different perspectives or factors, including research aims, questions, areas, objectives, or research topics. It can be assumed that every research study is different from others and that any research studies have their own research purposes that ought to be tackled in an appropriate and effective way. Hence, it should be very necessary to choose the most relevant and suitable research method to accomplish researchers' aims. The researcher mainly paid attention to using either quantitative or qualitative research methods individually. However, the researcher also realised that modern research activities, especially business or management-related research studies normally request new techniques for identifying research issues and interpreting research data to understand or address the social phenomenon, because it has become more and more complicated and diverse.

Normally, qualitative studies are often confirmatory. Olds et al. (2005), indicated that qualitative studies are commonly adopted to gather and examine textual data by distributing survey forms, designing questionnaires, conducting interviews, selecting focus groups, conversational analysis, and organising observations, and so on. Similarly, Creswell (2006) also stated that the qualitative research method can be applied to study certain issues which are in association with the responses of respondents by collecting their feedback, opinions, feelings, and thoughts, and so on. According to the studies of DiCicco - Bloom and Crabtree (2006), the values of qualitative studies depend on the meanings that personal experiences hold for research participants. Hence, the qualitative method is normally adopted to gain in-depth understanding from research participants based on their stories, understandings, personal experiences, and thoughts of how cultures influence entrepreneurial communications, behaviours, and business activities.

According to the research objectives and research questions of this DBA research thesis, the researcher believes that a qualitative research method could be the most suitable approach because this research method provides the researcher with more confidence and autonomy to collect deeper understanding and thoughts from research participants. Qualitative research methods could also stimulate innovation and creation for data collection procedures,

new tactics of identifying issues, and assist to discover the unexpected dimension of a social phenomenon (Todd, 1979). Since this DBA research thesis focuses on a qualitative method, the researcher designed and distributed research questionnaires and carried out a series of interviews to collect primary data from well-selected and identified research stakeholders (research participants). More details were introduced in the related sections below.

In the past, the researcher conducted research with a qualitative research method to collect relevant data when studying the business management related fields and topics. Particularly, the topic of this DBA research thesis was culture and entrepreneurship, therefore, it is more possible to obtain more comprehensive and in-depth understandings and personal thoughts through conducting interviews and open-ended questions. Research participants could have a better opportunity to provide the researcher with relatively richer opinions and solid evidence to support the data analysis on the research topic and research questions. As a result, compared with the quantitative research method and mixed research method, the qualitative research method presents higher suitability to this research paper (the cultural impact on entrepreneurial communication and behaviours). Therefore, the research method selected for this DBA research thesis was a **qualitative research method**.

Table 3: Comparison of the main research methods in different research philosophies

Paradigm/Philosophy	Ontology	Epistemology	Research methods
↓	↓	↓	↓
The whole of theoretical and methodological assumptions (adopted by the scientific community), a specific research of which is based on	Existence theory, focused on what exists, is based on a particular paradigm assertion about reality and truth, and it is a theory about the nature of reality	The theory interested in how the researcher can gain knowledge about the phenomena of interest to him, namely, examination of what separates a reasonable assurance from the opinion	They include systematic ways, procedures, and tools used for data collection and analysis
Constructivism	Relativistic reality is socially or experimentally based, local, and specific in nature	The knowledge consists of mental structures that are surrounded by the relative agreements	Case studies, interview
Interpretivism	Researcher and reality are inseparable	Knowledge is based on the abstract descriptions of meanings, formed of human experiences	Case studies, interviews, phenomenology, ethnography, ethnomethodology
Symbolic interpretivism	Research and reality intertwine	Knowledge is created through social interactions and their resulting meanings	Grounded theory
Pragmatism	The reality is ambiguous, but based on the language, history, and culture respect	Knowledge is derived from experience. The researcher restores subjectively assigned and "objective"	Interview, case study, surveys

Source: Žukauskas, Vveinhardt, and Andriukaitienė, (2018)

4.7 Research Population and Stakeholders Analysis- Identifying Stakeholder Participants

The research population is determined as the entire amount of research objects that have been selected to be measurable samples of the research, such as organisations, people, groups, or projects, and so on. However, it is quite debatable that no matter what types of research approach or data collection methods are exploited (qualitative, quantitative, and mixed method) data analysis, researchers highly likely encounter unexpected challenges when exploring and discovering social or scientific phenomenon during any research activities or projects.

4.7.1 Identifying Research Stakeholders and Research Population

In this research paper, the research participants were mainly from the Singapore Chinese Chamber of Commerce and Industry (SCCCI). SCCCI was first established in 1906 and it is a globally renowned professional business organisation, and it is also the apex body of the Chinese business community in Singapore. Research participants (stakeholders) are mainly owners or co-founders of SMEs in a variety of industries in private sectors but may also involve certain larger enterprises. To gain a more comprehensive understanding of the cultural impact on entrepreneurship, the research will select a wider range of industries such as IT service, business consultancy firms, legal support, investment, and insurance agencies, financial services, engineering, designing, curation, and automobile and so on.

Initially, the researcher of this research paper planned to invite 150 participants for the data collection including interviews and questionnaires. However, due to the pandemic of COVID-19, Singapore implemented the strictest circuit breaker temporary law during the pandemic period.

Therefore, after careful discussions with the research supervisor, the research data collection plan and research population were adjusted. Totally, 50 respondents were involved in the data collection for this research paper. 15 participants of business owners and C-suite (e.g. CEO, COO, CFO, CIO, and CTO, etc.) from various industries joined face to face semi-structured interviews (via zoom, WhatsApp, WeChat, Microsoft team, and Skype). And 35 participants who are in middle to senior management (e.g., supervisors, department heads, associate directors, senior managers, and general managers, etc.) from various industries

completed open-ended interview questionnaires. The amount and diversity of the research population are still representable for the research object and can support data analysis.

More details of research stakeholders (participants) analyses were presented in the following sections.

4.8 Research Sample and Qualitative Sampling Methods

According to Parasuraman et al. (2004), research sampling refers to the choice of one or more subsets of total units to draw a general conclusion about the whole body of units. A researcher normally selects a suitable sampling method to generalise the research results, particularly when the research population is extremely large because it could be very difficult for researchers to survey the entire research population due to time and economic limitation. Therefore, Saunders et al. (2007), proposed that to reach the research objectives, every researcher needs to carefully consider the appropriate research population and sampling methods. A variety of existing research, such as (Gratton & Jones, 2004; Ary et al, 2006) observed that sampling designs are normally classified into two major categories: probability sampling and non-probability sampling.

In a qualitative study, the researcher of this DBA research thesis has considered a variety of sampling methods when gathering research respondents. The most common sampling methods are convenience and purposeful sampling techniques because they are almost the most suitable methods for any qualitative research designs. Research sampling methods could be also exploited in conjunction with each other quite easily or could be exploited individually within a qualitative study. The two most common research methods are as follows:

4.8.1 Purposeful Sampling

In the beginning, the researcher first considered the purposeful sampling method because it is also widely named as purposive and selective sampling. This sampling method is suitable when researchers are conducting a qualitative study and collect research data that can provide relatively detailed, in-depth, and more comprehensive information about the social or scientific phenomena. The purposeful sampling method is extremely subjective and normally determined by qualitative researchers who are creating qualifying criteria that all respondents need to meet to be considered for the investigation; for instance, when an

interviewer who wants to interview current employees' perceptions of management styles within a specific factory environment. In fact, this statement could be divided into two selection criteria: (1) need to be currently active employees and (2) need to work in a particular factory environment. Also, extra criteria such as the total number of years in the industry, education level, and positions can ensure that research respondents are in a similar background.

4.8.2 Convenience Sampling

The researcher of this DBA thesis eventually decided to apply convenience sampling method because it is normally used for a qualitative researcher to gather respondents who are more easily approachable or convenient to collect data. Normally, this includes using geographic locations or sources that make respondent recruitment more convenient. For instance, a researcher who wants to investigate the respondents of entrepreneurs of SMEs about policy changes decides to use an organisation within the area he is living to gather research respondents. Therefore, when a researcher who is a member of a professional organisation and wants to collect research participants through the contact information available to members of that organization, a convenience sampling method can be the best option for selecting samples.

There are still additional sampling methods including snowball and quota sampling, that available for researchers to conduct qualitative research activities. However, most of the researchers still prefer to use either purposive sampling or convenience sampling method to carry out qualitative research studies.

Singleton and Straits (2005) indicated that probability sampling normally contains the process of random selection at certain stages, whereas probability sampling is usually in association with experiment or survey research strategies. Hence, in this research paper, the sampling method selected is **convenience sampling** because the researcher of this research paper is a registered member of the research object - SCCC. And the research participants are mainly from the researchers' personal business network and contact list.

In addition, the sample respondents for the research questionnaires and interviews were chosen from the research object of SCCC and its sub-organisations, as follow:

- Singapore Chinese Chamber of Commerce and Industry (SCCCI)

And its sub-organisations:

- The Singapore Chinese Chamber Institute of Business (SCCIOB)
- SCCC- SME centre
- The World Chinese Entrepreneurs Convention (WCEC)
- World Chinese Business Network (WCBN)

All the research participants are the registered member of the organisations above. Participants included members, clients, audiences, business owners, co-founders, business patterners, staff and (senior) management from the organizations listed above. As a result, the research sample was representable for the research object and the findings after data collection had the ability to support further data analysis in the next stage of the research paper. (More details regarding research stakeholder analysis were presented in the later section of this chapter).

4.9 Questionnaire Design/ Development Process

The qualitative questionnaires of this research paper are comprised of two parts. Part A was the demographic data which is the **basic personal particulars** and **business information of research participants (entrepreneurs)** such as **1)** their positions and titles in their companies; **2)** industries of their business; **3)** targeting market (in Singapore or China); and **4)** business is mainly based in Singapore or China. **Part B** was the **open-ended questions** that allow participants to provide more detailed and comprehensive answers to support the researcher conduct further in-depth data analysis.

The researcher of this DBA thesis specified what information was sought first, and then determined the types of questionnaires and methods for administration, and content of individuals. He also determined the form of responses, the sequence of each interview question, and the layout of the questionnaires. Lastly, he conducted the pilot test and finalised the interview questions and questionnaires. The blank questionnaire is attached in the appendix. Details of piloting are in the next section- 4.11.

4.10 Translation of Research Questionnaires

The research questionnaires exploited in this research paper were initially written in English. Therefore, it was essential to translate the language into simplified Chinese mandarin before distributing the questionnaires to research participants. Blaschko and Burlingame's (2002),

developed a three-step process to achieve the most appropriate language translation for researching in different language contexts. The questionnaires should be first translated into simplified Chinese mandarin by a certified or qualified translator with relevant experience in translation. Secondly, the translated version needs to be translated back into English by a professional translator competent in both simplified Chinese mandarin and English. Finally, to examine and ensure the accuracy, clarity, and validity of the translated language another language expert who is fluent in both simplified Chinese mandarin and English can be asked for comparing and evaluating the original English and the re-translated versions. At the end of the entire translating process, a certain modification can be made after the final evaluation. In this research paper, the translation was completed by only the researcher himself. However, the accuracy and clarity of both simplified Chinese mandarin and English version of questionnaires were confirmed and verified by all the native speakers of English or Chinese after the piloting study.

4.11 Piloting, Reliability and Validity of the Research

To assess the reliability and validity of the survey and questionnaires, a series of pilot studies were conducted on a small sample of peers and colleagues with the related knowledge and academic background. 20 respondents were purposely selected from different organisations and asked to complete the questionnaires. Research respondents for this pilot study were selected from the middle-management positions because they are playing the role of both managers and subordinates. For instance, they are subordinates to the senior management and business owners of the organisation, but they are also the managers for their own departments or teams. They were invited to provide their ideas on the interview questions investigating the cultural impact on entrepreneurial communications and behaviours in Singapore and China. In addition, all respondents were also asked to point out any ambiguous, sensitive, unclear, and misleading words or statement in the questionnaires to calculate the estimated time consumption of completing the entire questionnaire. After the pilot study, the researcher of this paper adjusted and improved the questionnaire based on the feedback and comments received from the chosen piloting participants.

It was discovered that the reliability and validity of the qualitative data depend on the format and structures of the interview questions in the questionnaires and how closely they can present the research objectives (Collis & Hussey, 2003). The instrumentation of the proposed

study was adapted from well-organised reliable research in the past; nonetheless, the **validity** and **reliability** of this research paper were carefully considered, tested, and verified.

4.12 Research Data Collection

Data collection is the process of assembling relevant and necessary information from a variety of resources to answer research questions and achieve research objectives (Creswell, 2002). There are various ways for researchers to obtain needed research data, such as survey, post, mailing, telephone (mobile-phone) calls, interviews, observations, online-based survey, emails, and face-to-face or by-hand delivery, and so on.

A qualitative method is normally used to determine and validate quantitative data after the questionnaire stage. To obtain additional information from research participants (interviewees), a comprehensive and detailed interview technique (IT) could be carried out in two different manners. Firstly, a series of personal interviews (or individual interviews) were conducted in the form of semi-structured interviews. This format can normally allow a researcher to motivate further conversations with research respondents and provide research respondents with the flexible atmosphere to elaborate more detailed and in-depth information that they feel related to the research theme. The researcher also had enough of the autonomy to navigate throughout the entire interview data collection process, moving away from scripted interview questions, enabling the respondents to be fully engaged in the interview in the way of their personal interest. The second method of data collection was indirect interviews such as distributing questionnaires that include open-ended questions through sending emails. Normally, exact questions were pre-sent to potential research respondents in advance so that they could understand questions that would be asked. The respondents could have sufficient time to carefully prepare for providing their answers.

In addition, the researcher of this DBA research thesis is a registered member of SCCCI, so he has access to directly join activities organized by SCCCI and those of its sub-organizations (listed above). SCCCI is regularly organising a series of entrepreneurial and business-related activities and events on a weekly, monthly, and yearly basis, such as business workshops, conferences, exhibitions, forums, seminars, Chinese traditional festival parties, industry symposiums and training and so on. The researcher can develop his business network and

collect contacts of (potential) research participants from the entrepreneurial and business-related activities and events above.

During the business meetups and events, the researcher introduced himself and his research projects to the prospects (research participants) and identify if they were interested in the research. Additionally, the researcher collected and exchanged business cards with the prospects. After the events and collections of business contacts, the researcher followed up with the prospects and then contact them for making appointments by emails, text messages, and phone calls.

Data was collected/ (Questions were answered) by **semi-structured interviews** (phone calls, video calls) and completing the **questionnaires** (open-ended questions) . The research topic was about the cultural impact on entrepreneurial communication and behaviours and in between Singapore and China. Thus, the primary research data were the thoughts, understanding, knowledge, cognition, personal experience, and stories provided by the research participants.

Primary Data: conduct (online/ phone/ face-to-face) interviews and distribute interview questionnaires (open-ended questions) to the entrepreneurs (business owners, senior management, and middle management in Singapore/ China)

Secondary Data: Defining culture and entrepreneurial communication and behaviour; Culture and entrepreneurship: outcomes and benefits; Impact of culture on entrepreneurial communication and behaviour; Entrepreneurial communication and behaviour and policy aspects.

Source of secondary data from: UWTSD online library, Singapore national library, British library, ABI, J-Stor, journal articles, professional data base, research gate, professional magazines, industry reports, organisation publications (e.g., SCCCI), companies' official website etc.

4.12.1 Different Plans for Data Collection

Due to the global pandemic, the personal interview (face to face) may be only conducted for the highest level of management such as business owners, co-founders, directors, and C-suite

(CEO, CIO, CTO, CFO or COO, etc.). As for the middle management to senior management, the interview may be conducted via telephone, zoom, skype, or WhatsApp video call.

If the lockdown period is still under the strict governmental monitor, the interview questions will be listed out in questionnaires. And survey forms will be distributed to middle management to senior management. As for the highest level of management such as directors and C-suite (CEO, CIO, CTO, CFO or COO, etc.), the interview will be conducted by telephone, zoom, skype, or WhatsApp video call.

4.13 Research Participant- Identifying Stakeholder Participants

According to the suggestion stated by Fontanna & Frey (2000), there can be various ways of identifying, choosing, or obtaining access to research participants. In a way, this could provide researchers with a higher level of autonomy to create and develop certain effective approaches to present themselves to the research participants in such a fashion as to carry out productive interviews with any key research stakeholders without alienating anybody.

The research participants were mainly from the Singapore Chinese Chamber of Commerce and Industry (SCCCI). SCCCI was established in 1906, this organisation is a globally renowned business organisation and the apex body of the Chinese business community in Singapore. The SCCCI has an extensive membership network including over 5,000 corporate members and has more than 160 trade association members, representing over 40,000 enterprises including large financial and business organisations, multinational corporations, government-linked companies, and small and medium enterprises from a wide spectrum of trades and industries. Those members together provide vast resources and opportunities which enable the SCCCI to develop an influential global Chinese business network for business, education, culture, and community development. In return, they share a strong sense of pride and identity together and benefit immensely from the SCCCI's membership services, facilities, and activities. So, the data related to the research questions could be collected from this organisation.

Totally, 50 participants were invited to join the research. All the research participants provided the researcher of this research paper with detailed and comprehensive answers during online semi-structured interviews.

To enhance the representability and diversity for the research data, both of the main research object and its sub-organisations (sub-branches) were involved in the data collection process as follows:

Main research object:

- Singapore Chinese Chamber of Commerce and Industry (SCCCI)

Sub-organisations/ branches:

- The Singapore Chinese Chamber Institute of Business (SCCIOB)
- SCCCI- SME centre
- The World Chinese Entrepreneurs Convention (WCEC)
- World Chinese Business Network (WCBN)

In addition, all the research participants are registered members, clients, audiences, business owners, co-founders, business partners, and/ or senior, management from the organizations. The industries of research participants' business involved IT, Finance, HR, Marketing, Advertisement, Manufacture, Automobile, Business consultation, Design, Client acquisition, Business coaching, Fashion, Textile/ Silk, Health/ Medical, Public relation, and so on.

Table 4: Research stakeholder groups and participants

Research Stakeholder Groups	Number of Participants Interviewed	Industry	Position/ Title
SCCCI (Singapore Chinese Chamber of Commerce and Industry)	10	Finance, HR, Marketing, Advertisement, Manufacture, Automobile, Business consultation, Design,	Business owners, Co-founders, Directors, C-suite (CEO, CIO, CTO, CFO or COO, etc.), Senior Managers, Vice-president, Senior executives, Senior client

			relationship supervisors,
SCCIOB (Singapore Chinese Chamber Institute of Business)	10	Client acquisition, Business coaching, Fashion, Textile/ Silk, Health/ Medical, Public relation,	Business owners, Co-founders, Directors, C-suite (CEO, CIO, CTO, CFO or COO, etc.), Senior Managers, Vice-president, Senior executives, Senior client relationship supervisors,
SCCCI- SME centre	10	IT, Finance, Business coaching, Fashion, Textile/ Silk, Health/ Medical, Public relation	Business owners, Co-founders, Directors, C-suite (CEO, CIO, CTO, CFO or COO, etc.), Senior Managers, Vice-president, Senior executives, Senior client relationship supervisors,
WCEC (World Chinese Entrepreneurs Convention)	10	Manufacture, Automobile, Business consultation, Design, Client acquisition,	Business owners, Co-founders, Directors, C-suite (CEO, CIO, CTO, CFO or COO, etc.), Senior Managers,

			Vice-president, Senior executives, Senior client relationship supervisors,
WCBN (World Chinese Business Network)	10	IT, Finance, HR, Marketing, Client acquisition, Business coaching, Fashion, Textile/ Silk, Health/ Medical, Public relation,	Business owners, Co-founders, Directors, C-suite (CEO, CIO, CTO, CFO or COO, etc.), Senior Managers, Vice-president, Senior executives, Senior client relationship supervisors,

Source: the researcher

4.14 Planned Data Analysis

This DBA research thesis exploited a qualitative method to collect data. Qualitative research normally follows interpretivism research philosophy. Qualitative data analysis adopts a series of investigations of what exactly happens, and all research materials pay attention to the interpretation of data. The data collected for qualitative studies are normally descriptive data. Commonly, researchers prefer to utilise on-site observations, surveys, or conducting interviews with critical stakeholders to collect primary data (first-hand data). According to the research process and methodology analysed in the previous sections in this chapter, the main data collection method of this research were questionnaires and interviews. So, this research is mainly a qualitative study. Based on the data collected from the questionnaires, the researcher completed a summary of the fundamental data first, such as the positions and titles of participants, industries of their business, targeting market (in Singapore or China), and business is mainly based in Singapore or China, and so on. The researcher carried out a

further qualitative analysis to interpret the qualitative data including comprehensive and detailed answers of research participants to interviews and questionnaires.

Data analysis can be conducted with coding or categorising manners. One of the most important sections of the research is data analysis. Coding could be an effective method employed to analyse qualitative research data collected because it could provide various segmentations and categories with which researchers could gain more information and in-depth opinions related to the research objectives and questions. Also, it could give significant details for further research analysis and activities (Cohen, Manion, & Morrison, 2011, p. 559). The researcher first selected which questionnaires and interview questions need to be used to represent each research question. Then, the research either selected the keywords from the participants' answers and counted the frequency, or coded participants' answers and classified them into different categories. This process was repeated a few times because the researcher needed to make sure of the clarity, and accuracy of data analysis. The research theme was summarized according to respondents' responses.

4.15 Staging the Research

To decide the key milestone of the research project and the critical pathway, a detailed timetable was created to monitor the entire research activity. It is an important part of research because it could support the researcher to clearly determine the completion of each stage throughout the entire research process. In addition, there are a variety of tools that are available such as a Gantt chart. It is a pictorial representation of a set of activities that are to be performed within an investigation along with their sequence of execution and time taken by each activity. The timetable of this research project is as follows:

Table 5: The timetable and progress of this research project

Research Planning (e.g., submission of forms, completion of chapters, submission of thesis)	Target Date
PG 1 form- Research Proposal	Middle (15 th) of January 2020
Complete the draft of Chapter 1- Introduction	Middle (15 th) of February 2020

Complete the draft of Chapter 2- Literature review	Middle (15 th) of March 2020
Complete the draft of Chapter 3- Methodology	Middle (15 th) of May 2020
Design the interview questions and survey forms	Middle (15 th) of July 2020
Conduct interviews and distribute survey forms	Middle (15 th) of September 2020
Data collection	Middle (15 th) of November 2020
Complete the draft of Chapter 4- Finding	Middle (15 th) of January 2021
Complete the draft of Chapter 5- Analysis	Middle (15 th) of February 2021
Complete the draft of Chapter 6- Recommendation and finalise the entire DBA research thesis	Middle (15 th) of March 2021
Official Submission, Marking process and Viva (thesis oral defence)	Before June 2021 (the researcher's student card expires in June 2021)

Source: The researcher (author) of this DBA research thesis

The researcher of this DBA research thesis also adopted Gantt Chart to illustrate the priority and sequence of the research project. Please refer to the appendix- Research Time Allocation Schedule.

4.16 Research Ethics

Research ethics is significant for all research activities because it can provide clear guidance for the ethical consideration of the entire research process. Additionally, it can educate and monitor researchers carrying out research to make sure of a high ethical standard. In general, research ethics include the following principles: Honesty, Integrity, Carefulness, Objectivity, Openness, Respect for Intellectual Property, Confidentiality, Responsible Publication, Responsible Mentoring, Respect for Colleagues, Social Responsibility, Non-Discrimination, Competence, Legality, Animal Care, Environment Protection, Human Subjects Protection, and Humanity, and so on.

The research was conducted in Singapore, it was outside the UK, so, other than the UWTSD Research Ethics & Integrity Code of Practice and UWTSD Research Data Management Policy, the researcher also followed the principles of the <Singapore Statement>.

The <Singapore Statement> is not a regulatory document and does not represent the official policies but the intent of the Singapore Statement is to provide ethical guidance which research organizations, governments, and scientists can use to develop policies, regulations, and codes of conduct (World Conference on Research Integrity, 2010). The Singapore Statement includes four principles—honesty, accountability, professionalism, and stewardship—and fourteen responsibilities for the ethical conduct of research. The responsibilities address such topics as data integrity, data sharing, record keeping, authorship, publication, peer review, conflict of interest, reporting misconduct and irresponsible research, communicating with the public, complying with regulations, education, and social responsibilities (World Conference on Research Integrity, 2010). These principles and responsibilities are comprehensive, clear, and thoughtful, and they can play an important role in promoting global research integrity.

In this research, all the data collected is solely used for academic purposes. None of the business information and personal particulars of any research participants will be disclosed to third party organisations or for commercial uses. The researcher also followed exactly the university's research ethical guidelines. The research data recorded was safely protected by setting up a password (encrypted) and only the researcher knew the password. The data and password will be deleted once the researcher receives the final result. Before collecting/(recording) any data, the researcher explained to participants that all information (data) was purely used for academic purposes and would not be accessed by unauthorized personnel. So, the data will never leak out. As a result, both data recorded, and password will be secure and safely protected. All research participants were informed that they had the freedom to withdraw from the research at any time or refuse to answer any questions.

4.17 Summary

This DBA research thesis followed all the steps and the entire process of the 'Research Onion' developed by Saunders et al, (2007). The research design was an exploratory study;

the research philosophy of this research paper is interpretivism (constructivism); the research approach was an inductive approach; this research thesis selected the survey strategy as the primary strategy for data collection; the time horizon was cross-sectional; the research method selected for this research paper was a qualitative research method; semi-structured online face-to-face interviews and open-ended questionnaires were employed to collect primary research data; the research population included 50 participants (Chinese entrepreneurs) in total; the sampling method selected was convenience sampling. SCCC and its sub organisations were selected as the research sample; 20 respondents who were in middle-management positions and from different organisations pre-completed the questionnaires for the piloting study to ensure the validity and reliability of this DBA research thesis; the research was conducted in Singapore, so all procedures and stages of the entire research activity followed the research ethical guidelines of both the university and <Singapore Statement>.

Chapter 5: Interview Finding- Research Data

5.0 Introduction

This chapter presented and illustrated the findings (data collected) of the research. The findings were introduced with narrative and storytelling methods. Totally, 50 participants were invited to join the qualitative research. All the research participants provided the author of this DBA research thesis with detailed and in-depth answers during the data collection process. To enhance the representability and diversity for the research data, both the main research object (SCCCI) and its sub-organisations/ sub-branches (SCCIOB, SCCCI-SME centre, WCEC, and WCBN) were involved in the data collection process (details were explained in chapter 4- methodology). In the first section of the 'Finding' chapter, there were 6 introductory questions and findings that presented the necessary and fundamental information of research participants and their businesses. The detailed findings and explanations of each primary data are in section 5.1 Introductory Findings. Besides the 6 introductory questions described in the first section, there were overall 31 interview questions responded by 50 research participants presented in section 5.2. These 31 interview questions were to address the 5 research questions. Furthermore, the categorising method was still used to support the findings and analysis in this section and the next chapter to enhance clarity and efficiency as well as better protecting the personal particulars of research participants.

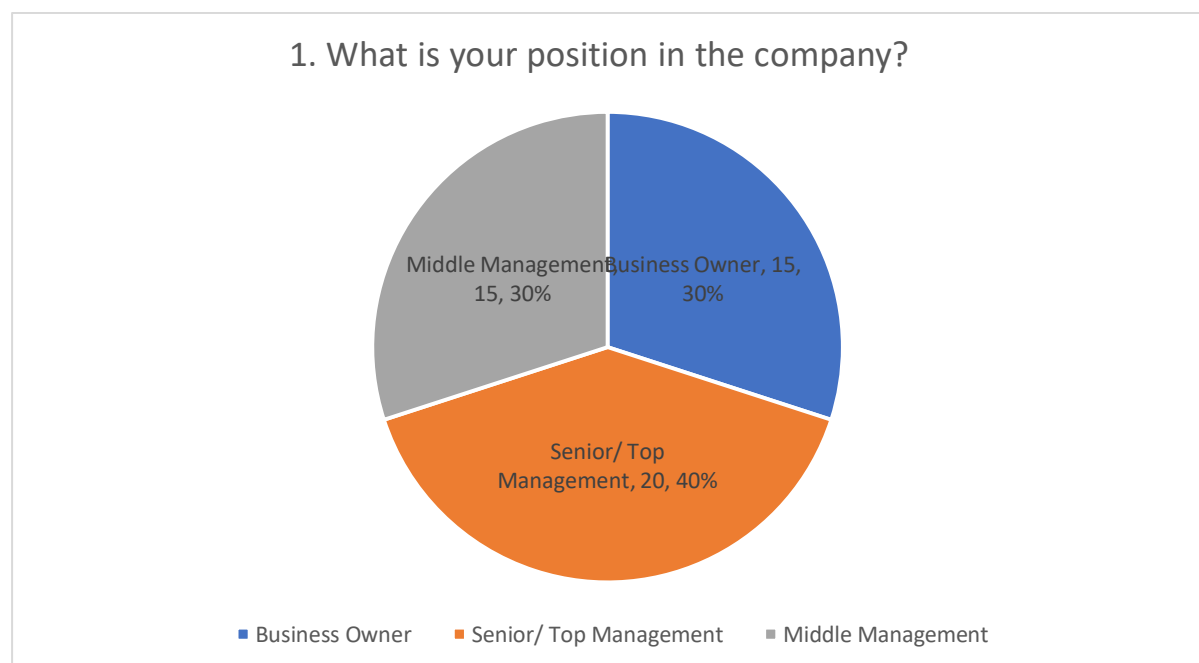
5.0.1 Narrative and Storytelling Presentation Method

According to Moen (2006), narrative inquiry is an important exploring and presentation method in a qualitative study. Storytelling or narrative inquiry offers researcher different manner of understanding and studying the lived experiences of human science or social phenomenon and examining subjectivity. Narrative interpretation can be generated or formed by the stories of lived experience and sense-making, people's true feelings, and therefore contributes useful insight into the complex human lives, cultural factors, and human behaviours, and so on. Storytelling and narrative inquiry can support researchers to obtain the magnificent data and necessary information such as giving insight into emotions, personal beliefs, true characters, real-life experience, in-depth understanding, strengths, and weaknesses, and so on. Storytelling and narrative inquiry could also take account of relationships between people's experience and the broader cultural or social contexts.

Importantly, storytelling and narrative normally involve collaborative interaction between researchers and respondents. Instances of narrative inquiry and storytelling in qualitative research normally involve telling personal stories, conducting interviews, sharing life experiences, collecting journal articles, visual images, and other thoughts, beliefs, artefacts, and understanding, and so on.

5.1 Introductory Findings of Research Participants

Chart 1: The positions/ titles of research participants



Source: The researcher (author of this research paper)

Refer to Chart 1: Business owner means that interview participants are the founder, co-founder, or entrepreneurs who own the company.

Senior management means those interview participants are general managers, or C-suite (e.g. CEO, COO, CFO, CIO, and CTO, etc.)

Middle management means those interview participants are in positions of department head, team leader, or supervisor.

This question can help the researcher to collect in-depth personal comprehending towards culture and entrepreneurship from different levels of management. Therefore, further interview answers could be more comprehensive, diverse, and representable.

To enhance the clarity and efficiency of the research findings process, particularly the full confidentiality of research participants, coding and categorising method was adopted to support the research finding and analysis. 50 research participants were classified into 3 categories which are 1) Business owner; 2) Senior/ Top management; 3) Middle-management.

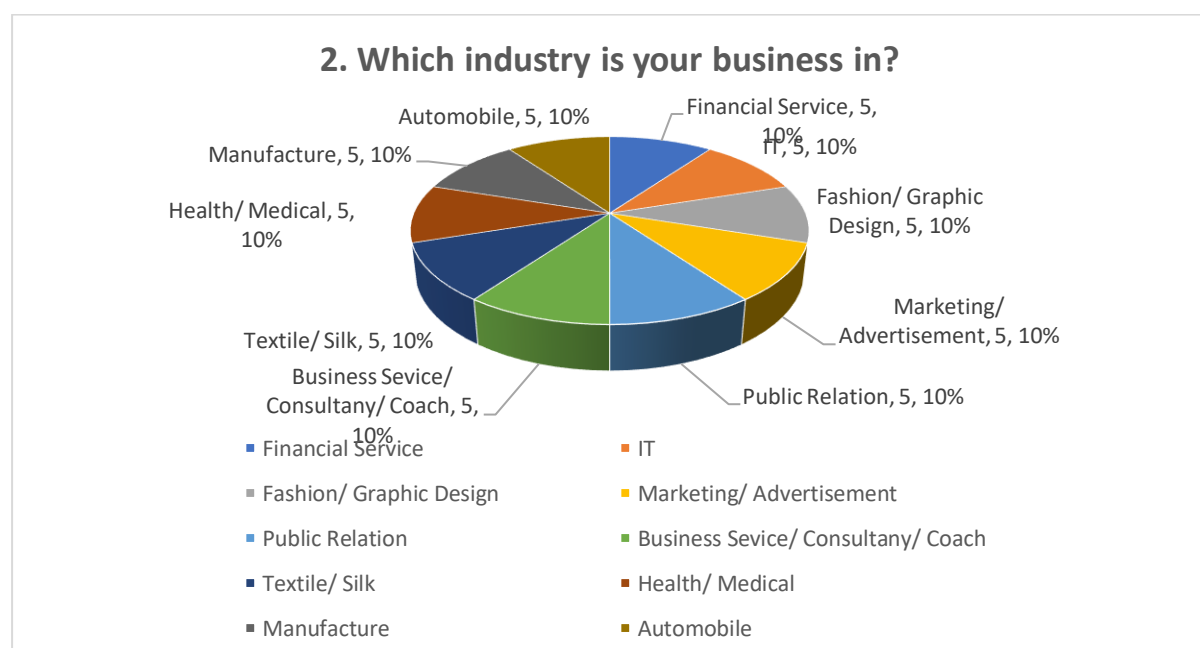
The position of **Business owners** includes major shareholders, presidents, directors, the board of directors, business funders or co-founders.

Senior/ Top management includes executive directors, vice presidents, general managers, senior managers, regional managers, and C-suite including Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Financial Officer (CFO), Chief Information Officer (CIO), and Chief Technology Officer (CTO).

Middle-management includes department managers, supervisors, project managers, client relationship managers, deputy managers, shift managers, team-leaders.

According to the detailed classification above, in this research, 15 (30%) business owners, 20 (40%) senior/ top management, and 15 (30%) middle-management participated in the data collection process. Thus, the diversity of research participants' working positions and titles could effectively support the validity and reliability of the research data.

Chart 2: The industry of research participants' businesses



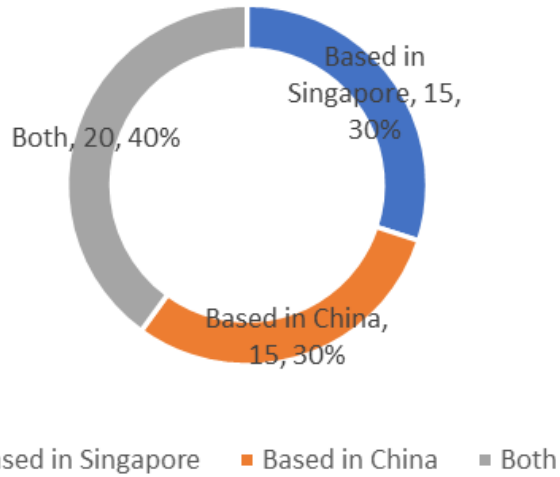
Source: The researcher (author of this research paper)

The businesses of those 50 research participants were categorised into 10 industries, respectively are financial services, fashion/ graphic design, public relation, textile/ silk, manufacture, IT, marketing/ advertisement, business service (including third party business partner/ HR partner, business consultancy, and business coach), health/ medical, and automobile, and so on. Thus, the research data could be diverse and be representable for much different expertise, professional experience, and business background. Referring to the research topic, the researcher was able to obtain more comprehensive and in-depth comprehending and perspectives from not only a different level of management and policy/ decision-makers (vertical) but also various industries (horizontal).

In brief, all 50 research participants were from the Singapore Chinese Chamber of Commerce and Industry (SCCCI) and its sub-organisations/ sub-branches namely SCCIOB, SCCCI-SME centre, WCEC, and WCBN (evenly 10 participants were from each organisation). Their businesses were in 10 industries (evenly 5 participants were from each industry) and were categorised into 3 levels of management policy/ decision-makers respectively were the business owner (15 participants), senior/ top management (20 participants), and middle-management (15 participants).

Chart 3: Where are research participants' businesses based in?

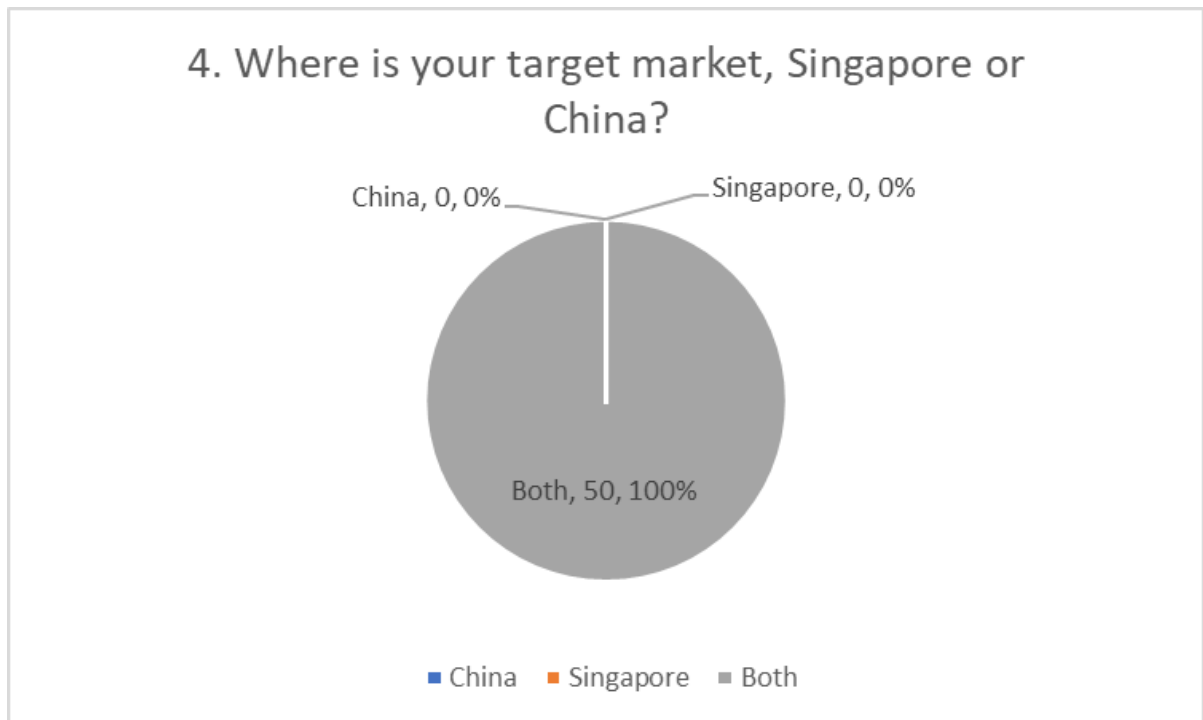
3. Where is your business (company) currently based, in China or Singapore?



Source: The researcher (author of this research paper)

Refer to chart 3, the question of 'where is your business or company currently based?' was to verify the validity of the research data. 15 research participants' companies were based in China, and another 15 research participants' companies were based in Singapore. The rest of the 20 research participants have companies, branches, satellite offices, and/ or sub-companies in both Singapore and China.

Chart 4: The targeting market of research participants' businesses.



Source: The researcher (author of this research paper)

Refer to Chart 4, the question of 'where is your target market?' was to identify the potential usefulness and significance of the research. All 50 research participants (100 %) responded that they planned or had already expanded markets into both Singapore and China. This interview question perfectly showed the attractiveness of both Singapore and China markets. All research participants clearly expressed their intention to obtain markets from both countries. Hence, the research paper could potentially add academic value to entrepreneurs who are planning to set up a business(es) in either Singapore or China or both countries.

Chart 5: Related stakeholders of research participants' businesses

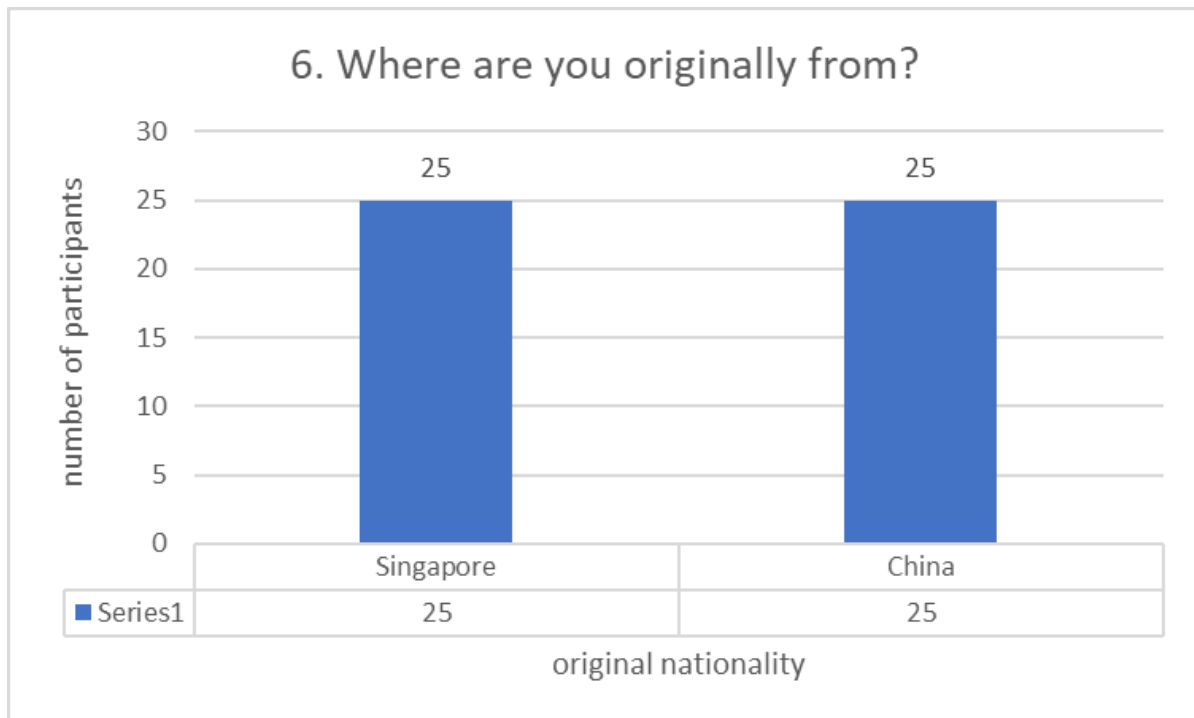


Source: The researcher (author of this research paper)

Refer to chart 5, the question of *'do you have any Singaporean or Chinese stakeholders in your company?'* was to determine the actual circumstances that whether research participants had personal experience in communicating with Singaporean and Chinese stakeholders or not. All 50 research participants (100%) responded that they had Singaporean and Chinese stakeholders in their companies.

In addition, the term stakeholders here in this question refers to both internal and external stakeholders. Internal stakeholders include shareholders, managers, employees, and business owners, etc. of a company. External stakeholders include business partners, wholesalers, retailers, marketers, advertisers, distributors, shipment providers, suppliers, customers (clients), and so on. Thus, all research participants have real personal experience in communicating or cooperating businesses with their Singaporean and Chinese (internal and external) stakeholders.

Chart 6: Original cultural background of research participants



Source: The researcher (author of this research paper)

Refer to chart 6, the question of 'where are you originally from?' aimed to identify the original cultural background of research participants. 25 research participants (50%) were originally from China, and 25 research participants (50%) were local Singaporean Chinese. The equal number of research participants who were from different countries provided the researcher with higher clarity towards the similarities and differences of cultural impact on entrepreneurial communication and behaviour between China and Singapore.

As a result, according to the findings of the 6 basic and introductory questions, the research data (answers) to further interview questions were realistic, diverse, valid, relevant, and reliable.

5.2 Findings of Further Interview Questions

Besides the 6 introductory questions described in the first section, there were overall 31 interview questions responded by 50 research participants. These 31 interview questions were to address the 5 research questions. The detailed findings of each question are presented below. Furthermore, the categorising method was still used to support the finding

and analysis in this section and the next chapter to enhance clarity and efficiency as well as better protecting the personal details of research participants.

5.2.1 Research Question 1: What are the similarities and differences in business culture between Singapore and China?

To address this research question, there were 14 interview questions asked and responded. The responses to each interview question are presented below:

1. Are your employees comfortable with your workplace culture? Why

Business culture includes workplace culture (organisational culture). This question provided information about whether organizational cultures of research participants' companies align with employees' views and feedback about cultural impact in general. If over half of the company consider that the culture is not positive and may affect their future career development, it may need more attention to improve the culture. Decision-makers could improve the cultural impact by either adjusting culture-related policies or by understanding the causes for cultural impacts.

All 15 business owners (including major shareholders, presidents, directors, the board of directors, business founders or co-founders) responded that their employees were comfortable with the workplace culture. The reasons were mainly classified into 3 types. **The first reason is 'understanding'**. 4 business owners (1 founder, 2 directors and 1 co-founder) indicated the first reason. *'I believe that the employees are comfortable with the company's culture because we are sharing the same value and all employees understand what the company is doing. Also, during the job interview, employees were told about the company's culture and vision, they like the culture here, so they choose to work here.'* **The second reason is the influence of organisational culture**. 8 business owners expressed a similar reason. *'My company is an entrepreneurial company. I want to work together with the right people. So, I focus on building a trust relationship with all my employees. I regularly organised a series of activities for team building and I also frequently communicated with my employees to know their expectation and difficulties. I do believe that a positive company culture can directly support the company's success.'* **The third reason is 'organisational structure and true care to employees'**. 3 business owners indicated that they treat their employees like family and tried to cultivate a home atmosphere. Furthermore, the organisational structure of their

company is a flat structure, so, it could be easier to have effective engagement with all the employees.

On the other hand, the rest 15 middle-management and 20 senior/ top management responded that most of the employees enjoy the workplace culture. A CEO of an IT company expressed: *' my company is an entrepreneurial software development firm, and we focus on innovation and technology. So, our company's culture is all about creativity and fancy ideas, that's why employees enjoy our culture so much.'* One CEO in a textile and silk industry responded *' we did our best to eliminate office politics, and everything is transparent. We have a great diversity and inclusive culture in the company, and everyone is fully respected regardless of their cultural and personal background.'* One project manager from a marketing and advertisement industry answered: *' most of the employees in this company are Chinese (from China) and local Singaporean Chinese. Actually, the way they talk is similar, only the accent is different, but the way (behaviour) they solve problems is a bit more different. Singaporean Chinese normally show their ideas more direct and then put in action. However, Chinese staff (from China) are more indirect. They often communicate around to collect point of view from as many people as possible, and they also observe people's reaction, and then they show people their ideas and put in actions.'*

2. Is risk-taking encouraged, and what happens when people fail?

Both business owners (15 participants) and senior management (20 participants) responded that personally, they are risk or challenge bearers. They also highly motivate their employees to take risks bravely but wisely. The responses of research participants can be mainly summarised (categorised) into 3 points. **The first point is 'goal-driven'**. All participants indicated that taking risks and challenges are seen as goal-driven or target-driven attitude. This attitude can also reflect a self-motivated personality. All these attitudes and personality traits are extremely important for success. **The second point is that take risks and challenges wisely**. All the business owners and senior management expressed that although taking risks and goal-driven are important for achieving success, how to minimise risks, overcome challenges more effectively and efficiently is also important. Risk-bearing never means that just to blind-fight without careful consideration and proper planning. **The third point is ' learning and reflection'**. All research participants expressed that 'taking risk itself is a risk. We

do not blame the failure, but we learn from the failure, and we reflect why we fail and how to avoid failure. This finding perfectly proved one of the essential characteristics of entrepreneurs (presented in the summary of chapter 2 literature review)- 'entrepreneurs are risk bearers' regardless of nationalities and cultural background. So, regarding business owners and top management, the cultural similarity is risk-taking and learning from failures.

On the other hand, as for middle-management research participants, 6 Singaporean Chinese participants indicated that they did not want to take risks and 9 China Chinese participants expressed that they would partially take risks because they were not the final decision-makers, and they also need to be responsible for their superiors. It is understandable that middle management did not encourage risk-taking in their teams or departments because they do not want to take the responsibility for the failure (after taking risk).

One Singaporean Chinese project manager from the business service industry expressed '*I do not encourage risk-taking in my department because I do not want myself or my team members to bring unnecessary issues to the department and company. Any mistakes may cause potential project failure. However, I always encourage my team members to learn from mistakes and failures.*'

A China Chinese team leader from the financial service industry answered '*I would partially take risks and motivate my team to take risks if I am able to control the risk and the risk or failure won't cause a heavy impact on my team or the company. If people fail after taking risks, we will solve the risk first and then reflect why we fail.*'

Regarding middle-management, the cultural difference is that China Chinese may partially take risks, but Singaporean Chinese have no intention to take risks. The cultural similarity of entrepreneurial behaviour is also 'learn from failure' which is the same as business owners and top management.

3. Do your stakeholders (employees and business partners) feel respected by your team and the organization?

Normally, all individuals grow tremendously in circumstances where they feel respected. This business culture-related question is helpful and supportive in understanding entrepreneurs'

communication and behaviour. Respect can directly reflect people's culture, personal morality, personality, communication styles, and ways of behaving.

All 50 research participants including business owners, top management, and middle management responded that their internal and external stakeholders were respected. A Singaporean Chinese founder of manufacture company expressed *'respecting others is the basic personal morality. Even though we were not in the business world, or I was not an entrepreneur, respect could be the most essential manner or attitude for communication.'* Overall, the responses of all research participants were quite similar. *'No matter who you are communicating with, your employees, or business partners, or client, showing people your respect can definitely get unexpected positive outcomes. Respect is an important organisational culture that will effectively enhance employees' motivation, productivity, and passion. As entrepreneurs, we know the power of passion, and respect is one of the most fundamental factors for enhancing people's passion. Moreover, respect is also the easiest, cheapest, and the most useful way to establish a strong trust relationship with all people including employees, team members, business partners, and clients because people will forget what we sold to them, what we said to them, and even what we promised to them, but they will never forget what we make them feel. So, respect is something that takes care of people's feeling.'* Such answers were given by almost all the research participants.

As a result, the findings to this interview question stated that 'respect' is an essential factor in entrepreneurial communication and behaviour regardless of nationalities, cultural backgrounds, business industries, and work positions or titles. Both Singaporean and Chinese presented exactly the same understanding of respect in business culture and entrepreneurial communication and behaviour.

4. Is there a culture of teamwork and cooperation within the organization?

Teamwork is a major part of a business culture which is closely related to entrepreneurial communication and behaviour. All 50 research participants (including business owners, senior management, and middle management) responded that teamwork and cooperation is a big part of their organisational culture. All their answers can be summarised in 3 points.

The first point: Bboth Singaporean and Chinese business owner from various industries answered: *' good team worker is one of the criteria listed in the job requirement when hiring new employees. I always promote the culture of teamwork in my company, so people can enjoy a positive relationship and have a more effective problem-solving ability. In addition, positive teamwork culture is helpful for sharing relevant information and promoting cross-functional cooperation. This is particularly important for entrepreneurial businesses or start-ups.'*

The second point: 5 Chinese senior management and 8 Singaporeans from financial service, automobile, business service, public relation, and health/ medical, etc. industry answered *' I always do my best to organise a series of team bonding activities to promote the teamwork culture in my company. All my employees enjoy this culture. Teamwork culture ensures people and teams support each other to achieve the ultimate goals in both individual and organisational level.'*

The third point: All the research participants mentioned the importance of building positive teamwork culture, such as faster decision making; more efficient use of work hours; more accurate decisions; more creativity; more heterogeneous representation; greater acceptance of final solutions; more complete information; diversity of experiences/perspectives; more alternatives generated; increased acceptance of solution; increased legitimacy, and so on.

As a result, the findings of this interview question demonstrated the similarity towards teamwork culture in business culture. All Chinese and Singaporean entrepreneurs focus on building positive teamwork culture suggested that teamwork culture may be one of the most useful solutions to address the cultural impact on entrepreneurial communication and behaviour.

5. Do people have a say in the organization's policy changes?

This question was about leadership in business culture such as democratic and autocratic leadership style. This question also implied the communication and behaviour that entrepreneurs manage organisational change.

All the 50 research participants responded that people had a say in the organisation's policy change. Mainly 3 points of view are categorised as follows:

The first perspective: Chinese research participant's (entrepreneurs) regardless of work positions and industries indicated that allowing employees to have a say in organisational (policy) change is important. The organisational change was not only changing the company's policy, structure, process, system, programme, and rules or regulations but also changing people's minds, attitudes, understanding, and even values or beliefs. Changing people was much more important than changing policies or other factors. Moreover, changing people's minds was also more difficult than changing policies. So, by understanding people's true feeling and major concerns could help change managers to implement organisational policy change more effectively and more smoothly. However, people often expressed their ideas privately and managers also usually prefer to communicate with employees personally.

The second perspective: Singaporean research participants (entrepreneurs) regardless of work positions and industries indicated promoting transparent communication system is important and quite a necessary process. Normally, they had a series of meetings to openly discuss the issues and people also usually express their ideas directly in the company meeting or open discussions.

The third perspective: Both Singaporean and Chinese research participants presented a common belief that enabling employees to have a say is important for organisational policy change, but also depends on the actual situations. If certain employees always express and spread-out negative emotion or attitude, managers may just explicitly implement the new change without asking for feedback because negative emotion is quite easy to influence other people's attitudes.

As a result, the **similarity** of the business culture in entrepreneurial communication and behaviour between Singaporean and Chinese is to 'use a democratic leadership style when managing organisational policy change according to actual situations'. The **difference** is Chinese employees and entrepreneurs prefer to discuss privately and personally whereas Singaporean entrepreneurs normally express emotions, feelings publicly, or discuss issues openly.

6. What are some of the ways the company celebrates success?

Celebrating success implies the ways of motivating employees. It also reflects entrepreneurial communication and behaviours. Particularly, celebrating success is an important business activity in both Singaporean and Chinese business culture.

All 25 Singaporean research participants presented that they normally celebrate success by having a buffet together and organising group entertainment such as bowling, Karaoke (KTV), short-term overseas travel (about a week), having fun in a resort, and so on. During the celebration, the business owner or top management normally gave a speech that reviews overall performance in the past and suggests new targets and expectations for the next period.

The responses of all 25 Chinese research participants were similar. They organise similar activities as Singaporean entrepreneurs but most Chinese indicated that alcohol like beer, wine, spirit, and liquor was commonly popular. Drinking culture has a long tradition in Chinese history and it is a big element in Chinese (business) culture. The superiors usually take this chance to strengthen the relationship with subordinates and get to know more about true feelings of their subordinates.

As a result, the findings of this question showed that Singaporean and Chinese entrepreneurs normally celebrate success in the same ways (similarity), but Chinese entrepreneurs usually embedded drinking culture to enhance relationships and knowing more about each other.

7. What kind of flexible work arrangements do people have?

Flexible work arrangement is a work arrangement where both managers and employees agree to variations from the regular work arrangements. Flexible work arrangement may be widely categorised under the following factors respectively are flexible time, flexible-load, and flexible-places. This question is helpful for determining the cultural similarity and difference in entrepreneurial communication and behaviours.

Referring to the responses of Chinese research participants, there were different types of flexible work arrangement other than regular office hour (9-5) based on working schedule as follows:

A business owner from automobile industry expressed:

Creative scheduling involves work schedules that are flexible and meets the needs of specific employee teams. It may be implemented to accommodate existing employees' personal and family needs or to attract employees with needs that do not fit into traditional work schedules. For example, industries may have a variety of shift patterns which appeal to different employee groups allowing companies to improve recruitment and retention.

A senior management and a middle management from design industry answered:

Employees choice of days off allows employees to plan their work schedules and determine their day(s) off. Balloting may be used to ensure that daily operations run smoothly and fair allocation of the day(s) off. This option is particularly relevant for certain industries (e.g. retail, where employees are required to work on weekends and are able to choose their day off on weekdays).

One senior management and 2 middle-management from financial service and health industry responded:

Flexi-hours is an arrangement where employees are contracted to work a certain number of hours over an accounting period (e.g., 20-hour workweek). Under this arrangement, employees can work at any time of the day, as long as they complete the stipulated hours within the workweek. Flexi-hours is more common in jobs where activities are not dependent on meeting colleagues or clients at specific times of the day.

Referring to the responses of Singaporean Chinese research participants, 3 types of flexible work arrangement were stated below:

We allow two or more part-time employees to share the responsibilities of one full-time employee. Responsibilities may be divided by function, geography, time, or workload. Job sharing employees will usually work at different times during the day or week, or on alternate weeks. This arrangement may involve a time of overlap to maintain continuity.

Phasing in is an arrangement where employees joining an organisation can move from a part-time position to a full-time position. It includes employees returning to work after an extended period of leave (e.g. part-time employees on maternity leave converting back into a full-time position). Phasing out is an arrangement where employees leaving an organisation can move from a full-time position to a part-time position (e.g. phased retirement). To ease this transition, employees are sometimes given the flexibility to determine how many hours they would like to work, and when they would like to work.

Staggered time allows employees to vary their daily start and end times to suit their work and personal commitments. Typically, there is a core time during which employees must work (e.g. 10am to 4pm). Staggered time is useful in multinational organisations that deal with different time-zones

Both Singaporean and Chinese research participants mentioned telecommuting or work from home of flexible work arrangement.

Telecommuting is a flexible-place arrangement where the job is performed at a location other than the workplace. It uses information and communication technologies to connect teams virtually and enable employees to respond to clients remotely. Telecommuting may be conducted on a situational or regular basis.

In fact, the findings of this question were not solely relied on cultural background and nationalities. Flexible working arrangements are actually depended more on the nature of jobs and job designs. This finding indirectly reflected that both Singaporean and Chinese entrepreneurs are good at utilising resources to maximise the potential capability and opportunity. The entrepreneurial communication and behaviour actually proved the entrepreneurs' characteristics that were discussed in chapter 2-literature review). They designed flexible work arrangements to enhance team productivity and organisational culture.

8. Your Singaporean/ Chinese stakeholders show ideas and decisions to you directly, or indirectly?

This question explicitly reflects the cultural impact on entrepreneurial communication and behaviour. There were three categories of responses and the last one was interesting.

According to the interview finding, Chinese research participants responded that their Singaporean stakeholders (both internal and external) were more straight forward when communicating ideas or expressing true feelings. Singaporean employees and colleagues (internal stakeholders) normally give feedback more directly. Sometimes, they gave negative feedback or critiques of a project or new organisational changes openly in a meeting. Chinese business owners, senior management and middle management understood the Singaporean business culture including the ways Singaporean communicate. Therefore, they accepted such communication style although they did not feel comfortable when receiving critiques or complaints publicly in the company's meeting. Similarly, Singaporean business partners and

clients (external stakeholders) are also direct and straightforward. For example, a Chinese client relationship director from the business service industry said' *when I am negotiating with Singaporean clients, they often directly ask about price, and what would be the cheapest price they can get. As for Singaporean clients or business partners, yes means yes, no means no, white means white, and black means black. There is no such thing in the middle, like grey area.'*

On the other hand, most of the Singaporean research participants responded that both their internal and external Chinese stakeholders were more indirect in communicating with others. When Chinese stakeholders are trying to complain or give different opinions, they normally compliment first and then carefully show their dissatisfaction. A Singaporean CEO from textile/ silk industry expressed:" *if Chinese people want to get some information, they don't often ask directly, they chitchat with you and talk about something else first. The more they want to know about something, the more they pretend that they don't really care about it. And Chinese people usually prefer to bargain, and they are good at finding 'grey area' that can be accepted by both sides to create a 'win-win situation.'*

The last type of response was that both Singaporean and Chinese research participants indicated that many Chinese stakeholders have been living in Singapore for a long time, and their communication style changed to more direct that is like Singaporean's communication style.

The findings of this interview question presented the difference in entrepreneurial communication. The communication style of Chinese people is more indirect and tactful whereas the communication style of Singaporeans is normally more direct.

9. Do you like that people often give you implication instead of direct expression in a business meeting (or other business events)?

This interview question represents the entrepreneurs' communication style and their feeling about different ways/ types of communications. It could also support to determine the cultural similarities and differences in entrepreneurial communication and behaviour.

Chinese research participants indicated that it was normal that people do not express ideas and feelings directly. From the Chinese perspective, people hide their true feelings, emotions,

and saying things indirectly is a sign of maturity and politeness. Chinese people also believe that if people can always properly interpret and understand other people's implication (what other people trying to say but did not say), is the sign of wisdom. However, the interesting thing was that although most of the Chinese research participants feel that showing true feelings indirectly and express implications during communication or business events is normal and they are familiar with showing and interpreting implications, they still prefer that people can tell the truth directly and be straightforward.

On the other hand, Singaporean research participants responded that they did not like people always give implications or telling true feeling indirectly because it could be time-consuming, and relatively easier to cause misunderstanding. And they prefer people to get to the point more directly during communication or business events. One Singaporean senior management from an IT industry answered: "*in Singapore's business culture, people normally talk to each other very directly. However, as entrepreneurs who aim to expand markets in both Singapore and China, we must be familiar with all types of communication styles. Therefore, the preference of communication style and the use of different communication styles are different.*"

These findings illustrated that Singaporean entrepreneur like people to express true feeling more directly and not always show implication, but they are familiar with the Chinese communication style, and they know that understanding ways Chinese people communicate is necessary. As for Chinese entrepreneurs, they are familiar with the implied communication style, but they prefer that people could express their true feelings and concerns more directly.

10. Have you had any misunderstanding caused by business etiquette when communicating with your stakeholders?

Business etiquette is a part of business culture. Thus, this question was to explore the difference in business culture and to determine the cultural impact when entrepreneurs communicate with each other.

The researcher was expecting to obtain a variety of answers and responses regarding the misunderstanding caused by business etiquette. However, the finding to this question was quite surprising because all the 50 research participants regardless of nationalities, industries, work positions, and titles expressed that they did not have misunderstanding caused by

business etiquette. Research participants responded that *'maybe one of the biggest barriers that might cause misunderstanding was language accent because there are many different dialects and accents in Singapore and China, but this shouldn't be a critical issue. As for business etiquette in Singapore and China, it was not a problem at all.'* Research respondents also added *'in fact, there is no big difference of business etiquette between China and Singapore. If you show people your heartfelt respects, be honest, be real, and do not interrupt the other people's conversation, everything is fine.'* Both Singaporean and Chinese research participants also indicated that business etiquette is common sense in people's daily social lives. Every entrepreneur knows how to shake hands, conduct cross-introduction, arrange business meetings and behave themselves in the public, as well as how to take care of other people's feeling, and so on.'

As a result, the findings to this interview question showed no difference in business etiquette between Singaporean and Chinese. Additionally, respecting other people, be honest, and taking care of other's feeling are the biggest business etiquette that is useful anywhere.

11. Would you give up your family/ personal leisure time for your business?

This question was based on Hofstede's national culture dimension that critically reviewed in chapter 2-literature review.

20 Chinese research participants answered that they would give up family time or personal leisure time for business. They explained: *'entrepreneurs' life is different from regular jobs or office-hour jobs. When choosing to become an entrepreneur, we have already understood that dream and success may be the first priority, and there is always something to be sacrificed. The accomplishment and success of entrepreneurship are also for giving family beautiful future.'* Most of the business owners and senior/ top management gave similar responses for this question.

5 Chinese research participants expressed that it should depend on the actual situations. They would give up personal leisure time for business, but they did not want to sacrifice family time for work. So, it can be summarised that those 5 Chinese research participants would partially give up their own time for doing their businesses.

As for Singaporean research participants, 20 respondents expressed that they did not want to give up their own leisure time and particularly family time for business. They believed that family was more important than businesses. 'Work-life balance' was mentioned by most of the research participants. *'Becoming an entrepreneur is for building a better future for the family but why not cherish the time with family right now?'* answered by most of the participants. 5 Singaporean research participants stated that they would partially give up family time or personal leisure time for business.

As a result, the findings perfectly proved the Hofstede's national cultural difference between Singaporean and Chinese entrepreneurs. The majority of Chinese would sacrifice their family time or personal time for businesses (including social and work relationships). On the other hand, the common belief or core value of Singaporean entrepreneurs is 'work-life balance' and 'family first'.

12. How do you build and maintain a positive/ trust relationship with your stakeholders such as superiors, subordinates, and business partners?

According to the literature review in chapter 2, the relationship is a crucial part that constitutes Chinese culture (both national culture and business culture). Both Singaporean and Chinese entrepreneurs paid special attention to establish strong trust and reliable relationship with stakeholders (including superiors, subordinate, clients, and business partners, and so on).

Chinese research participants mentioned that the business relationship is the same as friendship. Normally, if they wanted to approach prospects, they make friends with prospects first. They usually prefer to have lunch or dinner together and chitchat with potential clients or business partners to build a good friendship personally. Once people have built up a good friendship with each other, they will talk about businesses (cooperation, partnerships, and sales, etc.). Chinese entrepreneurs indicated that having a close private personal friendship is more important than having a business relationship. All the 25 Chinese research participants expressed that they would offer personal help to all stakeholders regardless of business, sales, and job hierarchy. For example, *'I had a high-net-worth client who planned to send his child to Singapore to study. I helped him to arrange everything from application to accommodation.'*

Soon, we signed the business contract after his child's official enrolment.' Said by senior management from financial service.

On the other hand, Singaporean research respondents stated that although having a strong trust business partnership is essential, the business relationship should be apart from personal relationship or friendship. Delivering quality products or services, offering reasonable price, and providing clients with what they want is the best way to establish a good relationship. One Singaporean business owner expressed' *I had good personal relationships with my friends, but it was nothing to do with business. If the product is not suitable, or they have no intention to purchase or cooperate, there is still no business. Once the strong trust business relationship is built up, the friendship is there naturally.'*

According to the findings, the similarity was that both Singaporean and Chinese focus on building up a strong trust relationship. They believed that relationship was essential. However, the difference was that Chinese entrepreneurs believed that personal relationship could directly affect the success of businesses. They commonly believed that 'no friend(ship), no businesses. Whereas Singaporean entrepreneurs believed that friendships and personal relationships are different from business relationships.

13. How do you manage uncertainties?

Uncertainty is one of the biggest issues in entrepreneurship, and managing uncertainty is also a typical entrepreneurial behaviour. The findings of this interview question were mainly classified into the following categories.

What will make useful strategies in strongly competitive markets and highly uncertain business environments? Chinese and Singapore business owners stated that they would manage/ avoid uncertainty by exploring growth opportunities in emerging markets, for instance, research participants from consumer-product industries such as manufacturing, automobile, textile & silk were preparing for limited operational and distribution alliances.

Alternatively, both Singaporean and Chinese senior management favoured investments in flexibility that allow their enterprises and businesses to adapt quickly as markets develop. However, they also concerned about the costs of establishing such flexibility may be high. In

addition, taking a wait-and-see approach—postponing large investments until the future becomes clear—could create a window of opportunities for competitors.

Surprisingly, most of the research participants expressed that traditional strategic-planning process may not be helpful enough nowadays. The standard practice was to propose visions of future circumstance accurate enough to be exploited in a discounted-cash-flow analysis, and so on. Also, executives could consider alternative situations and examine how supportive their predictions are to changes in critical variables, but the purpose of this analysis and planning was usually to discover the possible outcomes and make strategies based on it. That strategic planning may serve enterprises well in comparatively steady business environments. Under uncertainties, traditional methods of strategic planning may be downright dangerous.

All 50 research respondents mentioned learning and research (including market research) could be one of the best ways to manage uncertainties. ' *We do not know what happens next, but we can do our best to learn and research as much information as possible to guess what may happen and give more alternatives just in case.* ' similarly said by both Singaporean and Chinese business owners, senior management, and middle management who were from various industries.

As a result, the findings proposed that culture had no impact on uncertainty management between Singaporean and Chinese entrepreneurs' behaviour because all the research participants responded with similar understandings, thoughts, considerations, and approaches towards managing uncertainties. These findings also proved that entrepreneurs are willing and able to manage uncertainties (discussed in chapter 2- critical literature review).

14. How do you sort out ambiguity with your stakeholders, superiors, and subordinates?

Ambiguity is a big issue in communication. This interview question was to determine the ways of avoiding and addressing the ambiguity in entrepreneurial communication. This question was designed based on the entrepreneurial communication theory and Hofstede's national culture dimension discussed in chapter 2- 'critical literature review'.

Referring to both Singaporean and Chinese research participants, they indicated that they normally try to identify and understand the causes of ambiguity first and then apply the suitable methods to solve the causes, eliminating or avoiding them and reducing the possibility of their occurrence and decreasing their impacts. In addition, research participants also expressed that ambiguity may be vagueness. Ambiguity was a barrier to have a clear understanding of a phenomenon or implication. The ways that research participants (entrepreneurs) sort out ambiguity are as follow:

Training to provide the employees with a clearer mind of their expectation and prepare employees for dealing with ambiguous situations.

If information is unclear, the remedy is to enhance the transparency and clarity of information. Research participants expressed that they would spend efforts and additional time to improve the internal and external communication systems and double confirm the implication of all the information they sent and received.

Most of the participants also mentioned that if there were insufficient clear definition, act to clarify and define. Enhance the formalisation for companies regardless of the size and number of employees of the company. The more complex or the bigger the project teams, the more important structured written communication is.

As a result, the finding of this interview question showed that Singaporean and Chinese entrepreneurial presented similar thoughts and approaches to addressing ambiguities and perfectly proved the theories of entrepreneurial communication and cultural dimension that was reviewed in chapter 2 literature review.

5.2.2 Research Question 2: How Strongly cultures could influence entrepreneurs' communications and behaviours between Singapore and China?

1. What causes conflict, and how are conflicts resolved?

This interview question was to identify the extent of cultural impact on entrepreneurial communication and behaviours. When managing teams or dealing business with other entrepreneurs or external stakeholders, conflicts may affect the outcomes of their business activities.

In this finding, the responses (answers) of research participants were summarised and categorised into 3 major points.

The first point was that conflicts were normally caused by **unequal information**. For instance, if person A amended certain terms and conditions on contract but failed to deliver the newly updated contract to the business partners or clients, the unequal information highly likely cause misunderstanding or even conflicts. In that case, communication (system) is a key to address conflicts caused by information issues. Both Chinese and Singaporean research participants indicated that up-to-date and immediate information delivery and communication was not only helpful for addressing or avoiding conflicts but also effective for improving the reliability and brand image. *'Clients or business partners highly likely believe that you are very trustworthy if you keep them updated'* said by senior management from a financial service industry.

The second point was profit. Different stakeholders have different expectations. Sometimes, certain conflicts caused by overlooking the other parties' financial or non-financial expectation. 'For example, if you look for distributors to set up new market channels, but the price might not be the only thing that your distributors expecting for, they may also want to take this opportunity/ business cooperation to expand their brand names.' expressed by business owners from the manufacturing industry. Therefore, one of the best ways of addressing conflicts is to analyse the stakeholders, understand their needs and wants and set up a goal that will facilitate a win-win situation.

Lastly, the cause of conflicts was not in relation to the language barrier between Singapore and China. Besides the accents and dialects, most of the research participants answered that they can understand Chinese mandarin or Singaporean Chinese language. The true cause of conflicts may be different ways of thinking. Singaporeans are more direct and straightforward, whereas the Chinese do not often show their true feeling and significant concerns. Most conflicts encountered in entrepreneurial activities can be settled out because entrepreneurs (especially who are operating start-up businesses) are adaptable and flexible.

As a result, the conflict of interest was not mainly caused by cultural factors. The causes of conflicts normally are unequal information and overlooking other parties' expectations

(needs and wants). Entrepreneurs are often able to solve the conflicts with their adaptability and flexibility entrepreneurial characteristics.

2. How would you describe “organizational politics” at the company?

Organisational politics is related to organisational culture. Organisational politics may have an impact on business performance because it could influence a company's internal stakeholders' motivation, work attitude, and behaviour. How entrepreneurs describe organisational politics can reflect their understanding of effective organisational culture. Different mindsets towards organisational politics and organisational culture may produce different outcomes. Thus, this interview question is helpful for examining how strongly culture can influence entrepreneurs' communications and behaviours.

The responses summarised from 50 research participants were relatively comprehensive and detailed. Organisational politics was mainly described as '*the self-interest and program of individuals (employees) in a company without any concerns about its impacts on organisations' achievement. Organisational politics can be a procedure that is related to the self-serving organisational behaviour and people's interaction involving power or authority.*'

According to the responses of research participants, organisational politics was described as behind-the-scenes processes to obtain the perceived power. It implies the influential tricks and the behaviours that are used to show personal control in the workplace. Normally, people use organisational politics as tactics to abuse their power, get bigger popularity and tarnish the image of other people in the workplace. Organisational politics usually bring negative organisational culture and a lack of productivity in the workplace.

In the findings of this interview question, the reasons for organisational politics are poor working attitudes, not adaptable to changes, personal relationships in the workplace, insufficient transparency, fairness, and clarity, manipulation, Jealousy, lack of trust, blame game and pushing responsibility, workplace gossip, struggle for power, insufficient promotion opportunity, reward systems, and changes in senior management levels.

In addition to the description and reasons of organisational politics, the research respondents also provided the effects of organisational politics, including decreasing productivity, negative

work environments, low concentration level, low morale of employees, impact on information sharing, and increasing stress.

3. How are decisions made when there's disagreement and stakes are high?

Decisions are the result of strategic planning and decision-making process represents the way of addressing issues. Therefore, if the decision-making process is not smooth or unsuccessful, the outcome may tend to be negative. This interview question set a particular scenario for research participants (how decision is made when there's a disagreement or stakes are high?) in order to identify the entrepreneurial communication and behaviour. The findings of this interview question were mainly shown in two perspectives.

The first perspective was negotiation and to fully use the relevant resources and collect as much information as possible. Research participants regardless of job positions/ titles, industries, and nationalities indicated that as entrepreneurs, people should know the different expectations of various stakeholders to maximise the potential opportunity of profitability and cooperation. So, communication is key to make a good decision and solve the disagreement. *'By talking to stakeholders (internal and external), you can clearly know what their major concerns and expectations are and find a balance point that could best satisfy the benefit of both sides. Sometimes, it is difficult to achieve 100% satisfaction, so what we can do is to negotiate to reach a common agreement and then create a win-win situation.'* Similarly answered by most of the business owners and senior management.

The second perspective summarised was leadership. Sometimes, democratic, and autocratic leadership styles are both important for making decisions smoothly and effectively. Making decisions in disagreement or high stake (risk) situation/ environment might be very time-consuming. Therefore, entrepreneurs need a democratic leadership style to involve stakeholders' participation such as group decision-making, but entrepreneurs especially the decision-makers also need autocratic leadership style to make final decisions efficiently.

Firstly, the findings of this interview question perfectly prove the natures of entrepreneurs that discussed in chapter 2- 'critical literature review': 1) entrepreneurs are good at discovering and utilising opportunities, and 2) entrepreneurs are good at seeking, exploiting, and especially combining existing resources. Secondly, the ways of making decisions in

disagreement or high-stake situation reflected the extent of cultural impact on entrepreneurial communication.

4. When and how do people like to give and receive feedback?

If people actively provide and accept feedback (especially negative feedback) in an organisation, the culture in the organisation is positive and successful because the business owners and senior management are open-minded. Furthermore, encouraging feedback (especially negative feedback) allow decision-makers to obtain sufficient relevant information to support their further strategic decision-making. Thus, the attitude of how people provide and accept feedback could reflect the cultural impact on entrepreneurial communication and behaviour.

Firstly, all 50 research participants expressed that their employees and team/department members normally provide (negative) feedback anytime when they encounter issues or difficulties caused by organisational systems, processes, or operations. Most of the research participants indicated that there was a flattened organisational structure in their companies, so employees had effective participation in the decision-making process and employees also had full participation in providing feedback or reporting problems. In the research participants' companies, the communication systems are transparent, and employees have enough chance to present their opinions and feedback to the top management.

However, according to the primary data collected, the ways of providing feedback and opinions are slightly different between Chinese and Singaporeans. Chinese employees normally provide ideas more indirectly and they do not usually express their true feelings. In contrast, Singaporean employees usually express opinions more directly together with their personal feeling about the issues and feedback reported.

As for acceptance of feedback, all 50 research participants answered that they were happy to receive any feedback because they can clearly understand the actual situation and receive the first-hand information. The more feedback received, the more comprehensive and in-depth details could be obtained. ' *As an entrepreneur, establishing capable teams and strong trust relationship is very important. Employees feel comfortable to provide negative feedback at any time without any concerns means that they trust you and they are close to you, so it is*

a positive outcome of successful business culture.' Said by both Chinese and Singaporean research participants.

5. Have you encountered difficulties or conflicts due to misunderstanding of your stakeholders' communication or behaviour?

Misunderstanding of stakeholders may cause conflicts and create potential barriers for business success. On the other hand, communication and behaviours may reflect the cultural background of entrepreneurs such as the way people talk, think, behave, identify, and addressing issues. Therefore, this interview question can support to answer the second research question ' How strongly cultures could influence entrepreneurs' communications and behaviours.'

According to the data collected, the answers to this interview question included 3 aspects.

The first aspect was that most of the research respondents indicated that they encountered difficulties or conflicts before but were not very related to communication and behaviour. Conflicts or barriers were often caused by the consideration of profits and ways of cooperation but not actually due to the misunderstanding of conversation (verbal/ non-verbal) or language barriers (such as accents).

The second aspect was that research participants expressed the conflict may cause loss of business partners or clients. The term 'conflict' is often related to the conflict of interest in business usually indicates situations in which entrepreneurs' personal interests' conflict with the professional interests owed to their business stakeholders (internal and external) or their business and investments.

Thirdly, because all research respondents are entrepreneurs, they indicated that the most common types of conflict of interest are as follow:

- Self-dealing is one of the most common types of conflict of interest in entrepreneurship. It happens when executives or entrepreneurs accept transactions from other organisations that benefit the managers and affect the company and its clients.
- Difficult circumstances could happen if individuals collect confidential information. Any information of this type utilised for personal profit by stakeholders (employees or

business partners) can be a serious conflict of interest. Certain research participants mentioned that the financial industry constantly grappled with this type of conflict of interest in the form of insider trading.

- Lastly, the hiring of, or showing favourable workplace treatment to relatives and family members—known as nepotism—may also lead to a potential conflict of interest.

5.2.3 Research Question 3: What are the challenges and opportunities related to entrepreneurial practices in both nations?

As illustrated in the previous section, the research participants were from various (over 10) industries. This research question and 4 related interview questions were designed based on the entrepreneurial behaviour theories discussed in chapter 2 critical literature review. According to the critical literature review, entrepreneurs have characters of discovering and utilising opportunities, and at seeking, exploiting, and especially combining existing resources. Therefore, the action of exploring, discovering, and exploiting opportunities and resources can directly support to understand entrepreneurs' cultural behaviours.

1. What factors and/or resources helped you find this business opportunity(s)?

The first interview question was to study how entrepreneurs comprehend and adapt resources to discover business opportunities. According to the primary data collected, the findings were categorised and summarised into the following aspects.

The first factor/ resource is '**value creation**'. Most of the research participants indicated that value creation is one of the most important indicators to measure entrepreneurs' success. They expressed that they felt their previous '9-5' day-to-day jobs were unable to provide them with a bigger stage to add more value. Therefore, they looked for greater opportunities to create values to the society and that was the reason why they chose to become an entrepreneur and establish their own businesses.

The second resource/ factor that helped research participants to find business opportunities was the **market demands**. All 50 research participants answered that they had done a lot of market research before they actually started their businesses. Thus, entrepreneurs have a clear understanding of what the market need and what they are supposed to do to fill the gap between the market demand and market supply. 'What consumers are looking for but the

market is unable to offer is the resource that entrepreneurs can use to find the business opportunity' answered similarly by business owners from business service and IT industries.

The third resource/ factor that helped research participants to find business opportunities were **professional network and relationships**. Research respondents stated that with the rapid growth of economy and globalisation, professional business network and relationship are essential for entrepreneurs and conducting business activities. By frequently joining professional business networking events and being active entrepreneurs could establish a positive reputation and brand images of being reliable or trustworthy. When entrepreneurs could provide great value to the society or market or other people, they also develop brand images, reputations, and trust relationships for being knowledgeable. Establishing this professional business network and strong trust relationship (with clients/ customers, business partners and even competitors) highly likely support entrepreneurs to obtain greater business opportunities and generate more potential marketing leads.

As a result, the findings of this interview questions suggested 3 essential resources or factors that help entrepreneurs to discover business opportunities. They are: 'value creation', market demand, and professional business networking and relationships. Surprisingly, none of the research participants mentioned financial resources. This may be because entrepreneurs widely believed that these 3 factors or resources are more crucial for a greater business opportunity other than the financial resource itself.

2. What may be the future opportunities in entrepreneurship?

This interview question was direct to determine future business opportunities in entrepreneurship. All 50 research participants provided a variety of responses toward future entrepreneurial opportunities. According to the data (answers) collected from research respondents, 28 opportunities were indicated in total. These 28 business opportunities were classified into 4 categories: 1) work from home- home based/ remote business opportunity; 2) online business opportunity; 3) public sector business opportunity; and 4) Other business opportunities.

Work from home- home based/ remote business opportunity: This business opportunity includes 1) Professional Consulting; 2) Home-Based Child Care; 3) Tutoring (for both school

students and adults); 4) Elder Care; 5) Private Chef; 6) Driving: this is a type of gig economy that is suitable for people who want to provide personal delivery or private taxi service. It is also easier for a mid-career switch. During the COVID-19, plenty of people considered started their own business in this opportunity; 7) Thrifting: this business is to help collectors or buyers to find their potential ideal collection at a lower price; 8) Makeup & Hair Styling; 9) Pet Sitting, and 10) Airbnb: it is to offer additional rooms to make profits by registering as an Airbnb host.

The online business opportunity provides (potential) entrepreneurs not only all the benefits of working from home but also full flexibility of doing businesses anywhere. This business opportunity involves 11) Gig Work: such as freelancer, introducer, zero-hour contract, etc.; 12) Website Designer; 13) App/ software Developer; 14) Online sales, such as Amazon, eBay, Alibaba, etc.; 15) handmade, vintage, or arts, crafts selling; 16) Course Creation/ online skill training: such as culinary and computer skills, etc.; 17) Virtual Assistance/ Secretary

Working as a virtual personal assistant takes minimal skill and is easy to get into since there are always businesses looking for people to take on daily secretary work without the cost of recruiting a secretary in a workplace; 18) Internet influencer: sales and marketing on social media; and 19) Freelance Writer: content writing/ copywriting.

Public sector business opportunity includes 20) Construction or construction material supply: but require bigger operation scale and stronger reputation; 21) Security; and 22) Consultancy: such as business, legal, accounting, audit, real estate, etc.

Other business opportunities include 23) Personal Training; 24) property sales; 25) Turnkey businesses: provide a relatively easier start-up model for those with limited budget and time, largely because the time investment is minimal, such as storage units, laundromats, and automated car washes -- basically, turnkey businesses are those that are largely self-sufficient and can almost manage themselves; 26) Do it yourself (DIY) trade work: use some special skills to fulfil people's daily needs such as self-employed repairing, carpentry, plumbing, and ironing, etc.; 27) Lead Generation: help B2B companies to gather potential clients and generate qualified business leads to achieving market and business growth, and 28) Food and coffee trucks.

3. Do you feel that you have sufficient control of your opportunities and resources?

Resources and opportunities are the two most essential factors impact entrepreneurs' success. Thus, if entrepreneurs have insufficient capability or control on the searching, acquisition, combining, and exploiting resources and opportunities, they may encounter challenges in entrepreneurial activities. Hence, this question was to identify the challenges by determining the entrepreneurial behaviour of controlling resources and opportunities.

According to the primary data collected, a total of 5 challenges were summarised and categorised in the findings of this interview question.

1) Step out- take the first Leap.

The most significant challenge for most people would be entrepreneurs is 'take the first step out'. It means that people may need to quit their regular jobs, setting up a website, approaching someone with the first pitch, or maybe just announcing the venture to family or even the whole world and family and investing all that they have.

'This normally comes after a fair amount of brainstorming and planning. That can be a time when your mind frequently plays tricks on you. Fear and doubt creep. You can make plenty of excuses. There are more than enough to choose from. Including the timing of your launch.'

Said by a business owner from the manufacturing industry.

'The first is that many of the most successful billion-dollar startups were launched and acquired in what most would consider the worst crises and economic times. The timing is always better than you think. Figuring it out as you go is one of the most fun and rewarding parts of being an entrepreneur. Just do it'

- 2) Long-time waiting period: Big 'overnight' success is actually the accumulation of constant tiny efforts. However, most of the SME entrepreneurial businesses failed or quit right before the achievement ('sunrise' / 'breaking dawn').
- 3) Cash Flow: Insufficient cash flow is one of the most frequent causes of entrepreneurial start-ups failure is cash flow management.
- 4) Time Management: There could be much more factors to handle when entrepreneurs are willing to establish a genuine fast-growing entrepreneurial start-up. Entrepreneurs will wear many hats, and possibly doing tasks they never realised. So, people should set certain boundaries in advance and always remember what is truly most urgent and

vital. And then appropriately use all the best time to enhance productivity and efficiency.

- 5) Self-control: All 50 research participants mentioned 'self-control. Success could bring more, and chief among them is ego. Entrepreneurs' ego could lead to many mistakes such as wrong decision-making process. Research participants indicated that particularly, as for many young potential entrepreneurs, the main reason they chose to become entrepreneurs were freedom (sleep longer, do not have to listen to bosses, etc.). This mindset and attitude are not the right entrepreneurship.

5.2.4 Research Question 4: What factors of business ethics are more effective and significant for entrepreneurs and the success of their businesses? (e.g., values, morality, ethics, etc.)

1. What role do company values play in business development (internally/ externally)?

Normally, a company's value represents the business owner's value. The role of the company's value in business development reflects the impact of ethics on business activities. This interview question was answered by all 50 research respondents. The various and in-depth comprehending from different perspectives is presented below:

Essentially, a company's value is the common belief, principles, or philosophy that conduct businesses. They will affect employee satisfaction, the customer experience, and the relationship of stakeholders. Research participants indicated that a company's value is the DNA of a company and can support entrepreneurs to enhance their companies' competitive advantage. Thus, a company's value must be always in the consideration of the strategic decision-making process. So, a high-quality company's value also means an effective communication program and system within the company.

Because a company's value reflects entrepreneurs' and their employees' culture and behaviours, it gives them a strong sense of responsibility. In fact, all decisions entrepreneurs, business owners, managers, and their employees make must be in line with the company values that people have understood and believed.

Particularly, in Chinese culture, both Singaporean and Chinese research participants expressed that business development can be also seen as relationship development. a company's value can represent the reliability, responsibility, and ways of treating others in

the company. All these factors could influence stakeholders' (clients and business partners, etc.) impression, feeling, and the decision-making toward business cooperation or signing contracts. As introduced in chapter 2 critical literature review, and the previous findings in chapter 4, establishing a strong trust relationship is an essence of doing businesses with Chinese in both Singapore and China.

As a result, the primary data collected from this interview question discovered that the role of a company's value in business development is in relation to employee satisfaction, customer experience, competitive advantage, strategic decision-making, and trust relationships with stakeholders.

2. How do you describe business success?

Different entrepreneurs have different ways of comprehending business success. By asking research participants to describe business success, the personal moral values of entrepreneurs (research respondents) could be discovered. The finding collected relatively comprehensive answers to this interview question, as presented below:

Firstly, all 50 research participants mentioned business performance. According to the respondents' answers, the business performance includes 3 key performance indicators (KPIs) namely, financial performance (such as sales revenue, income, cost-saving, profit, and assets, etc.), market base (size), and customer base. Research participants expressed that business success can be measured by these 3 key performance indicators commonly. In addition, financial performance, market base (size), and customer base are also essential considerations when making business strategies. Thus, income generation, cost reduction, market expansion, and customer acquisition/ development were described as the success of business performance.

Secondly, according to the research participants' responses, entrepreneurs may not be satisfied with money and social prestige or personal status only. Their success can be also measured by how much value they create to the society, for example, how many people or businesses can be benefited from their new designs, services, products, or innovations; how many people's behaviour and mindset can be influenced or changed; how many lives could be saved or changed; how effectively the environment could be protected, and so on.

Entrepreneurs should take the profits earned from consumers as responsibility and trust and add additional or potential values back to the public in return.

As a result, from entrepreneurs' perspectives, the success of businesses can be described as a performance-based and social value-based indicator. This finding of this interview question suggested that in moral values of entrepreneurs, the success of businesses is not only in connection with profitability but also closely related to the additional contribution created to the society.

3. Do you think the organization operates in a socially responsible manner?

Corporate Social Responsibility (CSR) is one of the typical ethical considerations in terms of business culture and moral values. This interview question directly explored entrepreneurs' related points of views by asking and identifying their attitudes toward corporate social responsibility. The data collected were comparatively comprehensive and detailed, as follows:

According to research participants' answers to this interview question, CSR was seen as the continuing commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large. CSR goes beyond earning money for shareholders. It is concerned with protecting the interests of all stakeholders, such as employees, customers, suppliers, and the communities in which businesses operate. Examples of CSR include adopting humane employee practices, caring for the environment, and engaging in philanthropic endeavours.

Most of the research respondents (entrepreneurs) who support Corporate Social Responsibility (CSR) believe that companies should pursue a deeper purpose beyond simply maximizing profits. It is the broadly accepted idea of practising CSR and shared value, — earning financial profit in ways that also add value for societies.

Moreover, over 45 (90%) of respondents expressed that they have been practising various activities of CSR that run the gamut from pure philanthropy to environmental sustainability to the active pursuit of shared value. Furthermore, they also indicated that CSR activities of well-organised businesses or entrepreneurs should be aligned with their organisational culture, strategic planning, visions, common values, and business goals.

All 50 research respondents presented a common belief that CSR activities have a direct impact on business reputation, brand image, brand name, and eventually the consumers' brand awareness. Therefore, to maximize their positive impacts on societies and environments in which they operate, entrepreneurs may need to produce consistent CSR strategies. And this should be one of the most important considerations of all business owners and entrepreneurs. Developing CSR plans should begin with an audit or inventory of existing initiatives.

4. Do you (does your business) have any purposes beyond making a profit?

This interview question is helpful to identify research participants' personal moral values because the purpose of businesses could reflect a company's vision, long-term goals, and the organisational culture. As discussed previously, an entrepreneur's (business owner and top management) values normally constitute a major part of an organisation's value or culture. This series of interview questions logically identified the significant factors for entrepreneurs and their business success. How entrepreneurs describe business success, the relationship between a company's value and business development, and entrepreneurs' goals beyond profits could effectively support to study the moral values and cultural impact on entrepreneurial behaviours.

According to the primary data (answers to this interview question) collected, all 50 research participants clearly indicated that the ultimate goal of entrepreneurs is not just making money but adding value to satisfy people's needs and society's demands. Businesses should make value by adding value to markets and societies first. Normally, the gap between market demand and market supply is called 'business opportunities'. Most of the entrepreneurs and particularly successful business people's initial purposes were to fill up the gap between supply and demand and bring convenience for others in order to make people's lives easier or more wonderful. With the acceptance and recognition of their businesses by the public or societies, they could then make profits from the market. So, the first purpose of entrepreneurs to establish business should be social value creation. Additionally, most of the research participants also responded that if entrepreneurs solely look for financial profits but ignore the actual and/ or potential value, they may be difficult to achieve higher success. And

if entrepreneurs use unethical or even illegal means to earn profits, they will not only never achieve success but also repay everything back in someday.

Thus, based on the finding of this interview question, entrepreneurs regardless of cultural background, nationality, industry, and job positions/ titles, entrepreneurs commonly believe that the purpose of value contribution to societies and the public add more meaning to the definition of business success. Therefore, entrepreneurs need to consider purposes/ goals that are beyond making financial profits.

5. Do you normally care about your business partners' personal credibility when building partnerships?

Entrepreneurs' personal credibility is one of the symbols of their behaviour, personal values, and morality. In Chinese culture (in both Singapore and China), relationships are important for doing businesses. Personal credibility is normally the first thing to consider when establishing personal relationships or business relationships. Moreover, entrepreneurs' personal credibility can also affect brand reputation and brand image. Thus, this interview question could help to explore entrepreneurs' comprehending about ethical consideration by asking about the influence between personal credibility and business partnership.

To answer this question, the researcher interviewed 50 entrepreneurs who were from both China and Singapore in different positions: business owner, senior/top management, and middle management. Those research participants (entrepreneurs) have a different cultural and professional background, and they also represent diverse business functions and industries.

According to the primary data collected from research participants, building a trust relationship is an important part of a business partnership, whether these key partnerships are between internal stakeholders or external stakeholders.

Research participants expressed that trust relationship usually depends on credibility, reliability, and Intimacy. They also answered that credibility means how trustworthy business partners are; reliability means the capability and willingness of achieving promises; and intimacy means the close relationships between the stakeholders.

Having positive personal credibility is essential for entrepreneurs to establish a trustworthy reputation and enhance brand awareness. Personal credibility also reflects components of personal morality and business ethics, for example, honesty, integrity, kindness, fairness, transparency, and inclusion and can effectively support entrepreneurs and their business.

All 50 research participants responded that they would carefully consider the personal credibility of their business partners when building partnerships. Most of the respondents indicated that doing businesses with someone who is trustworthy, reliable, and have high personal credibility, could potentially reduce risks, or avoid unnecessary issues (and troubles) in the future business cooperation.

6. Do you think that entrepreneurs' reputation, personal image, and morality are more important than capability and profitability?

According to the answers to this interview question, all 50 research participants responded that reputation, personal image, and morality, are more important than capability or profitability. Several research participants answered that morality and reputation show how much a company/ business take care of its customers and other stakeholders.

Research respondents indicated that reputation and brand image are a common feeling of how the business environment, including consumers, internal and external stakeholders, employees, and anyone else in the public, views an individual or businesses.

With the rapid development of internet technology, online reputation means everything, such as buyers reviews after online shopping, writing review on social media channels, and so on. Entrepreneurs spend tremendous money to advertise their business on a variety of media channels such as radio, TV, newspaper, magazine, and especially the internet. They invest in marketing and public relation management to gain higher brand awareness. Entrepreneurs and their teams produce press releases to draw customer attention and generate people's interest.

However, all those efforts will eventually bring customers to one place: Google. It is the place where potential consumers find opinions and reviews of brands they look for. Therefore, reputation and brand image could heavily affect consumers' trust and brand awareness. Most of the research participants indicated that entrepreneurs and their businesses may not gain

sufficient capability and profitability without careful consideration of business ethics, personal image, brand image, and reputation. That is why all companies in the world attempted hard to establish a high-quality organisational culture to cultivate the most correct moral values and behaviours.

In the business world nowadays, almost every business has its official website that is interacting with all the users on the entire internet, particularly, it may be easy to dismiss what happened on the internet as unimportant to a company's day-to-day operation management. However, a business's online reputation highly likely has a huge influence over offline brand perceptions.

5.2.5 Research Question 5 (Concluding Questions): What can we learn from past decades investments success & failures and what recommendations can be made?

1. Which aspects of the entrepreneurial activities (e.g., communication/behaviour, etc.) can be improved to make it a greater chance to succeed?

Based on the critical literature review in chapter 2 and findings in previous sections in chapter 4 (including similarities and differences in business culture between Singapore and China; cultural impact/influence on entrepreneurs' communications and behaviours between Singapore and China; challenges and opportunities related to entrepreneurial practices in both nations; as well as significant factors of business ethics and entrepreneurs' business success), this section is mainly focused on the recommendations to address the cultural impact on the entrepreneurial communication and behaviours.

The first aspect mentioned by most of the research participants was respect. When communicating with other people (or stakeholders), people should put themselves in that moment, put down mobile phones, and look at each other. Respondents expressed that when you truly respect the others in the communication process, you do not need to purposely pretend that you are listening because people can always feel.

The second aspect/ recommendation was to conduct a comprehensive audit of the entrepreneurs' current business communication systems or the company's communication channel.

If entrepreneurs are serious about improving their business communication efficiency and effectiveness, they should have a clear understanding of their current situations, techniques, process, systems, or tools.

Therefore, entrepreneurs should conduct a broad range of audit of the communication channels and collect various insights from the whole business. According to the responses collected from research respondents, entrepreneurs could ask the following questions: What's working well? What are the most common problems? Which platforms would my clients, employees, and business partners prefer most? The answers to those questions could effectively help entrepreneurs whether they need enhanced training or upgraded tools.

In terms of entrepreneurial behaviour, research participants recommended that ethical consideration and practice must be a resource to invest in, not a cost to be reduced. Upgrading software or hardware and operating system may cost plenty of money, particularly when entrepreneurs need to apply them to all internal and external stakeholders in their companies. Thus, as findings presented in the previous sections, the benefits of strong business communication, trust relationship can significantly enhance the chance to succeed. In addition, all 50 respondents clearly indicated that unethical activities such as cheating, misleading, hiding information, and cutting corners will expose entrepreneurs to risks that their businesses could not afford.

2. What resources and/ or entrepreneurial characters are the most valuable in business success?

According to the primary data collected from the research participants, there were abundant helpful suggestions regarding resources and entrepreneurial characteristics. They are the following:

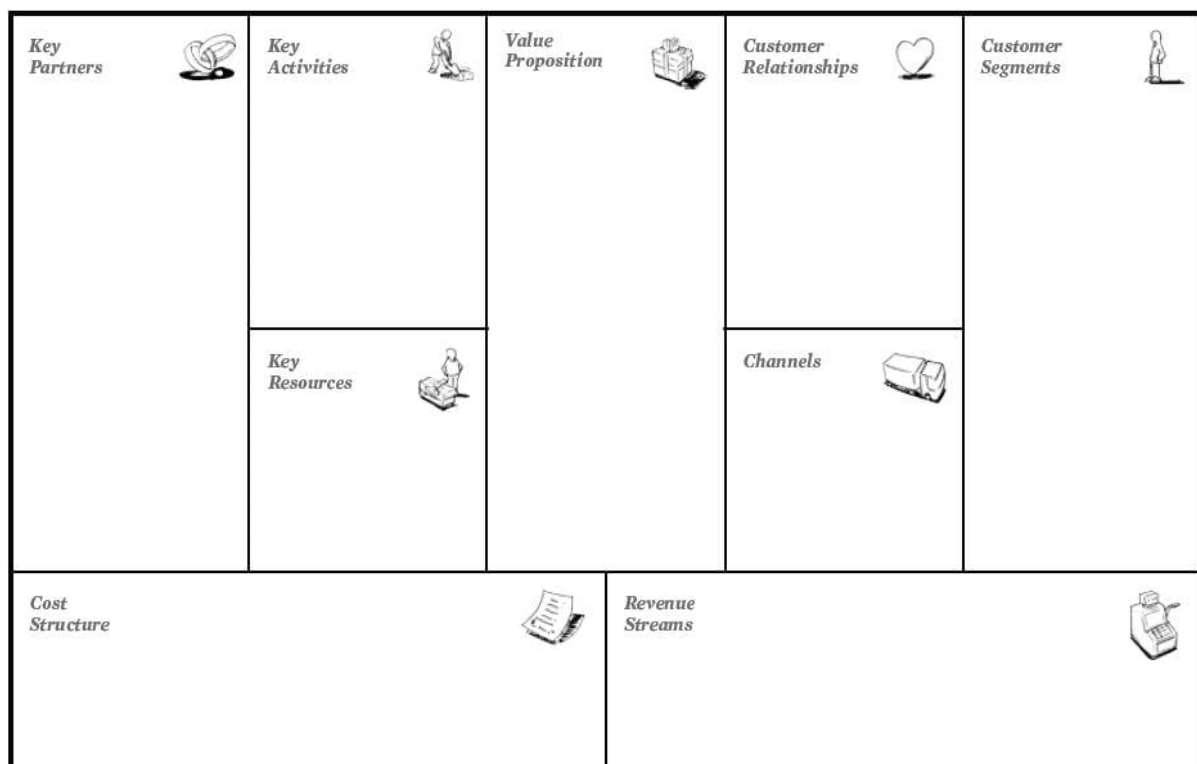
Business idea: Coming up with doable and feasible business ideas may be difficult. So, entrepreneurs should be good at learning to have a greater capacity for innovation. They may need a global vision with a special focus on high technology products or services.

Business planning: business plan means business strategy. Whether entrepreneurs look for angel investors, business partners, applying for a loan from banks, or simply carrying out extensive market research, a comprehensive and detailed business plan could provide

entrepreneurs with the professional guidance and clear insights of new business opportunities.

'When entrepreneurs are preparing for their own business start-ups, they are the policy-makers. So, one of the most useful tools I usually use to explore different business opportunities and resources is the Business Model Canvas. As for the business model canvas itself, it can be seen as an entrepreneurial tool or strategic management technique that can help entrepreneurs to identify, plan, consider, and decide through different business plans or models. Business Model Canvas is normally just a one-page card that could serve as a great application to broaden my insights and views. I like to use it because it can help me to be concise in planning and reviewing my business on post-it notes. So, I recommend this to you and future entrepreneurs.' - Expressed by a Singapore business owner but similarly mentioned by most of the research participants.

Photo 1: The business model canvas provided (showed) by the research participant.



Source: The research respondent

SEO: In the online information era, search engine optimization is the powerful tool and skill of ranking any websites or internet pages higher in Google search (or any other search engines)

in order to produce as much valuable organic search traffic as possible. Therefore, entrepreneurs should be familiar with using new technology like SEO to generate popularity for their businesses. SEO is a big topic now because it encompasses almost everything from content creation (blog/ Twitter) to technical including performance or server speed.

As for entrepreneurs' characters, they should be reliable and responsible first, because personal moral values are the most fundamental consideration of doing business and establishing a strong trust relationship. According to the responses from all research participants, the important personal characters that entrepreneurs should get are honesty, humility, trust, modesty, humbleness, loyalty, passion, compassion, kindness, encouragement, inspiring, positivity, empathy, personal credibility, accountability, moral values, work ethics, and risk-bearing.

3. Can you provide potential or future entrepreneurs with any suggestions or advice based on past decades investments success & failures?

This interview question was to collect recommendations for future entrepreneurs. It could be supportive for answering the research question of 'What can we learn from past decades investments success & failures and what recommendations can be made?' According to the responses of research participants, the recommendations are as follows:

' What happened in the past is not especially important, because happened means happened, finished means finished. The most important thing is what is happening now and what are we going to do in the future.' Ensure your business plan is feasible. Sometimes, complex business plans do not mean that they are feasible. Business planning plays an important role in achieving business success. A feasible business plan can be a fundamental starting point that define entrepreneurs' skillsets and weak points, what are the competitive advantages, and the unique selling points, and so on. In addition, entrepreneurs should prepare themselves practically and mentally for uncertainties and be ready to handle extreme situations. For instance, what happens if their key stakeholders get critical illnesses or injured? What if transitions or shipment suddenly cancelled or postponed? What are the additional alternatives for unpredicted disasters? What if trusted suppliers face businesses bankrupt?

'Prepare for financial challenges. Entrepreneurs could offer clients a discount if they pay a deposit or the full amount upfront, or even an incentive – e.g. pay 10% less if you deliver your product or service a week earlier. Whatever you do, be extremely careful of debt – this is one of the biggest killers of small business success.'

--- expressed by Chinese senior management from the business service industry.

'Be frugal – remember you're a start-up. Resist the temptation to splash out on fancy offices, expensive equipment and over-the-top marketing. Your company's livelihood depends on what's in your wallet so every dollar and cent must be triple checked. Maintain a low overhead and manage your cash flow effectively.'

---answered by a Singaporean business owner from finance industry.

Lastly, all 50 research participants mentioned about Learning. The common main idea was that learning is a lifelong process. So, entrepreneurs should never stop learning. Business opportunities and resources can be usually found in the journey of learning.

5.3 Summary

Chapter 4 research findings exploited storytelling and narrative presentation methods to introduce and classify all the data collected from interviews and interview questionnaires. The research findings presented in this chapter were closely related to all 5 research questions. In addition, they were also helpful for discussing those research questions in chapter 5- analysis and chapter 6- recommendation, such as: What are the similarities and differences in business culture between Singapore and China? How Strongly cultures could influence entrepreneurs' communications and behaviours between Singapore and China? What are the challenges and opportunities related to entrepreneurial practices in both nations? What factors of business ethics are more effective and significant for entrepreneurs and the success of their businesses? What can we learn from past decades investments success & failures and what recommendations can be made? These research findings effectively supported the further discussion and analysis in the following chapters: chapter 5 analysis and discussion and chapter 6 data analysis and discussion.

Chapter 6: Analysis and Discussion

6.0 Introduction

In this chapter, the researcher of this DBA research thesis analysed and discussed the cultural influences on entrepreneurship in Chinese cultural context based on the critical literature review in chapter 2 and research findings in chapter 5.

As one of the most important economic activities, entrepreneurship has greatly contributed to national and international economic growth. This DBA research thesis aimed to study the relationships between entrepreneurship and Chinese cultural context (Singapore and China). From an entrepreneurship and culture perspective, Chinese culture may be considered from the following aspects: 1) self-construal, 2) self-evaluation, 3) communication and behaviour styles, 4) public attitudes toward business failure and 5) ethical and legal consideration. This research suggested that certain typical entrepreneurial characteristics and Chinese personality traits may have influential power to business success, and certain factors of Chinese social or national culture might be unfavourable for successful entrepreneurship. Nevertheless, Chinese cultural factors also have certain strengths in facilitating entrepreneurship, which may partially explain why many overseas Chinese entrepreneurs have gained phenomenal success in their entrepreneurial activities.

As discussed in chapter 2- critical literature review, entrepreneurs mean people who start their own businesses and then bear the psychological challenges and financial risks of establishing new enterprises. Relatively, entrepreneurship may be a flexible concept that is uneasy to measure or define. According to the European Commission (2003), entrepreneurship is normally an attitude, and therefore a “procedure to conduct or continue economic activities” featured by “risk-bearing, innovation, creativity, opportunity discovery, resource combination, and uncertainty management”. Narrowly speaking, entrepreneurship sometimes refers to small or medium businesses. Although there is no common definition of entrepreneurship from an academic perspective, entrepreneurship is dramatically important for the prosperity of economic growth due to the rapid changes in high-technology and societies.

Even though huge enterprises are still playing an important role in economic development, small and medium businesses normally add more values to employment opportunities

(OECD, 2004, 2005; Quadrini, 2009). This may be the main significance of entrepreneurial contribution. Furthermore, in the high-technology industries, more and more mature enterprises originated from small entrepreneurial businesses, such as Facebook and Google, whose success largely relied on the extraordinary entrepreneurship of their founders.

In addition, as discussed in chapter 2- critical literature review, positive entrepreneurship could support the economic system to restrain monopoly and maximize the potential of people's creativity and innovation, which are significant resources of economic growth and technology progress (Schumpeter, 1942). Hence, special attention was paid to entrepreneurship by policymakers and governments of many nations.

6.1 Study on Entrepreneurship from a Cultural Perspective

According to the interview data collected and presented in the chapter 5, the researcher constructed relevant comprehending from the following perspectives. Culture has been progressively recognised as a more significant factor contributing to promote and influence entrepreneurship in societies. Thus, the cultural impact on entrepreneurship was chosen as the topic for this DBA research thesis, with both national and organizational cultural factors under research study. Culture can be a concept with various explanations, but it normally refers to the common or shared values, preferences, ways of communication and behaviours, beliefs, and attitudes in an area. Although all the research participants are Chinese, there were similarities and differences in national culture and cultural factors may influence entrepreneurial communication and behaviours in both nations (Singapore and China).

The researcher has explored the characters of Chinese entrepreneurs from both Singapore and China. According to the findings presented in chapter 5, the research findings suggested that entrepreneurs have much in common, regardless of cultural background, size of businesses, industries, and work titles/ positions. For example, the researcher discovered that some common traits of entrepreneurs include creativity, innovation, active learning, proactive, attention to CSR, reputation, and personal morality, as well as risk-taking.

As a result, these two groups of research participants showed that certain important attitudes or comprehending of entrepreneurial communication and behaviour may be independent from cultural factors and impacts. In addition, it seemed that entrepreneurs are "outliers" of a culture, and they emerge because they are extraordinary. This also proved one of the

characteristics of entrepreneurs (in chapter 2- critical literature review) that groups of minority or people who are in different conditions or receive different treatment from society are more easily inclined to be entrepreneurs. Hence, the researcher of this DBA research thesis put in efforts to study cultural personality traits of entrepreneurs such as “creating an independent life of self-determination, discovering new resources or opportunities, and methods of establishing and developing businesses, being hard-working and persistent in goal striving, developing a social network, and bearing the risk of failure”

The goal of entrepreneurs is to achieve business success. However, it is important that successful entrepreneurs need to have both “willingness” and “ability” to carry out entrepreneurial activities. As for entrepreneurs themselves, they might be from a minority group, but they must work in an environment shared with other people. Hence, entrepreneurs may have developed in certain cultures, and they are influenced by the unique nature of a culture. Therefore, it is helpful to consider the interaction between national culture and entrepreneurship. That is the reason why the researcher of this DBA research thesis involved organisational culture and Hofstede's national culture to support the cross-cultural entrepreneurship study.

In fact, Hofstede's (1980, 2001) dimensions of national culture provided the researcher of this DBA thesis with a clear taxonomy to distinguish national culture factors regarding people's values, mindsets, communication styles, and behavioural preferences, particularly, in a business context. Thus, the theory has been usually adopted in cross-cultural studies on entrepreneurship. So far, some cultural dimensions such as 'power distance', 'uncertainty avoidance', 'individualism vs. collectivism', and 'masculinity vs. femininity', are often investigated in the literature on entrepreneurship-related topics. The researcher carefully considered that cultures promoting entrepreneurship got higher marks in individualism, lower marks in uncertainty avoidance, lower scores in power distance, and relatively higher scores in masculinity.

In addition to Hofstede's national culture factors, the researcher of this DBA thesis also carefully investigated the correlation between entrepreneurship and beliefs, comprehending, ethical consideration, moral values and about such cultural factors as the need for achievement, autonomy, business success, and personal improvement. For example, four cultural factors underlie establishing new businesses: independence from other people,

recognition of accomplishment, constant learning and development process, and characters. Each nation may have a different level of emphasis on various basic dimensions. Furthermore, the researcher also compared answers of research respondents (entrepreneurs) from both nations (Singapore and China) toward attitudes of traits that are supposedly related to entrepreneurial communication and behaviours. There were slight differences in terms of entrepreneurial communication and behaviour between Singaporeans (Chinese) and China's Chinese, but all entrepreneurs (research participants) showed similar comprehending toward ethical considerations. This research thesis collected a comparatively broad range of data regarding entrepreneurs' attitudes over such issues as entrepreneurial communication and behaviour, cultural influence, challenges, and opportunities, as well as business success and failures.

6.2 Entrepreneurship in Chinese Cultural Environment

China and Singapore are crucial economies in Asia and even the world, and entrepreneurship has added tremendous value to economic growth in past and recent decades. Due to a diverse ethnic and an extremely large population living in a huge territory, Chinese culture may have differed regionally. Certain Chinese core cultural values such as understanding of morality, and personal characters, nonetheless, travel well.

The researcher attempted to exploit a comparative approach to explore the relationship. For example, when comparing the values held by Chinese entrepreneurs (research respondents) and Singaporean entrepreneurs (research respondents) in terms of 'individualism', 'openness-to-change', and 'self-enhancement', he discovered no notable differences between these two groups of entrepreneurs. However, Chinese research respondents put a higher priority on their business advancement and relationship development but relatively lower priority on their family and personal life. Therefore, when entrepreneurs are doing business with their Chinese stakeholders or managing their Chinese employees, building up a strong trust friendship and business relationships first may be more helpful for further cooperation partnerships. On the other hand, when entrepreneurs are doing business with their Singaporean Chinese stakeholders or managing their Singaporean employees, showing true care to their families may be more effective for developing better relationships.

The researcher of this DBA thesis also explored Singapore and Chinese cultures, studying entrepreneurs' (including business owners, senior management, and middle management) attitudes regarding risk-bearing, creativity, proactiveness, aggressiveness, and ethical consideration. The researcher discovered and believed that certain cultural entrepreneurship such as being creative, aggressive, proactive, and risk-bearing could be the factors for gaining business success. Additionally, the researcher of the DBA research thesis thought that Chinese entrepreneurs who are from China were less willing to make future-oriented commitments, and more willing to take risks than their Singaporean entrepreneur counterparts (research participants). The cross-cultural research focused on Chinese culture-based entrepreneurial characteristics, and some relevant literature roughly explained 4 typical factors of Chinese culture: collectivism, familism, hierarchy, and paying attention to being hard-working. In the researcher's point of view, this research study could be further conducted in order to obtain a more comprehensive and in-depth analysis.

Culture and entrepreneurship could be merged into a combined concept. It might be hard to assert what may or may not be involved in the field of culture. As for cross-cultural study in entrepreneurship, the previously discussed Hofstede's cultural factors provided the researcher with considerably helpful guidance. On the other hand, when it comes to certain cultures with specific issues to analyse, views other than those in Hofstede's cultural dimension could also be considered and applied. Together with entrepreneurial communication and behaviour, the researcher of this DBA thesis mainly focused on three culture factors namely 'self', the 'interaction of self and other people', and 'social environments'. First, entrepreneurship can be seen as processes during which both individual endeavour and the supportive social network (relationship) play significant functions. Hence, "self in cultural and/ or social environments" is an important factor impacting entrepreneurial communication and behaviours as well as business activities. Therefore, the researcher attempted to analyse "self" and "self-esteem" in the Chinese cultural context, which may be very different from those described by mainstream Western psychologists. Secondly, entrepreneurs' self-construal, personal traits, and characters affect their communication styles and behaviours, which are significant cultural factors indicated by Hall, (1976). Thirdly, as a collectivistic society, the ways of communication and behaviours of Chinese entrepreneurs (in both Singapore and China) may be considerably influenced by social

environments. In this regard, the researcher also analysed the entrepreneurs' attitudes on business success and ethical consideration.

Precisely, these 3 cultural factors could be divided into five categories: 1) self-construal, 2) self-evaluation, 3) communication style, 4) entrepreneurial attitudes and characteristics toward business success, and 5) ethical consideration (moral values)– that positively, or negatively impact on entrepreneurship (entrepreneurial communication and behaviour) which were further discussed and analysed in the following sections. As discussed and analysed previously, Chinese cultural factors are not homogenous geographically, but Chinese entrepreneurs (regardless nationality) living across the world share certain common beliefs or values, which the researcher focused on in the analysis below. Nonetheless, in certain sub-sections, special attention is paid to the context and circumstances in mainland China due to its salience.

6.3 Self-construal of Entrepreneurs: Family Self and Interdependent Self

The researcher of this DBA thesis thought that entrepreneurs in different cultural contexts may have different comprehending of self, of other people, and of the relation between the two, which give rise to diverse natures of cognitions, motivations, and emotions. Slightly different from local Singaporean entrepreneurs who profoundly value their independence and families, Chinese entrepreneurs normally place emphasis on the building and developing of basic personal relationships with each other. Thus, the “self” concept within Chinese business culture is mainly an inter-dependent self (which is different from the independent self) since Chinese culture focuses more on piety and loyalty to superiors, including parents, employers, and government officials. In Chinese culture, parents are extremely significant, therefore, Chinese entrepreneurs' self is normally a 'family self'. In addition, 'familism' is another important characteristic of Chinese culture. This means that family interests are still usually in a higher priority although Chinese entrepreneurs (research respondents) indicated that they may sacrifice their personal or family time for businesses. This cultural value brings a relatively significant impact on Chinese societies and business activities, such as placing emphasis on the establishment of friendship, personal relationship, and business

partnerships, not often to express emotions and true feelings, pay special attention to personal and social networks, as well as the prevalence of family businesses.

6.3.1 Discussion on Entrepreneurial Behaviour: Autonomy and Innovation under Cultural Impact

According to the entrepreneurial theories and cultural theories discussed in chapter 2- critical literature review, as well as primary data presented in chapter 4- findings, entrepreneurs' factors including self-actualisation and autonomy are major entrepreneurial needs, that refer to "the feelings of desire that could accompany any action". Nevertheless, in the Chinese cultural context, this needs normally motivate entrepreneurs to generate values. In both Singapore and China, familism and public attitudes toward filial piety bring more focus on strict disciplines, socially desirable, and culturally recognised behaviours. This may be the reason why there were so many similarities and common belief toward entrepreneurial communication and behaviour as well as moral values existed in the research findings.

As discussed earlier, proactiveness may be a common trait of entrepreneurs regardless of nationalities. Especially entrepreneurs in Chinese cultural context, more likely deal with questions and handle ambiguity. Likewise, some Singaporean and Chinese entrepreneurs (research respondents) might be accustomed to finding confirmed answers from official institutes or formal authorities. Therefore, some of the entrepreneurs (research respondents), particularly Singaporean entrepreneurs, showed lower attempts in taking risks in their entrepreneurship careers, in which they have to autonomously address various issues that they encountered with. Given similar financial return, new entrepreneurs may prefer relatively more stable, predictable, less-challenging, lower risk entrepreneurial businesses.

6.3.2 Regulating Emotion and Cognitive Resource

According to the findings in chapter 4, the communication style of Chinese research participants (entrepreneurs) tended to be indirect, they are rarely straightforward to express true feelings or emotion whereas Singaporean research participants (entrepreneurs) responded that they were more direct to express their true feelings or emotion. In order to address the research question, the cognitive model was involved in the discussion and analysis. The cognitive model of emotion, the experience of emotion could be divided into different aspects, and some factors of entrepreneurial behaviour in emotion regulation are observable. Emotional behaviour means not-planned, specific behaviours, related to physiological reaction modes; and regulation means managing emotional behaviours,

including minimizing negative effects and maximizing the positive factors. Entrepreneurial emotion behaviour may be self-regulated, and the regulation patterns depend on social cultures or people's experience. Evidence showed that emotional expression is often carefully regulated by Chinese entrepreneurs (or even most of the Chinese people) in order to promote social hierarchies, positive relationships, and group harmony (Bond, 1993). This evidence perfectly supports the Hofstede's national culture theory discussed in chapter 2- critical literature review.

In fact, from childhood, Chinese people were taught to manage personal emotions to prevent damage to social harmony. Therefore, tremendous cognitive resources of Chinese have been engaged by the efforts to regulate their personal emotion and interpret other people's minds. Thus, there might be limited cognitive resources left for entrepreneurial creative thinking, that more or less impact the potential capability for Chinese entrepreneurs. As a result, the researcher of this DBA research thesis thought that culture with an interdependent self-construal, that may tend to suppress people's needs (including entrepreneurs' needs) for autonomy, and individuals (entrepreneurs) and overly concerned with harmony of their relationships, societies, and environments, may impact their entrepreneurial activities.

6.3.3 Significance of Social Networks and Relationship ("Guanxi")

Relationship establishment and development is an important component that constitutes Chinese culture. According to the findings in chapter 4, the term 'relationship' was mentioned by almost all the research respondents regardless of nationalities, industries, and work positions/ titles. As for the inter-dependent self, the research participants showed that Chinese entrepreneurs are likely to be keen on establishing, developing and keeping (personal) social networks and personal relationships. As a quite popular saying in Chinese business culture expresses : "Who you know is much more important than what you know." The term of "Who you know" implies close relationships with the key stakeholders of your business such as powerful decision-makers or institutes. These relationships constantly play an essential role in gaining business success. Due to their extremely special meaning and function in Chinese (business) culture, this Chinese word 'guanxi' (relationship) has frequently been utilised in English to describe such connections and social networks. Entrepreneurs in the 'guanxi' (relationships or connections) social networks do each other favours in a reciprocal fashion. However, in some cases, the favours are performed in the 'grey areas'- the edge in

between legal and illegal or ethical and unethical behaviours. In fact, this discussion perfectly matched the critical literature review and research findings.

Why are relationship development and maintenance especially significant in Chinese culture? Firstly, in traditional Chinese societies, ordinary individuals, who live close to the basic line, may feel a relatively strong sense of insecurity due to the unpredictable bureaucratic behaviours. By building and developing strong relationships, ordinary people could avoid distress, get rare resources, and obtain peace of mind. Hence, it is an important surviving approach to establish diverse and strong social networks and personal relationships. Moreover, even though people's living conditions have considerably improved in past and recent years, Chinese people (especially including entrepreneurs) are still familiar with the traditional survival approach— establishing personal relationships (guanxi).

Essentially, business activities are conducted by and dealt with people's interaction. Therefore, building personal relationships and expanding social networks, in the Chinese cultural context, are crucial for entrepreneurs. Chinese entrepreneurs, who are excellent at using and managing personal relationships and social networks, always have more potential advantages in conducting business activities. This is usually considered as one of the main reasons why Chinese entrepreneurs (across Southeast Asia or even the world) have been noticeably successful.

However, relationships and social networks (guanxi) have sometimes been adopted inappropriately in Chinese societies. This improper use of relationships has led to many entrepreneurs seek shortcuts to achieve business success, rather than being hard-working, and put in efforts, and hence stifles entrepreneurship to a substantial extent. As a result, the researcher of this DBA research thesis proposed another point of view: Appropriate use of personal relationships and social networks are necessary for entrepreneurial activities. Entrepreneurs need to have a healthy and proper ethical consideration in their business development activities because the abuse of social networks highly likely impact or even damage entrepreneurial communication, behaviour, and entrepreneurial spirits.

6.3.4 Prevalence of Entrepreneurial Family Businesses in Chinese Cultural Context

To better discuss the cultural impact on entrepreneurial communication and behaviour between Singapore and China, the researcher of this DBA research thesis considered the

culture of the family business (also known as 'familism'). The 'family business culture' was mentioned in chapter 2- critical literature review and chapter 4- research findings. A significant outcome of 'familism' in Chinese culture may be the promotion of family businesses in Chinese societies and even the global markets. Nowadays, in China and Singapore, more and more family businesses have been established dramatically. In overseas (such as Singapore) Chinese communities, plenty of Chinese entrepreneurs' companies are family-owned businesses. Despite the largest scale, and being technically listed companies, they have rarely become a professionally managed bureaucracy, and even if it is not an absolute dominant family, it is still strictly controlled.

The researcher believes that nothing is perfect. Therefore, as for family-owned businesses, the structures may have both strengths and weaknesses for entrepreneurs. On one hand, the prevalence of family business in Chinese culture shows 2 notable strengths. First of all, family members and relatives normally offer financial support for entrepreneurial business start-ups, which is very important for gaining business success, because newly founded SMEs (small and medium enterprises) usually have difficulty in self-financing or seeking external funding. Secondly, most of the management and executives in a company are family members and relatives, so, there could be mutual trust, fully established close relationships.

This may effectively reduce internal operating cost.

On the other hand, the family-owned business and its structures may negatively affect the business expansion in the 4 factors below:

Firstly, this could limit the size of the family business due to the limited number of family members and close relatives who can be fully trusted. Secondly, it could lead to nepotism. It refers to managers who are not qualified for the role may hold critical positions just because they are family members of the business founders, whereas real talented, qualified, and suitable candidates or employees are out of favour. This distorts the talent management, workplace diversity, inclusion, and fair treatment, etc. toward human resource management. Lastly, 'paternalism' could dominate the strategic decision-making process, that may not be conducive to facilitate creativity and innovation. In addition, management succession is frequently one of the biggest issues when a family business is handed over from the current

generation to the next generation. According to The Economist, (2011), family conflicts may cause a very serious impact on sustainable development of the company.

In consequence, the succession of family businesses is often related to serious company value dissipation. Hence, the researcher of this DBA research thesis believed that in Chinese cultural context, entrepreneurs normally favour family businesses ('familism') that promote the prevalence of family businesses. Family-owned businesses produced both positive and negative impacts on entrepreneurial communication, behaviours, and activities. Therefore, entrepreneurs must balance the relationships with all their internal and external stakeholders in their businesses in order to promote a high-quality organisational culture, such as effective talent management, workplace diversity, inclusion, and fair treatment, and so on.

6.4 Entrepreneurial Behaviour in Chinese Cultural Contexts: Self-evaluation

As for the entrepreneurial behaviour in Chinese culture, Chinese entrepreneurs have their distinctive self-evaluation methods and criteria. Normally, they place special emphasis to self-images in other peoples' eyes ('mianzi' - also known as 'face') and therefore are probably to be shameful those with relatively lower socioeconomic status (SES). Chinese people (including both Singaporean and Chinese entrepreneurs) pay special attention to their own personal image and personal status to show the best prestige to the public.

6.4.1 "Mianzi" (Face)

In Chinese culture, the definition of self-esteem is not especially significant as in Singapore. Yet, Chinese people always care about what their personal images are in other peoples' eyes, that is called 'mianzi' (face) in the Chinese mandarin. Even though ('mianzi') could be interpreted and translated into 'face' literally, this interpretation only describes its explicit definition, neglecting its essence. In fact, the importance of mianzi (face) for Chinese people (including entrepreneurs) is constant with their inter-dependent self-construal: it is not that important how they review themselves, but other peoples' perceptions of them are critical. Thus, the researcher of this DBA research thesis thought that the pursuit of self-esteem may be always costly. Similarly, maintaining the face ('mianzi') may require plenty of money or time. As an important nature of culture, the majority of Chinese people would love to invest considerable financial and/or non-financial related resources in impression management.

In this cultural context, the easiest and most cost-efficient surviving approach is to follow the mainstream culture. It is a conservative approach because following the mainstream culture may not enhance people's face/ 'mianzi' (personal status or social prestige), but at least it will not impact or damage face/ ('mianzi'). Hence, conformity behaviours are prevalent, and the issues of groupthink may be severe in many businesses and companies. This might affect creativity and innovation, and further undermine potential Chinese entrepreneurs' capability of business creation or entrepreneurial start-ups.

6.4.2 Entrepreneurial Socioeconomic Status (SES)

According to Hofstede et al. (2010) cultural dimensions in chapter 2- critical literature review, normally, there are relatively similar power distances in Singapore and China. Influenced by the same Chinese traditional culture, Chinese people in (South) East Asian regions tend to be a hierarchical ranking of authority in their families, as well as in socio-political or educational institutes. Chinese people, including entrepreneurs, wish to hold their ideal places; when unsure of the relative status of themselves and other people. They may be uncomfortable and even stressful.

In the Chinese cultural context, this hierarchical cultural value and the previously mentioned 'mianzi' (face) together drive a relatively changeable social-economic status, which is rather salient under some circumstances. With the rapid globalisation and rising importance of "knowledge economy," Chinese entrepreneurs are increasingly younger and highly educated, and therefore universities are usually the incubators of new entrepreneurs in China and Singapore. On the other hand, the over-focus of social-economic status may affect certain potential capability for entrepreneurship. Individuals with lower social-economic status are often more sensitive to their image and other people's perceptions (face/ 'mianzi'). Many Chinese people strive to polish their identities by conforming to other people who have a higher social-economic status. For instance, they may have more consumption on luxury products than their ordinary daily consumption, which is possible to enhance their face ('mianzi'). Anyway, the Chinese collectivistic culture, as an important surviving approach, is particularly crucial for typical Chinese entrepreneurs. Therefore, plenty of potential Chinese entrepreneurs tried to devote considerable resources to polish their social-economic status. Additionally, the over-emphasised psychological condition and social-economic status (and face/ 'mianzi') probably will undermine creativity and innovation that are critical for

entrepreneurship and business activities. Thus, according to the analyses above, the researcher of this DBA research thesis proposed that face ('Mianzi') culture may foster conformity and is likely to negatively affect entrepreneurship of Chinese entrepreneurs.

6.4.3 Entrepreneurial Communication: Self-effacement

Research findings suggested that modesty and humbleness are highly regarded in Chinese culture in both Singapore and China. In addition, Chinese entrepreneurs often purposely rate themselves slightly lower than other people in order to show their modesty and humbleness. Even though being modesty and humbleness is the social norm for Chinese people, their (purposely) self-effacement might result in lower self-confidence, that will probably impact entrepreneurs' business success. After all, entrepreneurship such as business establishment, and development is a series of difficult processes replete with a variety of challenges and risks. As a result, lower self-confidence may lead to the choice to give up; conversely, whereas higher self-confidence can help entrepreneurs to bolster persistence. Nonetheless, in Chinese culture, self-effacement is usually an important reason why so many Chinese entrepreneurs who operate businesses nationally or internationally achieve success.

6.4.4 Entrepreneurial Behaviour in Chinese Culture: Role Model Strategy

There are normally two role-models respectively positive and negative. Positive role models refer to those who have gained notable success, such as world well-known entrepreneurs and their successful businesses that could motivate others to learn from them. Negative role models on the other hand, are someone who shows poor personal images or social influence, such as entrepreneurial failures due to unprofessional management, illegal activities, or ignorance of business ethics, and so on. Particularly, in chapter 4- research finding, almost all the research respondents indicated the importance of business ethics and expressed that it may affect the entrepreneurship. According to Hofstede's national culture dimension in chapter 2- literature review, in Chinese cultural context, people obtaining higher scores in collectivism have a greater possibility to make social comparisons in general than the people obtaining higher scores in individualism. Particularly, entrepreneurs who are in the collectivism group are more likely to make upward comparisons, and less likely to make downward comparisons.

Therefore, with respect to social comparison, entrepreneurs who are from the collective cultural group (e.g., China), may be potentially more accomplishment oriented. So, this

collectivism cultural feature could generate stronger strengths for entrepreneurship and business success. Thus, based on the discussion and analysis, the researcher of this DBA research thesis considered and proposed that in this Chinese cultural context, entrepreneurs may tend to be self-effaced and make upward social comparisons, that could positively or negatively affect entrepreneurship.

6.5 Entrepreneurial Communication Styles in Chinese Culture

The researcher of this DBA research thesis conducted the analysis and discussion on Chinese entrepreneurial communication based on 2 types of communication styles which are high-context (HC) and low-context (LC) communication determined by an anthropologist, Hall (1976). In a high-context (HC) communication, most of the information could be either in a physical context or internalised in the person, and very little is in the coded, explicit part of the messages. A low-context (LC) communication is just the opposite. Hall suggested that the Chinese culture is more related to the high-context (HC) aspect. In Chinese culture, the goal of communication is to remain harmonious relationships among people and to strengthen roles and status difference. Therefore, Chinese culture place special emphasis on implicit communication, such as indirect and nonverbal modes of communications. Moreover, both research findings in chapter 4 and the critical literature review in chapter 2 presented the related evidence (including relevant cultural and entrepreneurial theories and primary data collected) to support the DBA researcher's discussion and analysis. This entrepreneurial communication style in Chinese culture has mainly the following 2 outcomes in the entrepreneurship.

6.5.1 Less Verbalised in Formal Expression

As presented in research finding in chapter 4, with an interpersonal attitude, Chinese entrepreneurs tend to and familiar with suppressing verbalisation since they are overly concerned with the outcomes of their speech. In entrepreneurial communication, Chinese entrepreneurs often refrain to respond to other people's questions directly in a meeting or conversation, and thus, one-way communication style is normally the typical communication style of Chinese entrepreneurs in Chinese culture.

In consequence, verbalization in a formal setting may be burdened for Chinese entrepreneurs, because they have been familiar with implicit and indirect communication. In this case, it

could be very difficult to fundamentally change their communication style and habit when communicating with internal and external stakeholders, that lead to disadvantages if they conduct international entrepreneurial activities because it is quite common for entrepreneurs to managing diverse workforce in a workplace and dealing with businesses with their external stakeholders. Hence, effective verbalisation skills and more direct expression could be important for Chinese entrepreneurs to achieve business success in their entrepreneurial careers.

6.5.2 Formal Communication for Chinese Entrepreneurs

In Chinese culture, formal communications are sometimes ineffective. For example, formal business meetings in a company might be sometimes fruitless and ritualised, because most of the Chinese people are not willing to express their true feeling and real point of view to prevent making other people uncomfortable or dissatisfied. Chinese entrepreneurs' actual standpoints on issues are subordinated to their desires to defend their organisations' integrity. Therefore, they usually try hard to avoid disagreement in public. In this consequence, both Singaporean Chinese and China's Chinese entrepreneurs may need to utilise more informal communication, such as private meetings, personal conversations to obtain more comprehensive and trustworthy information (especially people's true feelings and real feedback, etc.) from their subordinates, colleagues, fellow peers, as well as external stakeholders (business partners). However, developing informal communication channels may inevitably increase operational expenditures in businesses.

During the entrepreneurial business start-ups, frequent personal and business meetings are necessary since many critical decisions must be made in this manner. Especially, group brainstorming is a supportive approach to motivate innovation and creativity, that may occur in some formal business meetings. On the other hand, Chinese entrepreneurs are normally unwilling to face conflicts or confrontations of opinions for the reasons mentioned earlier. So, fewer innovative inspirations may be available in this way. As a result, this may potentially cause negative impacts on entrepreneurial behaviours and business activities. In brief, in terms of entrepreneurial communication styles in Chinese cultural context, the researcher of this DBA research thesis suggested that favouring implicit entrepreneurial communication style, while disfavouring confrontation, verbalisation, or conflicts in a formal setting - this factor of Chinese culture, might not be effective for facilitating entrepreneurship.

6.6 Public Attitudes Regarding Entrepreneurial Business Success and Failure

Entrepreneurial business success and failure were introduced in both critical literature review and the research findings. The appearance of risks and challenges implies that both business success and failure are possible, and the likelihood of business failures may be high that entrepreneurs usually regard this procedure as entrepreneurial adventures. On the other hand, effective entrepreneurial approach with the right entrepreneurship and ethical consideration, there may be a higher chance of business success. Due to the strong global competition and rapid technology development, business success and failure are out of entrepreneurs' control on numerous situations, and people could consistently learn new lessons from successful or failed experience, that could help them gain greater success in the future entrepreneurial activities. With this regard, entrepreneurs may have to spend both tangible and intangible cost of business success and failure which are worth paying in the long run. Thus, a tolerant climate of societies could be beneficial for entrepreneurship development.

In addition, when business failures are considered as a big stigma for entrepreneurs, they must continually cover it to protect their face ('mianzi'). As a result, entrepreneurs' cognitive resources may be used unnecessarily, that could hinder their own creativity and innovation to a certain degree. On the other hand, revealing entrepreneurial business failure may have certain positive outcomes, such as better cognitive solutions, stronger relationships, and a reduced feeling of isolation. Furthermore, if entrepreneurial business failures are not stigma, the issues of concealing and revealing business failures will not appear.

The researcher of the DBA research thesis thought that the extent to which societies or the public tolerate business failures may vary from cultures to cultures. Generally, collectivist culture was more failure intolerant than individualist culture. There was solid evidence supporting this point of view. As for Chinese entrepreneurs (both Singaporean and Chinese) in Chinese cultural context, a certain element (particularly overall attitude towards business failure discussed above) Chinese collectivist culture may produce negative impacts on entrepreneurial behaviour and future business activities in this sense. Therefore, further study is worth conducting in this research area.

Herein, the researcher of the DBA research thesis suggested that the public or society's attitudes toward business success or failure may have special significance for entrepreneurship in Chinese culture. Especially, failure-tolerant environments could positively motivate potential entrepreneurs to bear prudent challenges to enhance entrepreneurial performance.

6.7 Ethical Consideration of Entrepreneurs

To any extent, the ethical consideration of entrepreneurs is in close correlation with its culture. As discussed, and analysed in previously sections as well as presented in chapter 4-findings, entrepreneurial communication in Chinese culture favours a more implicit style. By the same token, implicit communication rule (habit, preferred communication style) is common in Chinese culture, that may make certain difficulties for entrepreneurs who come from other cultural backgrounds. Furthermore, Chinese cultures (in both Singapore and China Chinese societies) have a prominent “shame” culture, that influences the ways in which entrepreneurs make ethical consideration and moral values. In this consequence, this Chinese social culture has notable implications for both entrepreneurs’ decision-making, communication, and behaviours. More detailed discussions and analysis were elaborated in the following sections.

6.7.1 Implicit Rule-ridden Culture

The definition of “situational norm” was determined by Aarts and Dijksterhuis (2003). To a certain degree, it is like another common concept that both Singapore and China Chinese usually talk about - 'unspoken rule' or 'implicit rule'. In the Chinese cultural context, a variety of policies, rules, or regulations could be adjusted or even changed flexibly, but substantial explicit norms may be neglected, whereas implicit rules are more popular and familiarised. The existence of situational norms means that people’s normative behaviour is not inflexible, but situationally adaptive. As a result, implicit rules may often complicate the implementation of certain explicit norms or regulations, potentially provide people with more flexibility, autonomy, and adaptable adjustment. Hence, it may impact the entrepreneurial activities and environments because the rights of entrepreneurs might be secured potentially.

As discussed earlier, individuals with inter-dependent selves focus more on other people's perceptions (their personal images in other people's eyes) and relationships with other

people. As for Chinese entrepreneurs, establishing harmonious relationships and societies is seen as the most important consideration on various occasions. Therefore, the rules of games could be adjusted or changed flexibly. As a result, in Chinese culture, regulations or policies may commonly be controlled by people, rather than by fixed terms and conditions. Hence, when entrepreneurs are communicating with Chinese stakeholders (internal and external), asking for transparency, clarification, and declaration is crucial for better preventing misunderstanding and potential conflicts or confrontations caused by cultural communication styles.

6.7.2 Short-term Oriented Entrepreneurial Behaviour

According to the critical literature review in chapter 2, Hofstede (2010), discovered that Chinese culture tends to be more long-term oriented. When starting or operating businesses, Chinese entrepreneurs normally wish to build strong relationships with their stakeholders before formally signing business contracts, because they want to do businesses consistently in a long run.

In addition, in Chinese culture, entrepreneurs' long-term orientated cultural values may be impacted by the prevailing implicit rule-ridden situations. Ambiguous rules of games sometimes could make business partners or investors dislike to make decisions of long-term investment lest their investments are in vain because of the launch of new regulations. So, sometimes, entrepreneurial behaviours such as venture investments in Chinese culture might tend to be more short-term oriented or speculative. Since creativity and innovative ideas are normally the time-consuming activities, the short-term orientation entrepreneurial activities and behaviours might be detrimental to the entrepreneurship.

6.7.3 Certain Moral Values and Ethical Considerations

The researcher of this DBA research thesis believed that negative habits of doing businesses, entrepreneurial ethics, and moral values could be socially contagious. Particularly, in the Chinese cultural context, the contagion influence may be much stronger in collectivism societies than in individualism societies, because individuals with inter-dependent selves may be more willing to conform to other people. In past decades, due to the rapidly increasing market demands and international businesses in China and Singapore, plenty of China's local companies which made a huge amount of money manufacturing shoddy and fake products have not been penalised, hence numbers of other companies followed the practice. As a

result, plenty of people (including entrepreneurs) actively explore many different types of short-cuts to getting richer. Comparing with direct financial profits, some people chose to purposely neglect ethical considerations or moral values. However, as all research participants expressed in the research findings in chapter 5, the business 'success' without appropriate practise of ethical considerations will not last for a long time.

Therefore, there may be cultural differences in self-justification or cognitive dissonance. The difference of self-justification might relate to the 2 types of 'self' concepts (discussed and analysed in the previous sections) respectively are independent 'self' and inter-dependent self. In general, in a collectivist cultural society, people's justifications normally rely more on the attitudes of related people than on their own perception for justice. Normally, culture experts prefer to utilise the definition of "shame society" (discussed and analysed earlier) to study cultural factors. Particularly, the "shame society" concept has been often applied for exploring the oriental culture including China, Korea, Japan, and Singapore, and so on.

Regarding certain negative impacts of unethical behaviours, sometimes entrepreneurs might be influenced easily without realisation. For instance, some entrepreneurs might think that as long as there are no witnesses, they may not feel guilty (without cognitive dissonance) after they did something unethical. Otherwise, entrepreneurs may feel embarrassed or uncomfortable on account of the probability of being ostracised. Consequently, certain entrepreneurs who have relatively weaker ethical consideration or moral values may be influenced by this cultural factor and are possibly to make shoddy and fake products secretly without a sense of guilt or panic. However, in the long run, such unethical consideration and practice may heavily damage the public's general perceptions of entrepreneurs and do harm to the development of entrepreneurship.

6.7.4 Entrepreneurial Behaviour: Innovation and Imitation

With the fast development of technologies, innovation and creativity more and more rely on costly research and development (R&D). In this case, product imitation could be a comparatively easier and cheaper choice for entrepreneurs because it may be a useful substitute for original innovation. Chinese entrepreneurs are normally excellent at making product imitation. Numerous industries have been developed in the past decades, such as fashion production, online business, and vehicle manufacturing, and so on. They have been relying on imitation and innovative imitation. Similar innovative imitation entrepreneurial

activities have been popular in Singapore as well. Overall, the entrepreneurial behaviour towards innovative imitation prevalent in both Singapore and China is highly likely related to their collectivism culture, in that conformity prevails.

As presented in chapter 2- critical literature review and chapter 4- research findings, resource combination and opportunity exploration are the two natures of entrepreneurs. In China, the application of the imitative innovation strategies may have a lack of obedience to certain policies and regulations, as well as having relatively fewer ethical consideration and practice. All these issues may give rise to pervasive intellectual property infringement, and so on. Thus, if domestic or foreign patented products are imitated on a large scale without permission, they could heavily attenuate or negatively impact entrepreneurial attitudes of the entrepreneurs who have abilities to produce real innovative ideas. Based on the discussion and analysis above, the researcher of this DBA research thesis suggested that entrepreneurial spirits and attitudes could flourish in an environment or society with rules of law, that can protect real, ethical innovation or creativity.

6.8 Business Ethical Consideration in Chinese Culture and Entrepreneurship

According to the research findings in chapter 5, although there were certain cultural differences between Singaporean Chinese entrepreneurs and (China) Chinese entrepreneurs, all research respondents (participants) mentioned and agreed that moral values and business ethics were important for achieving business success. Therefore, the researcher of this DBA research thesis followed this direction and point to expand the research analysis and conduct the further in-depth and comprehensive discussion.

There have always been challenges in ethical practices for enterprises looking to gain profits and accomplish business success. However, all entrepreneurs must incorporate appropriate ethical consideration into their entrepreneurial activities. Otherwise, they may potentially lose out both internal and external stakeholders such as investors, employees, business partners, and clients, and so on. While reviewing ethical behaviours, due to cultural differences, something that is deemed thoroughly ethical in one cultural context may seem unethical to another cultural context. However, something could be just unethical regardless of how people think about it, and where they are.

When choosing to do businesses with other nations, or work and live in that nation, it is very necessary to comprehend what the local ethical standard is. Especially, entrepreneurs should know what the commonly misunderstood about business practices could be (such as business etiquette, communication styles, and behaviours, etc.), and how the business is practiced between their own nations and their target countries.

China is the nation with a long history of cultures and traditional philosophy that have been embedded into the current Chinese business culture from a variety of stages in its history. And there is no avoidance of this culture because it has been strongly influencing everyone's attitudes, habits, preferences, behaviours, mindsets, and ways of communication, such as how people conduct themselves in entrepreneurship and business activities. If entrepreneurs are willing or planning to do businesses in Singapore or China, they should have a clear comprehending of the cultural similarities and differences in China and Singapore as well as the possible impact on the Chinese business ethical codes and how to abide by business ethics in Chinese cultural context.

6.8.1 Unethical Considerations and Practices to Avoid

A research respondent from IT industry mentioned that one of the biggest concerns that people had when shopping online from or in China may be the duplicated or totally fake products. Normally, it is difficult to distinguish the real products and fake products. Fake products usually offer far cheaper price which is very attractive for consumers.

Producing and selling fake products have been practiced for a long time, but related government departments have started to restrain and eliminate businesses that are manufacturing fake products, involved in cybercrimes, and so on. Moreover, entrepreneurs should also be careful of scams, such as fake bank accounts, money laundering, fake currency exchange, and any illegal activities. Groups of highly skilled cybercrime analysts have worked hard to find criminals who participated in these kinds of illegal activities and wipe them out of businesses both in Singapore and in China.

As summarised in the critical literature review in chapter 2, entrepreneurs have the following characteristics: 1) Entrepreneurs are the risk bearers; 2) Entrepreneurs are good at discovering and utilising opportunities; 3) Entrepreneurs believe that social prestige and personal accomplishment are the ultimate goals which are more important than financial

rewards or incentives; 4) groups of minority or people who receive unequal (unfair) treatment from society are more easily inclined to be entrepreneurs; 5) individuals who have worse conditions, lower welfare, lower resources, or a lower social status tend to have entrepreneurial spirits; 6) entrepreneurs are good at seeking, exploiting, and especially combining existing resources; 7) morality and values are important motivators of entrepreneurship; 8) Social contribution and business ethics (ethical consideration) go beyond generating only financial value (making profit); 9) entrepreneurs are willing and able to manage uncertainties. Thus, entrepreneurs without proper ethical considerations and moral values, as well as value-contribution to societies, may not be considered as entrepreneurs. Furthermore, if 'entrepreneurs' use all the entrepreneurial traits to do things unethically or illegally, they may be called 'criminals'.

6.8.2 Working Ethics: Entrepreneurial Business Practice

Now, we could put emphasis on the overall perspective of what business ethics look like in Chinese cultural context. Both unethical and ethical business practices in the past and present have been recognised instead of being covered or avoided. Various industry experts and professional academic researchers have been studying the relationships between culture, ethics, and entrepreneurship. They attempt to embed new significant wave of Chinese business ethics and morality into entrepreneurship. With the introduction of new related research activities and development entrepreneurship, potential entrepreneurs with a high level of ethical consideration and moral values may become policymakers or senior management of a business. Hence, Chinese culture is not only supportive for economic development (as it has already proved to be), but also an important area of business ethics and entrepreneurship that other countries could learn from.

With business ethical consideration in Chinese culture, entrepreneurial opportunities and challenges will eventually emerge. The main challenge may be the way of considering China and stereotyping the Chinese entrepreneurs and the way they operate/ manage businesses. Real changes could occur once the stereotype has been broken. If changes take place the entrepreneurial business opportunities could be tremendous. New businesses and potential entrepreneurs both within the nation and internationally may skyrocket with huge capital. The middle-class individuals will flourish. More important, other nations and global

organisations that partnering with Chinese businesses may be seeking further business cooperation or stronger relationships.

6.8.3 Business Ethics Issue: Entrepreneurial Activities in Chinese Business Culture

If entrepreneurs are from other countries and want to do businesses with Chinese entrepreneurs, it is very important to have set clear contracts that will not be misinterpreted by international lawyers due to ambiguous expressions. Ensure that both parties clearly understand the terms and conditions as well as invite a lawyer for each side to look through the contract and then ask the lawyer to investigate details to discover anything that may potentially bring misunderstanding or ambiguity in order to eliminate any potential loophole. Inviting a professional lawyer to carefully review business contracts could largely help entrepreneurs to prevent conflicts or confrontations in future business relationships. In fact, this is not just a feasible recommendation when doing businesses with Chinese entrepreneurs alone, but also when doing businesses with any foreign entrepreneurs in other cultural contexts. Most of the time, this is also supportive when businesses or entrepreneurial activities are conducted between enterprises in the same region, particularly if there are a high volume of works.

6.9 Marketing Business Ethics in Chinese Cultural Context

As one of the biggest changes in terms of economy and Chinese entrepreneurship in the past decades, it has been the way entrepreneurs demonstrate to their clients. A long time ago, most people lived in the countryside (in both China and Singapore), therefore, marketing strategies and activities to them were almost not useful at all. Nowadays, plenty of people live in cities or town areas, and marketing strategies and activities are relatively easier for entrepreneurs. There are also a variety of marketing channels that are available for entrepreneurs to advertise their businesses such as posters, billboards, TV, radio, and at bus stops or train stations, particularly on the internet and on people's mobile-phone apps, and so on.

However, even though the development of the economy has provided entrepreneurs and marketing a variety of great opportunities and potential autonomy, it is still quite arguable what contents can appear in enterprises' promotions (and advertisements) and what cannot. This is because any unethical practice in marketing (such as over-promising, over-rating,

misleading, fraudulence, purposely hiding information, and excessive packaging, and so on.) could seriously affect a wider range of consumers' rights, benefits, or even safety and health. That may be the reason why a huge number of entrepreneurs who are in the older generation are still trying hard to fight with what is right and wrong in this industry. However, plenty of entrepreneurs from the younger generation are okay with those unethical behaviours because they have never seen any differences.

6.10 Potential Impacts on Entrepreneurship in Chinese Cultural Contexts

The researcher of this DBA research thesis proposed and answered the main question: 'Is culture a serious issue for entrepreneurs and entrepreneurship?' Certain cultural experts argue that entrepreneurs are normally "outliers" of cultures, and hence culture may not be a big issue for entrepreneurship (and entrepreneurs). On the other hand, entrepreneurship is a procedure in which entrepreneurs (the 'outliers') work with other ordinary people in certain cultural contexts. Furthermore, a pro-business and entrepreneurship-friendly culture could be more possible for cultivating the potentials of such entrepreneurs ('outliers'). From this perspective, culture is an important topic for entrepreneurs and entrepreneurship. Until now, our comprehending of the functions and roles that cultures play in entrepreneurship may be still insufficient or fragmented even though professional experts have studied these issues for decades. In the final analysis, both concepts, entrepreneurship, and cultural impacts, are impossible to determine or summarise in a fixed and common way. As far as culture is concerned, temporal or spatial variabilities could render the object of cultural research debatable. So, it may be difficult to facilitate commonly adaptable cultural entrepreneurship. Therefore, experts normally use diverse indicators to identify entrepreneurs' performance, such as creativity and innovation rates, and new venture formation rates.

The Chinese culture has almost the longest history and civilization in the world. During the long-term journey of cultural development, Chinese culture and society have consistently been supplemented and changed by a broad range of external factors, but certain core natures and elements remain persistent. In this DBA research study, the researcher has clearly introduced relatively broad-based key elements of Chinese culture and discussed the probable outcomes and impacts for Singaporean (Chinese) and Chinese entrepreneurs. More analysis could be further conducted to collect larger empirical data to carry out a more comprehensive and in-depth research study. Nevertheless, this DBA research study had the

strengths in which it provided an effective framework for scrutinising the major features of Chinese culture regarding the impacts for Chinese entrepreneurs (in Singapore and China), and in that it offered certain thoughts and recommendations. Like other cultural or entrepreneurial studies, this DBA research also had limitation as to the generalization of Chinese cultural features. Firstly, unlike national regions, culture has unclear or mixed boundaries, and hence many studies in terms of similarity and difference of national cultures might be influenced or embedded into each other. Secondly, cultures are variable with time. Particularly, recent decades have witnessed great developments in many aspects of the Chinese economy including entrepreneurship and culture. In this sense, the culture-related entrepreneurial studies may be difficult to keep pace with the times. Thirdly, Chinese subcultural variations were not involved in this DBA research study due to the huge complexity, that may significantly provide distinct differences in entrepreneurial communication and behaviour among more areas (or regions) between Singapore and China. Although there were certain limitations, this DBA research contributed helpful significance for better understand the relationships (influences and interactions) between Chinese cultural context and Chinese entrepreneurship and for making suitable policies and strategies to facilitate more successful entrepreneurship in China and Singapore.

Based on the discussion and analyses in the 5 sections above, Chinese cultural context may have certain strengths in improving entrepreneurship, including financial supports and family participation, pay attention to the establishment of harmonious relationships, develop strong social networks, and the achievement-oriented attitudes. On the other hand, there are also weaknesses that may affect entrepreneurship, such as demotivating verbalisation or proactiveness informal settings, over-focused on other people's perception of personal image, rely too much on implicit communication style, and so on. All these weaknesses may potentially limit the capabilities of entrepreneurship and impact entrepreneurial business success such as innovation and creativity as well as business development related activities. Nonetheless, Chinese entrepreneurs in foreign countries such as Singapore have achieved outstanding accomplishment in entrepreneurship. This fact should not be neglected in any Chinese culture and entrepreneurship-related research studies. It is worth asking if the Chinese cultural context were not effective for entrepreneurship, why could the entrepreneurs profoundly influenced by Chinese culture have achieved great business

success all over the world? As a result, Chinese entrepreneurs and their behaviours are excellent at conducting businesses in a pragmatic fashion, adapting to a new and different environment. In this consequence, Foreign Chinese entrepreneurs such as Singaporean Chinese entrepreneurs may have integrated the beneficial factors of both their original and host cultures, that add supportive value to entrepreneurial business success.

6.11 The Rise of Entrepreneurship in Chinese Culture

Both the Singapore and China markets have been gaining more and more potential during the past few decades. And there have also been dramatically increased entrepreneurial activities and business relationships between these two countries (Singapore and China). According to the responses of all 50 research participants, the research findings have clearly shown that all entrepreneurs would like to conduct businesses in both Singapore and China markets. However, other than external business environments (such as politics, economy, social, technology, natural environment, and legal, and so on.) what might potentially impact most of them is the different communication styles and behaviours in different cultural contexts.

To successfully expand the Chinese and Singaporean markets as well as develop much more effective business relationships with Chinese and Singaporean Chinese entrepreneurs, plenty of enterprises have been exploring professional experts specialised in Chinese culture or language for helpful guidance. The researcher of this DBA thesis followed this point and direction and carried out the research study to contribute academic value to this area. A series of more and new related questions could also be asked, such as what is changed about Chinese entrepreneurship? What attracts foreign entrepreneurs to step into these markets so eagerly? Why did entrepreneurs encounter challenges in establishing business ventures in the Chinese cultural context?

6.12 The Entrepreneurship and Attitudes of Chinese.

Both Chinese and Singaporean governments and policymakers (such as the Chinese prime minister, Mr. Li Keqiang, and Singaporean prime minister, Mr. Lee Hsian Loon) have launched mass entrepreneurial activities and innovative businesses, the leading agenda of their national economic strategies. Chinese entrepreneurship has manifested itself in the influence of culture, operating much more extensively than just in encouraging and supporting businesses. Both Singapore and China entrepreneurs (research participants)

consistently mentioned the word “innovation”, “partnership”, and “entrepreneurship” many times in the research. In addition, other keywords related to entrepreneurship such as “big data”, “Internet of Things”, “e-commerce”, “sharing economy”, “Technology”, and “internet economy” have also been mentioned frequently. Thus, culture will be a significant factor for entrepreneurs to carefully consider when planning and establishing businesses in the Chinese entrepreneurial community.

6.13 Summary

In the current business world including entrepreneurship, boosting financial growth and economic development has become the major concern and the first priority of many enterprises. Therefore, as asked in the interview questionnaire and presented in chapter 4- research findings, with the development of the economy and the expectation of financial profits, the more marketing strategies are deployed, the more enhanced business ethics and moral values must be carefully considered.

As discussed, and analysed earlier, any culture may have their own unique consideration and practice when they come to business ethics. Consequently, it is important for entrepreneurs to carry out comprehensive cultural research and market research before entering Chinese markets or doing businesses with Chinese people. Thus, researching and reading relevant Chinese business ethics articles and could provide entrepreneurs with a comparatively clearer understanding of what ethical considerations and practices are in the Chinese cultural context. If entrepreneurs are planning to establish a business relationship or professional partnership with Chinese entrepreneurs, as well as setting up businesses in China or Singapore, it is necessary to better understand the domestic market conditions: how businesses are established, how relationships can be developed, as well as how business ethics are considered from both Chinese and foreign entrepreneurs' point of view. To maintain and enhance current business ethical considerations and moral values in the entrepreneurial industry, entrepreneurs may need to carry out relevant and broad-based research or consultation to obtain in-depth and a wider understanding of how business ethical consideration and moral values are handled in that sector or cultural context.

Chapter 7: Limitation, Conclusion and Recommendation

Introduction

This chapter concludes the DBA research thesis and provides feasible recommendations according to research finding and analysis. There were mainly 5 sections that were discussed in chapter 6: potential impacts on entrepreneurship in Chinese cultural contexts; the rise of entrepreneurship in Chinese culture; entrepreneurship and attitudes of Chinese; the significance of conducting market overview; and establishing strong trust relationship.

Research Limitation

The limitation of this research is as follow:

Translation: All the research participants were Chinese entrepreneurs, and their first language was Chinese. Hence, the researcher of the DBA dissertation had difficulty directly interviewing them in English. Therefore, the researcher had to translate the interview questions into Chinese mandarin first and then conduct the interviews in a Chinese mode. Eventually, all data was translated back into English. This costs additional time and effort. Moreover, the authentic and original meaning or implication of Chinese mandarin may be difficult to be correctly translated into the English version.

Literature resources: Since the topic of this research focused on studying the cultural impact on entrepreneurial behaviour and communication in Singapore and China, there was lack of relevant and up-to-data secondary data. Most of the entrepreneurial theories were either too old or general, and most of them were originated from western countries. So, there were insufficient local Chinese entrepreneurial theories and models that could directly and strongly support the theoretical foundation of the research. On the other hand, this approved the validity and significance of this research because it may potentially contribute new academic value to bridging the knowledge gap of literature.

Data collection process: Due to the global pandemic, the researcher underwent an extremely tough period while collecting research data. Firstly, the researcher planned to invite approximately 150 to 200 participants (Chinese entrepreneurs) to join the research through his own professional and personal business network. However, due to the pandemic of COVID-19, Singapore implemented the strictest circuit breaker temporary law during the

pandemic period. Singapore was completely locked down for a few months, and the 'Fine City' has made new 'Fine policies'. For example:

- If people failed to keep 1 meter away from others, first time fine of 300 SG dollars, second time fine of 1,000 SG dollars.
- If people went out without wearing a mask, first time fine of 300 SG dollars, second time fine of 1,000 SG dollars.
- Only ONE member from each family was allowed to go out for essential shopping or exercise alone.
- If people are gathering in the public, fine of 3,000 SG dollars or 6 months of jail, or both were imposed.

Therefore, the researcher had to adjust the research plan urgently to minimise the effects and did best to ensure the quality of data collection and the entire research.

Suitability: The research only focused on investigating the cultural impact on entrepreneurial communication and behaviour in Singapore and China. Thus, the research sample was constituted by solely Chinese entrepreneurs. In addition, the cultural factors/ determinants such as Hofstede cultural dimension also included China and Singapore only. As a result, the research may only be suitable for potentially supporting the study topic towards Chinese culture related entrepreneurship.

7.1 Recommendation: The Significance of Conducting Market Overview

Establishing and operating businesses in China and Singapore are considerably different from doing business in western countries and cultural contexts. Therefore, entrepreneurs need to be familiar with many ways of doing businesses in Singapore and China. However, the good thing is that Singapore and China are also sharing certain common values and cultures, and even language. All research participants indicated that good ethical consideration and moral values (such as being respectful, humble, honest, and so on.) is one of the best ways to address the different entrepreneurial communication and behaviours caused by cultural differences (impacts). In addition, the fundamental of entrepreneurial business planning including determining purposes and objectives, carrying out market research, identify target markets and audiences, and making effective entry strategies are also quite similar.

When entrepreneurs are planning business strategies, they may need to make smarter decisions concerning all possible sectors of their businesses and enterprises, particularly, communication styles, systems, and processes as well as internal and external stakeholder management, and so on. Carrying out the broad-based and in-depth market or business research, and management approach comparison to make sure that the method could support entrepreneurs to get their businesses done (and achieve expected goals) in the most effective manner. In terms of entrepreneurial communication approach, it is good to discover the social media channels or platforms which may be the most popular and impactful in Singapore and China. This is quite important for keeping up with the rapidly changing business environments and fast-paced lifestyles in both countries. The cultures (cultural contexts), clients, markets, laws, policies, regulations, business partners, entrepreneurship, and business ways in both Singapore and China are particular but inclusive. Respect and communicate to every individual concerned such as entrepreneurs who failed businesses and to entrepreneurs who are attempting hard or struggling to succeed their businesses there.

7.2 Recommendation: Establishing Strong Trust Relationship

As presented in the research findings in chapter 4, all research participants (regardless of nationality, industry, and job title or position) clearly mentioned the significance of building up strong trust relationships including business partnerships and personal friendships. In fact, entrepreneurship and business activities in Chinese cultural contexts are quite often achieved by developing strong and trust relationships (both personal and formal relationships), but helpful relationships normally need to take a longer time to establish and develop. So, this may be different from the countries which are under western cultural contexts. Normally, western entrepreneurs and certain Singapore entrepreneurs prefer to build up formal business relationships quickly with formal business meetings.

Thus, developing strong relationships and trust is key to entrepreneurship and all business activities in the Chinese cultural context (in both Singapore and China). So, building trust is essential. Entrepreneurs should also take their businesses and profits as the trust of the markets and the public, as much as their customers/ clients. So, contributing value to the society such as corporate social responsibility (CSR) may successfully help entrepreneurs to gain greater trust from the public and therefore, create a better reputation and brand image. To more effectively and efficiently achieve this, all entrepreneurs may need to do it by

themselves rather than completely require their employees to do things for them. In addition, entrepreneurs need to balance the efforts of developing relationships. Do not focus too much on establishing business cooperation and entrepreneurial partnerships by formal business meetings, but rather personal friendships and networks.

To establish and develop better relationships with stakeholders as well as achieve greater entrepreneurial business success, entrepreneurs could also consider the following factors:

The centre of marketing and entrepreneurship in the Chinese cultural context is relationship management, and the centre of relationship management is customer experience; the centre of customer experience is end-to-end (n 2 n) customer journey; and the centre of the customer journey is caring, feeling, and loving. Therefore, entrepreneurs could build up and maintain strong trust relationships with clients by showing heartfelt care, and love. Entrepreneurs can provide the most suitable and feasible resolutions only after they have carefully listened to stakeholders' issues and fully understood people's major concerns and expectations. Different stakeholders have different expectations (needs and wants) and key focus areas, just as the ways, they communicate with enterprises.

Entrepreneurship in the Chinese cultural context has its own unique characteristics, that western culture entrepreneurs may not be familiar with or fully understand. Consumerism in Chinese culture in both Singapore and China has been dramatically developed, and it has been on the right way to the top class all over the world.

Particularly, with the rapid development of the digital economy and e-commerce, entrepreneurship seems to encounter the huge potential opportunity in the technology market. Customer participation and stakeholder engagement may provide entrepreneurs with better interaction in terms of marketing communication, stronger trust relationships and business social networks.

Digitalisation could be a big factor that entrepreneurs should pay attention to. In both China and Singapore, there has been a huge number of internet users that have made it a community with most of the individuals connected to the digital world. Operating digital technology not only means using social media channels to market businesses but also means that entrepreneurs can obtain and share comprehensive information more efficiently and communicate (respond and engage) with their internal and external stakeholders more

quickly and effectively. Therefore, it is important for entrepreneurs to utilise as many digital resources and platforms as possible to enhance their brand awareness, and potentially expand the target markets and customer bases for their businesses.

In addition, training and cultivating effective and efficient team for entrepreneurial business start-ups is also important for entrepreneurs to achieve business success. To maximise a high level of productivity, and profitability principally in the initial stage of entrepreneurship, entrepreneurs should consistently train and develop their teams. Equip and invest in them and make sure that there are high-standard business ethics and moral values in the organisational culture throughout the entire company. If entrepreneurs have some team members who are not very familiar with the Chinese culture, the company should provide relevant cultural training to bridging the gap in the cultural difference. Moreover, entrepreneurs need to plan and implement a variety of approaches to operate the work and run smoothly. In Chinese culture, entrepreneurs always believe that the more strategies prepared (and the more situations predicted), the more opportunities can be explored.

Chinese (including some Singaporean Chinese) entrepreneurs and employees usually answer you with “ok” and “yes” although they do not understand or disagree with the idea, in order not to risk losing 'mianzi' (face) as well as show respect and maintain the harmonious relationships. Hence, when entrepreneurs are in the Chinese cultural context, setting standard operation processes and ethical codes, could make both internal and external stakeholders feel more comfortable with the business they deal with and the project they need to complete as well as their roles in the organisation.

7.3 Summary

This DBA thesis aims to investigate the cultural impact on entrepreneurial communication and behaviour using Singapore and China as an example. This includes the role and extent of entrepreneurial communication & behaviour as they are practised in both Singapore and China. The approach taken was an in-depth qualitative study by engaging with the main stakeholders of the Singapore Chinese Chamber of Commerce and Industry (SCCCI) and then by following this up with other stakeholders, namely SCCCI-SME centre, Singapore Enterprise Centre (SEC), The Singapore Chinese Chamber Institute of Business (SCCIOB), The World Chinese Entrepreneurs Convention (WCEC), and World Chinese Business Network (WCBN).

In line with the propose of the research questions, the researcher of this DBA research thesis critically reviewed the literature in chapter 2. The literature review introduced the cultural and entrepreneurial theories and relevant academic achievements of the previous researchers. The plan and process of the research methodology in chapter 3 explained the design, strategy, approach, data collection methods, ethical consideration, and limitation of the research thesis. Chapter 4 conducted the data discussion and analysis, which offered a further basis for the study and explored the relationship between cultural influences and entrepreneurship. According to the research findings, this DBA research thesis put forward possible countermeasures to advance cultural impact and entrepreneurship in the Chinese cultural context.

7.3.1 Direction to Future Research

Understanding the cultural impacts on entrepreneurial communication and behaviour in the Chinese cultural context between Singapore and China is significant for entrepreneurs to develop their businesses. In many ways, Singapore and China markets are providing innovative and dedicated entrepreneurs all over the entire world with unlimited ideal entrepreneurial business opportunities. This DBA research thesis has addressed all the research questions in a general manner. However, how the subsets of Chinese culture from different regions in China and Singapore could further influence entrepreneurship and business activities will be studied in future research. A wider range of research participants and a larger size of the research population and sample will be planned to involve.

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Appendix

Research Questionnaire/ Interview Questions

Dear Participant:

This survey is created to collect the data for DBA research of 'Cultural Impact on Entrepreneurial Communication and Behaviour in between Singapore and China'. Answers to the questions are solely based on your own comprehending, knowledge, stories, and experience. The interview or questionnaire may take about 1 hour to complete. If you prefer to provide your answers by face-to-face interviews or phone calls, please kindly fix an appointment with the researcher. And you will be answering the same questions. Please note that there are no right or wrong answers to any questions. And every answer is treasurable.

Once the research is completed, it could directly provide your organization with a potential academic value of addressing business cultural impact (between Singapore and China)

Your part in the survey is fully anonymous and confidential. Please do not contain any personal particulars or sensitive information. Your participation in this research project is totally voluntary, and you have full freedom to withdraw from the research at any time with no obligations or refuse to answer any questions. All the information will under the strictest data protection, and only for academic purposes. You are guaranteed with no potential risks or be disturbed in the future.

By filling up the questionnaire, or joining the interview, you have already understood and agreed with the purpose and use of the data you provided.

Thank you very much for your time and support!

Introductory Questions

1. What is your position in the company?
2. Which industry is your business in?
3. Is your business (company) currently based in China or Singapore?
4. Is your business mainly targeting the Chinese market or the Singapore market?
5. Do you have any Singaporean or Chinese stakeholders in your company?
6. Where are you originally from?

Research Question 1: What are the similarities and differences in business culture between Singapore and China?

1. Are your employees comfortable with your workplace culture? Why?
2. Is risk-taking encouraged, and what happens when people fail?
3. Do your stakeholders (employees and business partners) feel respected by your team and the organization?
4. Is there a culture of teamwork and cooperation within the organization?
5. Do people have a say in the organization's policy changes?
6. What are some of the ways the company celebrates success?
7. What kind of flexible work arrangements do people have?
8. Your Singaporean/ Chinese stakeholders show ideas and decisions to you directly, or indirectly?
9. Do you like that people often give you implication instead of direct expression in a business meeting (or other business events)?
10. Have you had any misunderstanding when communicating with your stakeholders? Are you familiar with the Chinese/ Singaporean business etiquette?
11. Would you give up your family/ personal leisure time for your business?
12. How do you build and maintain a positive/ trust relationship with your stakeholders such as superiors, subordinates, and business partners?
13. How do you manage uncertainties?
14. How do you sort out ambiguity with your stakeholders, superiors and subordinates?

Research Question 2: How Strongly cultures could influence entrepreneurs' communications and behaviours between Singapore and China?

1. What causes conflict, and how are conflicts resolved?
2. How would you describe “organizational politics” at the company?
3. How are decisions made when there’s disagreement and stakes are high?
4. When and how do people like to give and receive feedback?
5. Have you encountered difficulties or conflicts due to misunderstanding of your stakeholders’ communication or behaviour?

Research Question 3: What are the challenges and opportunities related to entrepreneurial practices in both nations?

1. What factors and/or resources helped you find this business opportunity(s)?
2. What may be the future opportunity in entrepreneurship?
3. Do you feel that you had sufficient control of your opportunities and resources?

Research Question 4: What factors of business ethics are more effective and significant for entrepreneurs and the success of their businesses? (e.g., values, morality, ethics, etc.)

1. What role do company values play in business development (internally/ externally)?
2. How do you describe business success?
3. Do you think the organization operates in a socially responsible manner?
4. Do you (does your business) have any purposes beyond making a profit?
5. Do you normally care about your business partners' personal credibility when building partnerships?
6. Do you think that entrepreneurs’ reputation, personal image, and morality are more important than capability and profitability?

Research Question 5 (Concluding Questions): What can we learn from past decades investments success & failures and what recommendations can be made?

1. Which aspects of the entrepreneurial activities (e.g., communication/behaviour, etc.) can be improved to make it a greater chance to succeed?
2. What resources and/ or entrepreneurial characters are the most valuable in business success?
3. Can you provide potential or future entrepreneurs with any suggestions or advice based on past decades investments success & failures?



尊敬的会员王超尘先生您好：

感谢您一直以来对本商会的大力支持。并且希望您在未来能继续享受并支持本商会举办的任何活动。

作为会员，您有完全的权限参加任何由本商会及其相关分支组织所举办的任何活动。您可以在各种活动中拓展专业人脉资源，并开展任何商务拓展，项目合作，市场调研，学术调研等相关活动。

您可以在以下所有组织参加并开展任何商业或学术相关活动。

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- 新加坡中华总商会（SCCIOB）
- 中华总商会中小企业中心
- 世界华商大会（WCEC）
- 世界华人商业网（WCBN）

如果您还有任何疑问或需求，请随时与我们联系。

此致

Huang Wenyun 黄玮誉 | Executive, Membership Services | Singapore Chinese Chamber of Commerce & Industry 9 Jurong Town Hall Road, #04-01, Trade Association Hub, Jurong Town Hall, Singapore 609431



联系我们   

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Dear Mr. Chaochen Wang:

We are pleased to note that you have enjoyed our events. Thank you for your continued support to this Chamber of Commerce. And I hope that you can continue to enjoy and support any activities organised by the Chamber of Commerce in the future.

As a member, you have the full authority to access and participate in all activities organised by the Singapore Chinese Chamber of Commerce & Industry (SCCCI) and its related branches or sub-organisations. You can develop businesses and professional networks in various activities, discover project cooperation, conduct market research or academic research and other related activities.

You can participate in and carry out any business or academic-related activities in all the following organizations.

- Singapore Chinese Chamber of Commerce and Industry (SCCCI)

And its sub-organisations:

- The Singapore Chinese Chamber Institute of Business (SCCIOB)
- SCCCI- SME centre
- The World Chinese Entrepreneurs Convention (WCEC)
- World Chinese Business Network (WCBN)

Should you have any enquiries, please feel free to contact us for assistance. Thank you.

Best Regards,

Huang Wenyun 黄玮誉 | Executive, Membership Services | Singapore Chinese Chamber of Commerce & Industry 9 Jurong Town Hall Road, #04-01, Trade Association Hub, Jurong Town Hall, Singapore 609431



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Evidence: The Researcher's Membership Card- Access to Conduct Research and Collect Data

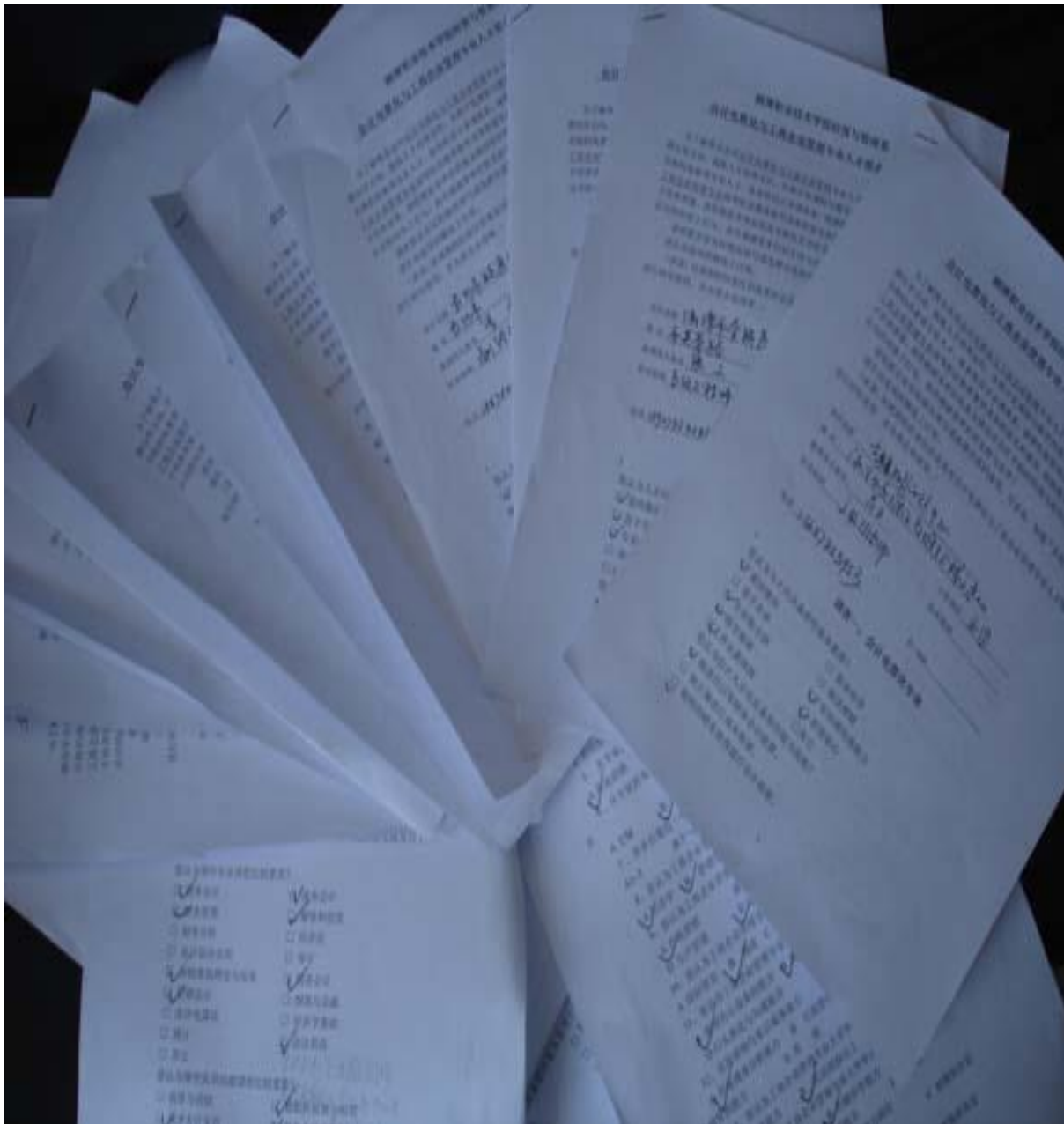


Evidence: Business Cards of Research Participants/ Respondents Collected by the Researcher





Collection of Manually Filled in Interview Questionnaires



Research Time Allocation Plan Schedule, Gantt Chart

Activities	1	2	3	4	5	6	7	8	9	10	11	12
Topic of the research												
PG 1 form- Research Proposal												
Complete Chapter 1- Introduction												
Complete Chapter 2- Literature review												
Complete Chapter 3- Methodology												
Design the interview questions and survey forms												
Conduct interviews and distribute survey forms												
Data collection												
Complete the draft of Chapter 4- Finding												
Complete Chapter 5- Analysis												
Complete Chapter 6- Recommendation												
Finalise the entire DBA research thesis and documentations												

[illegible]

Source: the researcher (author) of this DBA research thesis