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- **Effects of 'Line of Sight' On Organization's Success:
Evidence from Nasi Lemak Antarabangsa, an SME Co**
By Ganesh Varatharajoo and Dr Balan Dass

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Abstract

This paper examines the importance of line of sight in an organization. It defines line of sight as True North because it helps any organization to keep their decision and focus on their individual goals. In examining the importance of line of sight, this paper studies the entrepreneurial behaviour of the internal sides of Nasi Lemak Antarabangsa Malaysia (NLA) as a case study. Based on the problems faced in the existing business operations, the research seeks to evaluate the current entrepreneurial behaviour at NLA, and to identify the commonly applied behaviors. Using qualitative approach and interviewing top officials of NLA, this paper finds that the major problems of the NLA raised due to lack of strategic line of sight of entrepreneurs. In analysing the feedback from the Managers, this paper furthermore argues that the Managers have potential in developing the performance of the company. Based on the qualitative analysis, this paper suggests that better quality control on food, developing leadership style, innovation and creativity, among others, are critical for NLA in developing its business and overcoming issues related with its business. It argues that as the business become failed in the market, it is necessary for a company to motivate its employees and satisfy their most pronounced needs so that they could perform in favour of the company. At last, the management should produce their creative ideas and innovative designs in developing the quality product of NLA and provided new dimension of food products in Malaysia market.

1. Introduction

The line of sight is the process of defining those gaps that can create a hindrance between organizational decision makings and maintain its specific goals (Aaronovitch and Toporowski 2002). It is known as True North while applying this concept in practical field. It is evident that though line of sight is very critical for business success, most of the companies are unable to keep this true north strategy because of having their lack of knowledge regarding this concept. Hinting on the importance of the line of sight, Clark (2003) state that '*customer is always in the first priority of every organization. The organization can maintain this priority by providing best quality, to the customers in minimal cost and in proper time that is managed by their staffs.*' Davidson *et al.* (2004) argue that the statement of True North can be used in organizations in various purpose. This differentiation is mainly noticed in case of big, medium and slam scale of enterprises. In case of small and medium size enterprises, it has been noticed that the companies put more emphasis on quality of the products and eager to provide it to the customers in minimum price. It would help those companies to maintain their commercial reputation sustainable in the market and help in expanding their business (Hall and Gingerich, 2009). On the other hand, in case of large scale of enterprises, it has observed by Härdle *et al.* (2008) that they are focusing more on market competition. Cost and quality do not matter for these large-scale industries. Their primary motive is to gain competitive advantage from the market and earn more profit by competing the competitors. Thus, this paper defines the True North or the line of sight as the customer satisfaction by providing quality products in lower cost while for the big scale enterprises, it is depended upon the market competition and competitive advantage.

Having set this framework of analysis, this paper relates the concept of True North or line of sight with Toyota and Nasi Lemak Antarabangsa (NLA) to compare how these two companies gain success or lose business based on the maintenance of True North. The findings show that while Toyota gain immense success, Nasi Lemak Antarabangsa (NLA), on the other hand, had failed to open the eyes of their employees. As there is not clear definition of True North to the company, the company is unable to look at their staffs and their own works in that time when their business is being cascading. On the other hand, Toyota has managed their employees in proper way and helps them in look at their own works in the time of their cascading business. As a result, the company Toyota gets immense success, and their employees also are able to articulate their own performance with the proper line of sight of the company. It proves that line of sight is necessary for an organization and its future development because it helps that company to develop their organizational strategy from the basic level. It means employees are more likely to take decision on behalf of the company for its entire development. The management of the company will keep track about the performance of the company in the market.

Based on this above analysis, this article highlights on some major issues regarding line of sight and its role in the market. Kothari (2008) argue that the major issues are raised in terms of taking long and short-term goals by the organizations. It has been noticed by the researcher that due to having shortage of knowledge regarding line of sight or True North, strategies of most of the companies became failed that need to be developed by defining responsibilities of their employees. Ottman *et al.* (2006) also stated here that employees are not only the base level workers, but the management team, human resource team also can come under this line of sight. As

per the statement of Smith *et al.* (2010), analytical skill and observational skill of the employees or the management team is the major factor to understand the needs and requirements of an organization. The company must need to perform as per understanding the market needs and its reliability of the strategy taken by their organization. Along with this, the social responsibility taken by the business person like proprietors, entrepreneurs are responsible in maintaining social relationship of the company with both society and market. However, due to huge competitive market nature, this social responsibility and analytical skill of employees became unclear that needs to develop in order to improve the line of sight of the companies in the market (Friedman, 2002).

In discussing this study more specifically, this article, therefore, studies the company Nasi Lemak Antarabangsa or NLA, the fast-food service company in Kuala Lumpur, Malaysia. It showed that an organization may still fail due to lack of long-term strategic direction though it maintains a vision and business strategy. The same thing happens in case of the fast-food service company Nasi Lemak Antarabangsa. The company failed to develop its business because of understanding the nuisance of niche market and its long-term benefit. It also failed since it is unable to meet up with its customer's needs properly in the contemporary market.

1.1 Research aim and objectives

Based on this issue, the prime aim of this article is to understand the need of line of sight or in other words entrepreneurship behavior and business operations in contemporary market. All these aims are analysed in respect of the fast-food service company Nasi Lemak Antarabangsa. Some objectives are developed

according to the research aim and these are described in below:

- To identify all kind of entrepreneur behaviour that has practised for their organization
- To evaluate the existing behaviour of entrepreneurs
- To understand the impact of entrepreneur behaviour in the performance of the company
- To discuss the long- and short-term line sight of entrepreneurs
- To study the fixed parameters that can help the entrepreneurs in deciding their short term and long-term decisions

Depended upon these aims and objectives, the researcher has developed a detail analysis of entrepreneurship behaviour with full of secondary data that contains the personality and attributes of entrepreneurs in taking their long- and short-term business decisions.

2. Literature review

In this portion, the article is aimed to deliver the idea of secondary data related with the topic. As the topic is dealt with the line of sight or True North in order to develop the performance of entrepreneurs in the contemporary market, therefore, the literature review section also has designed accordingly. The secondary analysis has been started with the help of entrepreneurship behaviour through which, the article aimed to provide immense idea regarding the line of sights and social responsibilities of the entrepreneurs. After that its implication in business operation and its advantages and disadvantages also has been discussed in this chapter. The researcher has discussed all these secondary data not in annotated bibliography format because it is seemed little confusing and disjointed the

paragraphs. It will affect the flow of understanding each paragraph related with the study. Therefore, these concepts of entrepreneurship and line of sight of entrepreneurs are analyzed in separate section that has taken from various books and articles.

However, through this section, the article wants to attempt the strategic management of entrepreneurs and impact of their attributes in their business. With the help of various theories and models, the articles attempt to analyse how far the short-term goal of the business help in developing long term goal and provide company long term advantage. By relating these all theories with the Malaysian Food service company Nasi Lemak Antarabangsa, the article wants to bring up its validity in the contemporary market.

2.1 Entrepreneurship behavior

The researcher has explained the term entrepreneurship behaviour by judgment and perception. According to Muller (2003), judgmental skill is most important for any entrepreneur in order to understand the market condition for its firm growth. It can be treated as a major trait for the entrepreneurs. Lumpkin and Katz (2011) have added an element of experience that can smoothen the concept of judgment to the entrepreneurs. Barringer and Bluedorn (1999) commented that experience is must for the entrepreneurs in order to keep proper judgment for their business. If the entrepreneurs have good opportunity and experience in past, then they can ale to take their right strategic direction. On the other hand, some prevention also will be taken by the entrepreneurs if they have some difficult experience from past regarding their business operation. In this case, it will influence their judgmental power. They can take decision accordingly that is

suitable for their present market growth. Perception of entrepreneur's psychology also is a major factor in this scenario. Antoncic and Hisrich (2004) commented that if the entrepreneurs have challenging psychology, then it will be helpful in take effective decision for their business and can get competitive advantage from the market.

2.2 Impact of entrepreneurship behavior in their business operation

In analyzing this concept, Bennett (2006) has shed light on the behavior of Irish entrepreneurs that contains their analytical skill, logical thinking, self-confidence of achieving organizational goal. According to the statement of Duschek (2004), these characteristics of entrepreneurs can be helpful for the internal communication of an organization because it helped them to motivate their employees and reduce all the risk factors that can raise in their company. It has come to know that if any entrepreneur has the challenging mentality in order to understand the risk factor raise in their organization, then it should be taken as the long-term vision or the strategic line of sight of that entrepreneur. Because with the help of that challenging mentality, the entrepreneur can be able to reduce all the risk factors from their organization and meet up with organizational need in the contemporary market. Eshun (2009) defined it by stating that entrepreneurs who have come from the supportive background are contain high quality and they are capable in managing all the organizational issue. On the other hand, the entrepreneurs who are suffered from anxiety and fear are always failing to meet up their organizational need because of lack of strategic vision. The development of any business is therefore, depended upon the performance of the entrepreneurs and their behavior in market.

2.3 Advantages and disadvantages of entrepreneur behavior

After analyzing the importance of entrepreneurship behavior and its impact in contemporary business, this article is now aimed to define its certain advantages and disadvantages. According to Fahyet *al.* (2004), the advantages of entrepreneurship behavior is relating with the competitive advantage of the firm. As the entrepreneurs have their challenging mentality and the quality of self-perception, therefore, they can be able to gain competitive advantage for their firm. As an example, Johnson & Johnson has speeded over \$100 million in 1982 that help it to gain competitive advantage from the market. Not only that, it also help the firms to project their social responsibility to their customers. It helps in developing consumer loyalty that creates further competitive benefit for the firm (Katz, 2008).

On the other hand, Kobia and Sikalieh (2010) argued that business ethics is the prime disadvantages of this statement. According to Mohamed *et al.* (2012), due to participating in huge market competition, the firms are unable to maintain their business ethics properly in the contemporary scenario, for this reason, it is becoming too difficult for maintaining the ethical reputation of the firms that can raise issue in future. challenging mentality of entrepreneurs are sometime failed to overcome these issues because it is sensible and affect the social responsibility of that firm in the market.

2.4 Effect of entrepreneurship behavior in overall performance of the firm

The effect of entrepreneurship behavior is depending upon various factors that affect the overall performance of the firms. Among these various factors,

orientation strategy, commitment towards resource, structure management, reward philosophy, entrepreneurship culture is most important. According to the feedback of Moyeen and West (2014), strategic orientation is most important for the development of a firm because based on this strategy, the long- and short-term vision of the firms are understood. The entrepreneurs can understand that how much resource they could need in managing the performance of their firm.

On the other hand, based on that orientation, the firm can take necessary strategy for managing their resource and control over it. Piperopoulos (2012) commented that, if the firm could understand that they can get long term benefit by their strategic vision, then more resource required that can be changed in case of its opposite vision. Not only that, after having proper resource, it is also became a necessary task for the firm to control it otherwise it will create hazard for the firm in long term direction. The management structure should be developed accordingly because it can help the entrepreneur in forming the team to control the resource and motivate the employees for working hard in favor of the organization. These performance set by the management can create a positive culture for the employees along with the entrepreneurs in order to get competitive advantage form the market. These all effect can help the company in developing its business in the market and play its social responsibility.

2.5 Significance of entrepreneurship behavior in company's performance

Tuan (2012) commented that in now a day, the entrepreneurship behavior and its variation is became so important that can help the firms in developing their business in the market. If the entrepreneur has that challenging mentality in controlling the difficult situation of the firm, then it could be helpful for the

development of the firm because the employees could get support of their upper management. On the other hand, if the entrepreneur suffering from anxiety and fear, then it also affects the performance of the company in negative way. Therefore, some proper strategic direction needed to be taken in order to develop the overall performance of the firm.

Long term strategy for developing the performance of the firm:

Vasi and Ziegler (2009) have defined the long-term strategy of the firm in three aspects that are related with the structuring of programme, generating its solution and proposed solution after its proper testing. Muller (2003) commented that if it is necessary for any firm to keep sustain in the contemporary market field then the firm need to take their proper direction and strategy to restructuring their system. It can further help the firm to keep sustainable their strategic position after identifying the issues and proposed necessary solutions regarding it.

Short term strategy for developing the performance of the firm:

Short term strategy can be developed by the following ways that comprises identifying long term goal for the organization, understanding the agreements of the short-term directions and after that perception about the result. Bennett (2006) commented that short term strategy can be helped any organization to develop its long-term goal. As per the statement it can be sated that if the firm can understand its prior needs and business goals, then it can be helped in developing its long-term strategy that turns the firms towards gaining its competitive advantage.

2.6 Theories of strategic management and development of the firm

Among various theories of strategic management, the quantitative approach theory, human resource theory and the classical theory has taken consideration by the researcher. According to the classical approach theory, it believes that having control over administrative department can seem beneficial for the development of any firm. Duschek (2004) commented that it is totally depending upon the traditional management structure that emphasized more on employee productivity. In this case, for new entrepreneur, this theory cannot be applicable because of the changing market situation. The organizations need to take some liberalize policy for development of its performance. On the other hand, the quantitative approach is depending upon the group decision taken by the employees or board of directors. Similarly, human resource approach is based upon the psychology of employees and the performance of the firm according to that. In case of the company Nasi Lemak Antarabangsa, this both human resource approach and quantitative approach seemed helpful for the development of the firm.

After analyzing these total secondary data, the researcher or this article is now going to develop the research methodology or the process of designing research in order to establish its value in the market.

3. Methodology

The researcher has designed the methodology chapter with the help of research onion and various philosophies and approaches. Through this methodology chapter, this article aimed to understand impact of entrepreneur behavior and its impact in the market. All these analyses are discussed in respect of Nasi Lemak

Antarabangsa, the fast-food service company in Malaysia.

With the help of research onion, the researcher of this article aimed to design the entire methodology of this article. This research onion is segmented in various layers. Each and every layer of this research onion is depending upon the research philosophy, approach and design. With the help of research approach, the researcher can be able to understand the value of the research in the market. On the other hand, approach and research design can help the researcher in analyzing all the data based on secondary and primary data. However, the researcher here has been selected case study strategy to discuss the entire research process (Saunders *et al.* 2009).

First of all, the researcher has started the research by analyzing the research philosophy section. In this section, the researcher has proved that interpretivism philosophy is more helpful in conducting this study because it is depended more upon the reality and interpretation of the data. Generalization of the data is strictly avoided in this kind of research. Lancaster (2012) commented that the nature of interpretivism research can be changed in time to time. Sometime, interpretivism philosophy can be defined according to the hypothetical data analysis while sometimes it depended more on the agreed term and condition of qualitative research. As this study is depending more on qualitative research, therefore, the interpretivism research philosophy is seemed helpful for this study. However, in support this view, the researcher also emphasizes on deductive approach and descriptive design of the research methodology.

With the help of deductive approach, the researcher can define all the theories and

concepts based on secondary data. Deductive approach is depending upon previous theories and approaches while inductive approach is relying more on the individual view and concepts of the researcher. In case of this research, the researcher has focused on deductive approach because with the help of this approach, the researcher can be able to understand the possible outcomes of this study. Not only that, being a student, the researcher not has that sufficient knowledge to project own view. For this purpose, deductive approach seemed helpful for the study (Lodico and Spaulding, 2010).

Similarly, descriptive research design also has been taken into consideration because the researcher is not going to analyze or exploring new ideas. The researcher just describes the entire concepts and outline of the study and therefore, this descriptive design has been selected in this case. However, as this research is depending upon the fast-food Malaysian company Nasi Lemak Antarabangsa, therefore, the researcher has taken sample of 5-6 managers of that fast food company. By taking interview of those managers, the researcher wants to explore the ideas and views of the managers of that company and the issues in taking proper decision of their line of sight. it is true from the secondary analysis that due to lack of proper long- and short-term vision, the company has failed to develop their business. Therefore, interviewing the managers could be helpful for this research as it can contain the accurate information from the mangers and showed a new dimension to the research in the market.

Despite of having all the philosophies and approaches, this research has some limitation. The first limitation is come from the budget allocation. Being a student, it is not possible for the researcher to cover all the areas that could help him/her in

understanding the extensive areas of the research. this is the major limitation of the study (Leavy and Hesse-Biber, 2010). Along with that, the researcher is aimed to fulfill the research aim and therefore some questions have been developed that are

- What are the entrepreneurship behaviours?
- What are the benefits of the existing behaviour of entrepreneurship that create impact in their overall business?
- Does the entrepreneurship behaviour create impact in overall performance of the business?
- What is the measurement technique that has used in order to understand the significance of entrepreneurship behaviour in the contemporary market?

The researcher has made the qualitative analysis of the data collected by taking interview of the managers. The researcher has asked 14 questions and presents their response in qualitative manner.

4. Data analysis and findings

This paper presents data based on a qualitative analysis of the feedback of the respondents It interviewed the managers of the fast food service company Nasi Lemak Antarabangsa (NLA), in Malaysia, the co-founder of NLA Mr. En.Nizam, the former Chief Executive Officer M.Fouzi Bin Main, former training manager Mr. Jamal and vendor supply owner Mr. Martin Cha. In response to the first question which asked the managers to share their experience in working with NLA in Malaysia, every manager has shared their positive feedback that they feel while working with the company. Mr. En.Nizam, for instance, emphasized on the famous

and popular food products in Malaysia to set up the business of NLA. As per his feedback “Malay Hawker Food” is most famous in Kuala Lumpur and therefore, the company is aimed to produce and provide these food products to the customers. The rest of the managers are responsible to maintain the food quality and to deliver it in proper time to the market. They all are satisfied in working with the company NLA as the management team is cooperative.

In response to the second question where managers were asked to share their good and bad experience in working with the company NLA, noticeably managers shared their experience very strategically and tactfully. As per their feedback, the financial condition of NLA is very poor which might have led the company to face some issues in the market. Due to have the poignant financial condition in the company, the cooperation between shareholders and management team is affected and for this reason, the company hardly show their proper line of sight in the market. In addition to that, the foreign investment in Malaysia is not also working strategically that moves the company towards its difficult situation. On the other hand, along with these difficulties, the company has constant emphasized on motivating and satisfying its employees. According to the feedback of M.Fouzi Bin Main, the work atmosphere of the company is good and therefore, the employees are working hard in attempting the goals and aims of the company.

The rest of three questions are on the reason of failure the company and how it affects the corporate image of the company. In replying to these questions, all of the managers responded very tactfully and consciously. Most of the managers blamed Mr. Halim, the son of law of the company for this failure. According to their statement, Mr. Halim has taken some strategy without knowing the actual

market demand and market condition of Malaysia. Therefore, the project and strategic vision of NLA became failed. Similarly, it affects its corporate reputation. In this scenario, the strategy taken by Mr. Halim has more likely led the company towards its failure. Undoubtedly it affects the corporate image of the company that reduces its brand loyalty and customer loyalty. In rest of the questions, the researcher has asked the managers of NLA in understanding the strategic entrepreneurship and what are the factors that can help the entrepreneurs to understand and measure their corporate level. Most of the managers have stated that experience and innovative ideas are the prime factor that can help a company to understand its corporate level and develop its business in the contemporary market. As per analyzing in literature review of entrepreneurship behavior, it is clear that perception and judgment are the prime factors that depend upon experience and innovative ideas of the entrepreneurs. If the entrepreneur has good past experience, then that person emphasizes upon developing its business by producing innovative ideas and designs while the situation will be different in terms of bad experienced one. The person can get aware of the negative and risk factors that could affect the business of their organization. Along with that, the proactive mentality of entrepreneurs also seems beneficial for the growth of their business. It can help the entrepreneur in taking their important decision regarding business and get competitive advantage form it. Finally, managers suggested some necessary entrepreneurship behavior for developing the performance of a firm especially for NLA. Most important is the managing supply chain issue. As per the feedback of Mr. Nizam, managing supply chain can reduce both internal and external problem of the entrepreneur and thus help in developing the corporate image of NLA in the contemporary market.

5. Conclusion

The findings from qualitative study and interview analysis of top officials of NLA provide evidence that the major problems of the NLA raised due to lack of strategic line of sight of entrepreneur behavior. In light with the feedback received from managers, this paper furthermore argues that managers have the potentiality in developing the performance of the company. However, due to lack of understanding the contemporary demand and situation of Malaysia market, managers fail to develop their proper strategic line of sight. For this reason, they put more emphasize on developing the supply chain management of the company because of delivering food products in proper time in the market. Finally, this paper suggests that better quality control on food, developing leadership style, innovation and creativity, among others, are critical for NLA in developing its business and overcoming issues related with its business. Besides, it is necessary for a company to motivate its employees and satisfy their most pronounced needs so that they could perform in favor of the company.

5.1 Objective linking

The researcher has developed five objectives and now in this section, these all objectives are aimed to be met. In analyzing the *first objective* of entrepreneurship behavior, the researcher has linked with the questions of 5 and 9 of qualitative analysis. In these questions, the researcher showed that sometime unsophisticated approach taken by the managers can lead the firm towards its decline that is happen in terms of the company NLA. For this reason, this objective has been met by the researcher successfully.

In analyzing the *second objective*, the researcher has linked with the qualitative

analysis of 11 and 12. Through analyzing these questions, the researcher came into the point that weak behavior of senior management or authority can lead the firm towards its failure. Same thing is happening in case of NLA. The weak behavior of Mr. Halim has led the company NLA towards its failure in Malaysian market. Therefore, the researcher also has met this objective successfully.

The *third objective* is linked with question 6. In this question, the researcher wants to understand the impact of entrepreneurship behavior in the overall performance of the firm. Through these questions and gathering feedback of the managers, it has been found that weak behavior of manager's sometime affects the performance of the company that is happen in case of NLA. Lack of understanding current demand and needs of consumers has affected the performance of NLA in contemporary market. Therefore, it can be stated that the researcher has met this objective successfully.

The *fourth objective* is linked with question 7 and 8 of qualitative analysis. in these questions, it has come to know that the top management need to perform in nurture way that could help the firm in developing its performance in the market. If the top management of NLA will perform in nurture way along with motivating its employees, then it could be helpful for the company and will not fail its business in the market.

The *fifth objective* is linked with question no 10 and 13 that could help the researcher in understanding the parameters for developing the short term and long-term insight of the entrepreneurs. The researcher also has able to meet this objective properly by developing some factors that are experience and

innovativeness. As per the analysis in chapter 4 it has come to know that if the entrepreneurs have the proper experience of managing business and show their good innovative idea, then it could be better for overcoming the entire issues raise for the company.

5.2 Recommendations

Based on the issues the researcher or this article has proposed some recommendation to the company NLA in developing its business and overcoming all the issues related with its business failure. Among the various recommendations, quality control, developing leadership style and innovation and creativity of entrepreneurs became more important for the company NLA and its management. The management is first faced problem for not having quality control of the foods that needs to reduce first. After that, motivating employees with proper management tactics also became necessary for the company. As the business became failed in the market, therefore it is necessary for the company to motivate its employees and satisfied all their needs that they could perform in favor of the company. At last, the management should produce their creative ideas and innovative designs in developing the product quality of NLA and provide new dimensions of food products in Malaysian market.

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