

**THE RELATIONSHIP BETWEEN
ORGANIZATIONAL CHARACTERISTICS AND
ENTREPRENEURIAL ORIENTATION AMONG
EMPLOYEES OF CEMENT MANUFACTURERS
IN JOHOR**

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**DOCTOR OF BUSINESS ADMINISTRATION
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DBA 2014

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MANUFACTURERS IN JOHOR**

By

SHATHEES BASKARAN

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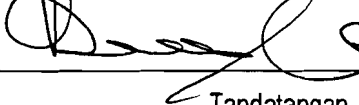
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ABSTRACT

The purpose of the study is twofold. First, to examine the relationship between organizational characteristics and entrepreneurial orientation, and second to examine the mediating effect of knowledge management enabler between organizational characteristics and entrepreneurial orientation among employees of cement manufacturers in the state of Johor. Fifteen hypotheses were formulated; that there is significant relationships between organizational characteristics (work discretion, resource/time availability, management support and reward/reinforcement) and entrepreneurial orientation (innovativeness, risk-taking and pro-activeness) and knowledge management enabler mediates the relationship between organizational characteristics and entrepreneurial orientation. The data for the quantitative study were collected from an online internet-based web survey questionnaire through a simple random sampling method. The population consisted of all employees who were working in the three cement manufacturing companies under study. The total number of respondents was 257 out of 300 employees randomly selected. An overall response rate of 70.4 per cent was obtained. Multiple regression analysis was utilized to analyze the survey data while ensuring that all the necessary assumptions are met. The results indicated that nine out of fifteen hypotheses tested were supported. Generally, the study provides empirical evidence that there is significant relationship between organizational characteristics and entrepreneurial orientation. Knowledge management enabler was also found to partially mediate the relationship between organizational characteristics and entrepreneurial orientation. Theoretical and managerial contributions were discussed as well as study limitations and suggestions for future research.

Keywords: entrepreneurial orientation, organizational characteristics, knowledge management enabler, cement manufacturers

ABSTRAK

Kajian ini dijalankan berasaskan dua tujuan utama. Pertama untuk mengenalpasti hubungan antara ciri-ciri organisasi dan orientasi keusahawanan, dan kedua meneliti kesan pengantara pengurusan pengetahuan antara ciri-ciri organisasi dan orientasi keusahawanan di kalangan pekerja syarikat pengeluaran simen di negeri Johor. Lima belas hipotesis telah dibentuk; iaitu terdapat hubungan yang signifikan antara ciri-ciri organisasi (budi bicara kerja, ketersediaan sumber/masa, sokongan pengurusan dan ganjaran/pengukuhan) dan orientasi keusahawanan (inovasi, pengambilan risiko dan proaktif) dan pembolehubah pengurusan pengetahuan menjadi pengantara antara ciri-ciri organisasi dan orientasi keusahawanan. Data untuk kajian kuantitatif dikumpulkan melalui borang soal selidik yang berasaskan laman web di internet dengan memilih kaedah persampelan rawak mudah. Populasi kajian terdiri daripada semua pekerja di tiga syarikat pengeluaran simen. Jumlah responden adalah 257 daripada 300 pekerja yang dipilih secara rawak. Kadar respons keseluruhan sebanyak 70.4 peratus telah diperolehi. Analisis regresi berganda telah digunakan untuk menganalisis data kajian dengan memastikan bahawa semua andaian yang perlu telah dipenuhi. Dapatan kajian mendapati sembilan daripada lima belas hipotesis yang diuji telah disokong. Secara umumnya, kajian ini memberikan bukti empirikal bahawa terdapat hubungan yang signifikan antara ciri-ciri organisasi dan orientasi keusahawanan. Pembolehubah pengurusan pengetahuan juga didapati menjadi pengantara antara ciri-ciri organisasi dan orientasi keusahawanan. Sumbangan kajian terhadap pengukuhan teori dan bidang pengurusan serta batasan kajian dan kajian masa depan telah dibincangkan.

Kata Kunci: orientasi keusahawanan, ciri-ciri organisasi, pembolehubah pengurusan pengetahuan, pengilang-pengilang simen

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ABBREVIATION OF TERMS

Abbreviation	Description of Abbreviation
CIMA	Cement Industries of Malaysia Berhad
CIS	Cement Industries Sabah
CMS	Cahaya Mata Sarawak
EO	Entrepreneurial Orientation
ISA	Industrial Supply Agreement
KME	Knowledge Management Enabler
OC	Organizational Characteristics
PCA	Principal Component Analysis
Q-Q	Quartile-Quartile
VIF	Variance Inflated Factor

CHAPTER ONE

INTRODUCTION

1.1 Background

The economic development of a nation is largely dependent on the contribution of construction sector (Agapiou, 2002) and the sector has a powerful role to play in generating the economic growth (Dlamini, 2012). Various scholars (e.g. Bon, 1992; Tan, 2002; Myers, 2008; Jackman, 2010) emphasized that construction sector remain an important sector to grow economy. The construction growth rate in the developing economies generally outpaces the gross domestic product growth rate. In addition to this, the construction sector doesn't only make extensive contribution to economic development but also connected to other sectors of economy.

In the building materials industry and construction sector, cement remains a vital component (Rehda, 2012) to fast growing economies (The Economist, 2013) and is the single most important and profitable product (Shankar, Agarwal, Goel & Jha, 2011) that facilitates growth and development of a nation (Vinayagamoorthy, 2012). It is the most preferred building material that is used in housing, industrial and infrastructural construction (Times of Oman, 2013). For a substantial period of time, production and consumption of cement was also used as a measure of national development (Treloar, Owen, & Fay, 2001; Pipilikaki, Katsioti, & Gallias, 2009). Therefore, the growth of the cement industry has been considered as the barometer of economic activity in a country (Mirza Rohail, 2008). In addition, it is undisputable fact that cement industry plays a pivotal role through the residential, infrastructural and industrial developments that is crucial in speeding up socio-economic

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