

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

**SHATHEES
BASKARAN**

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DBA 2014

**DOCTOR OF BUSINESS ADMINISTRATION
UNIVERSITI UTARA MALAYSIA**

March 2014

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ENTREPRENEURIAL ORIENTATION AMONG EMPLOYEES OF CEMENT
MANUFACTURERS IN JOHOR**

By

SHATHEES BASKARAN

**Dissertation Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Degree of Doctor of Business
Administration**



Kolej Perniagaan
(College of Business)
Universiti Utara Malaysia

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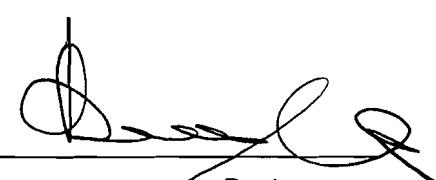
Tarikh: **04 Mac 2014**
(Date)

Nama Pelajar
(Name of Student) : **Shathees s/o Baskaran**

Tajuk Tesis / Disertasi
(Title of the Thesis / Dissertation) : **The Relationship between Organizational Characteristics and
Entrepreneurial Orientation among Employees of Cement
Manufacturers in Johor**

Program Pengajian
(Programme of Study) : **Doctor of Business Administration**

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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 berdasarkan 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. Dapatkan 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

ACKNOWLEDGEMENT

I would like to acknowledge and thank numerous people who helped to make this journey possible for their support and guidance, which made me to complete this dissertation. First and foremost is my supervisor, Prof. Dr. Rosli Mahmood. You have inspired me through your teachings, insight into theory, and guidance in my doctoral dissertation. You have been instrumental in my development as a researcher not only for the dissertation but also in the doctoral courses you taught. Your belief in me gave me the courage to persevere during the most difficult time in my life. You have been a friend and a mentor, which has allowed me to grow as a student and professional. You have challenged my thinking and helped me to see the world from so many other disciplines outside of my comfort zone of strategic planning and entrepreneurship. Your advice regarding focusing and being in depth proved true. Your input during dissertation writing stages helped me to clearly see the insights that this research has to reveal. Your contributions were invaluable and enabled me to shorten the time it would otherwise have taken me to finish this dissertation.

To my wife, Subashini Rajagopal, thank you for putting your life on hold for a few years. I appreciate your great love, support, and encouragement and your understanding during this time has been unwavering. I could not have done this without you. To my daughter, Arnisha Aerwyna, thank you for sacrificing during all the times that I was consumed with work and university. And finally to all of my family members and friends that have been cheering me on from the sidelines. I thank you for all of your prayers and support. There are many other people who in one way or another enabled this process to come to a successful fruition, and for all your assistance; may the Almighty fulfill the desires of your hearts!

Thank you to all the administrative staff at Rezzen and Othman Yeop Abdullah Graduate School, Universiti Utara Malaysia for all of your unending help and support throughout my Doctorate of Business Administration program. I also owe a debt of gratitude to each individual who participated in this research through responding to the survey. Your voice created the value in this research.

Finally, I dedicate this dissertation to my father and dearest late mother who instilled faith, discipline, courage, perseverance, and the value of an education. They have always given me continuous prayer, support, and encouragement and have been the primary inspirational source of my life and this scholarly endeavor.

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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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