

**MODERATING EFFECTS OF ORGANIZATIONAL  
LEARNING CAPABILITY ON THE RELATIONSHIP  
BETWEEN INNOVATION, BRANDING AND SMEs  
PERFORMANCE IN SPORTS INDUSTRY OF PAKISTAN**

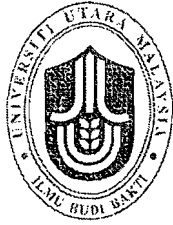
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**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
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**MODERATING EFFECTS OF ORGANIZATIONAL LEARNING CAPABILITY  
ON THE RELATIONSHIP BETWEEN INNOVATION, BRANDING AND  
SMEs PERFORMANCE IN SPORTS INDUSTRY OF PAKISTAN**

**By  
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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



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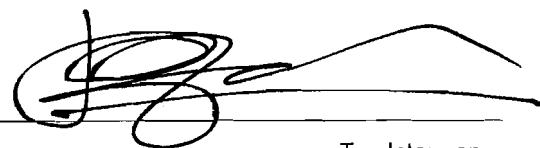
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## ABSTRACT

Small and medium enterprises (SMEs) play a catalytic role in strengthening the economy of developing countries. The performance of SMEs depends on various factors. Among those factors include innovation and branding practices. This study aimed to investigate the nature of relationship that exists between Innovation, Branding and SMEs performance in sports industry of Pakistan. Furthermore, the study intended to examine the moderating effects of organizational learning capability on relationship between Innovation, Branding and SMEs performance. A structured questionnaire representing dimensions related to innovation, branding, organizational learning capability and SMEs Performance was designed. Survey method was used to conduct study on 352 SMEs in sports industry of Pakistan. Multiple Regression analysis was employed in order the study the nature and strength of relationship between Innovation and SMEs Performance, as well as between Branding and SMEs Performance. Results indicated that both Innovation and Branding have a significant positive effect on SMEs performance. Hierarchical Regression Analysis was utilized to see the moderating effects of Organizational Learning Capability on relationship between Innovation, Branding and SMEs performance. Findings revealed that Organizational learning Capability does not moderate the relationship between Innovation, Branding and SMEs performance. These results imply that SMEs must emphasize on bringing innovations and embracing branding practices if they desire to enhance their performance. The study also contributed to the theory as it extended Resource Based View, Dynamic Capabilities Perspective and the Theory of the growth of the firm by integrating three distinct literature streams pertaining to Innovation, Branding and Organizational Learning.

**Keywords:** innovation, SMEs branding, organizational learning capability, SMEs performance, sports industry

## ABSTRAK

Perusahaan Kecil dan Sederhana (PKS) berperanan sebagai pemangkin dalam memperkukuh ekonomi Negara membangun. Prestasi PKS bergantung kepada pelbagai faktor, termasuklah amalan inovasi dan penjenamaan. Kajian ini bermatlamat untuk menyelidik sifat hubungan yang wujud antara inovasi, penjenamaan dengan prestasi PKS dalam industry sukan di Pakistan. Selain itu, kajian ini turut berhasrat untuk meneliti kesan penyederhana kemampuan pembelajaran organisasi terhadap hubungan antara inovasi, penjenamaan dengan prestasi PKS. Soal selidik berstruktur yang memperlihatkan dimensi yang berkaitan dengan inovasi, penjenamaan, kemampuan pembelajaran organisasi telah direka. Kaedah tinjauan digunakan bagi mengkaji sejumlah 352 PKS dalam industry sukan di Pakistan. Analisis Regresi Berganda telah diupayakan bagi meneliti sifat dan kekuatan hubungan antara inovasi dengan prestasi PKS dan antara penjenamaan dengan prestasi PKS. Hasil kajian menunjukkan bahawa kedua-dua inovasi dan penjenamaan mempunyai kesan positif yang signifikan terhadap prestasi PKS. Analisis Regresi Berhierarki telah diupayakan untuk menentukan kesan penyederhana kemampuan pembelajaran organisasi terhadap hubungan antara inovasi, penjenamaan dengan prestasi PKS. Dapatan kajian menunjukkan kemampuan pembelajaran organisasi tidak sederhana hubungan antara Inovasi, Penjenamaan dan prestasi PKS. Dapatan-dapatan ini menunjukkan bahawa PKS perlu menekankan inovasi dan mengamalkan penjenamaan mereka sekiranya mereka mahu meningkatkan prestasi. Kajian ini turut menyumbang kepada teori dengan mengembangkan Pendekatan Asas kepada Sumber, teori kemampuan dinamik dan teori pengembangan firma dengan menyepadukan tiga aliran kosa ilmu yang penting yang berkaitan inovasi, penjenamaan dan pembelajaran organisasi.

**Kata kunci:** inovasi, penjenamaan PKS, kemampuan pembelajaran organisasi, prestasi PKS, industri sukan

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## **LIST OF ABBREVIATIONS**

<b>BMP</b>	<b>Brand Management Practices</b>
<b>EIU</b>	<b>Economist Intelligence Unit</b>
<b>GDP</b>	<b>Gross Domestic Product</b>
<b>IFC</b>	<b>International Finance Corporation</b>
<b>OECD</b>	<b>Organization for Economic Cooperation and Development</b>
<b>R&amp;D</b>	<b>Research and Development</b>
<b>RBV</b>	<b>Resource Based View</b>
<b>SMEs</b>	<b>Small and Medium Enterprises</b>
<b>SME Corp.</b>	<b>Small and Medium Enterprise Corporation</b>
<b>SMEDA</b>	<b>Small and Medium Enterprise Development Authority</b>
<b>WEF</b>	<b>World Economic Forum</b>

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

Small and medium enterprises (SMEs) are regarded as pillars of economic performance in developed as well as developing nations. In case of developing nations the role of SMEs is further enhanced and magnified as their economy is not built on shoulders of large Multinational Enterprises (MNEs) (Hussain, Si, Xie & Wang, 2010). Developing countries largely rely on the performance of SMEs for the uplift and growth of their economy. Similarly, the economy of Pakistan also depends enormously on performance of SMEs.

In Pakistan, SMEs represent about 99% of total business establishments. They are mostly dealing in wholesale and retailing and restaurant and hotel (53%), social and personnel services (22%) and manufacturing (20%). These SMEs are accounting for 30% of annual gross domestic product (GDP) of the country, employment of 80% of non agricultural labor force, 25% of total exports and 35% of value added manufacturing (Hussain *et al.*, 2010).

It has been identified that despite of magnanimous economic support and contribution towards development, the performance of SMEs remains below expectations in the developing countries (Arinaitwe, 2006). The factors contributing towards low

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