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**STRATEGIC IMPROVISATION,
ENTREPRENEURIAL SELF-EFFICACY AND
PERFORMANCE: THE ROLE OF CORPORATE
ENTREPRENEURSHIP AND ORGANISATIONAL
CULTURE**

IBRAHIM NAJAFI AUWALU



**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA**

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ABSTRACT

Global competition, dynamic environment and shrinking resource have created a lot of pressure on today's organisations including Higher Education Institutions (HEIs). Hence, the need for effective human resource that is capable of not only ensuring efficient utilization of resource but also responding to rapid dynamism of today's environment to enhance HEIs performance and relevance. Previous studies mainly concentrate on top management aspect of ensuring HEIs turn around, neglecting middle and lower level managers. Drawing from Resource Base Theory (RBV) and Social Cognitive Theory (SCT), the study examines the indirect role of corporate entrepreneurship (CE) and organisational culture (OC) on the relationship between leaders' strategic improvisation (SI), entrepreneurial self-efficacy (ESE) and performance. Data was generated from 229 academic leaders from ten HEIs in Kano, which was analysed using PLS-SEM version 3.0. The findings of the direct relationship between SI, CE and performance were supported, while that of ESE reported an insignificant relationship, hence, rejected. Similarly, the result also indicates that CE depends on SI and ESE behaviour of academic leaders in HEIs. As postulated the mediating role of CE on SI, ESE and performance relationship was also established in the study. However, the moderating role of OC on the relationship between SI and performance and ESE and performance is not significantly established. The use leaders' SI, ESE, CE which are mainly use in private settings to explain performance is a novel contribution to knowledge and HEIs management. The finding is a wakeup call for HEIs management to identify and appreciate these factors in the study in order for them to plays the needed role for national development. Future studies should include more samples, also use organisation as unit of analysis. The debate about the hierarchical level at which the strategic and entrepreneurial behaviour of managers is most beneficial is also another avenue for future studies.

Keywords: Strategic improvisation, Entrepreneurial self-efficacy, performance, Corporate entrepreneurship, Organisational culture.

ABSTRAK

Persaingan peringkat global, persekitaran dinamik dan sumber-sumber yang menyusut telah memberikan banyak tekanan kepada organisasi-organisasi hari ini termasuklah Institusi-institusi Pendidikan Tinggi (IPT). Justeru, sumber manusia yang efektif diperlukan yang bukan sahaja berupaya untuk menentukan penggunaan sumber yang efisien tetapi juga bertindak balas kepada persekitaran semasa yang amat dinamik bagi meningkatkan prestasi dan keutuhan IPT. Kebanyakan kajian lepas menumpukan kepada aspek pengurusan atasan bagi membaik pulih IPT serta mengabaikan pengurus-pengurus peringkat pertengahan dan bawahan. Di samping itu, kajian telah mencadangkan penggunaan kedua-dua ciri-ciri individu dan organisasi untuk menerangkan prestasi organisasi. Kajian ini berpanduan Teori Asas Sumber dan Teori Kognitif Sosial yang meneliti peranan tidak langsung keusahawanan korporat dan budaya organisasi ke atas hubungan-hubungan di antara improvisasi strategik pemimpin, efikasi sendiri keusahawanan, dan prestasi IPT. Data diperolehi daripada 229 orang pemimpin akademik di sepuluh buah IPT di Kano, dan dianalisis menggunakan PLS-SEM versi 3.0. Dapatan kajian menunjukkan hubungan-hubungan langsung di antara improvisasi strategik, keusahawanan korporat, dan prestasi IPT disokong. Namun, efikasi sendiri keusahawanan melaporkan hubungan yang tidak signifikan. Dapatan juga menunjukkan bahawa keusahawanan korporat bergantung kepada gelagat improvisasi strategik dan efikasi sendiri keusahawanan pemimpin-pemimpin akademik dalam IPT. Selain itu, peranan pengantara keusahawanan korporat dalam hubungan-hubungan di antara improvisasi strategik, efikasi sendiri keusahawanan dan prestasi IPT telah ditentukan dalam kajian ini. Walau bagaimanapun peranan budaya organisasi sebagai penyederhana dalam hubungan-hubungan di antara improvisasi strategik dengan prestasi IPT dan di antara efikasi sendiri keusahawanan dengan prestasi IPT didapati tidak signifikan. Penggunaan ciri-ciri individu khususnya improvisasi strategik dan efikasi sendiri keusahawanan yang kebanyakannya digunakan dalam institusi swasta dan ciri-ciri organisasi untuk menerangkan prestasi IPT merupakan sumbangan penting kepada pengetahuan dan pengurusan IPT. Dapatan ini memberi kesedaran kepada IPT untuk mengambil kira faktor-faktor yang didapati relevan kepada sektor swasta kerana mereka beroperasi dalam persekitaran yang sama.

Kata kunci: Improvisasi strategik, Efikasi sendiri keusahawanan, Prestasi IPT, Keusahawanan korporat, Budaya organisasi

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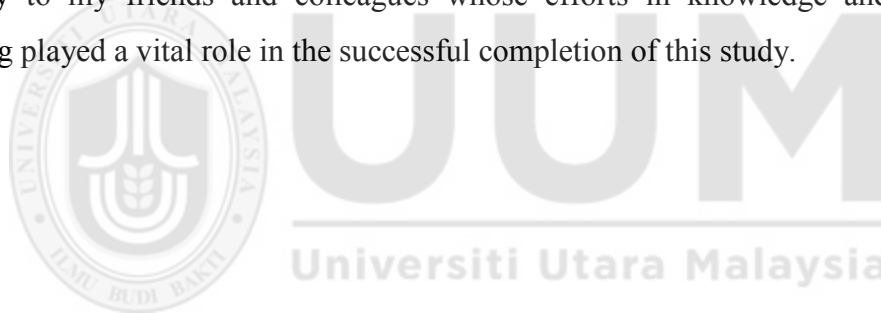


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LIST OF ABBREVIATIONS

AMOS	Analysis of Moment Structures
AVE	Average Variance Extracted
CE	Corporate Entrepreneurship
CMV	Common Method Variance
ESE	Entrepreneurial Self-efficacy
GDP	Gross Domestic Product
GoF	Goodness of Fit
Ph.D.	Doctor of Philosophy
PLS	Partial Least Square
HEIs	Higher Education Institutions
KMO	Kaiser-Mayer-Olkin
NBTE	National Board for Technical Education
NPC	National Population Commission
NUC	National Universities Commission
OC	Organisational culture
OYAGSB	Othman Yeop Graduate School of Business
Perf	Performance
P_c	Composite Reliability
Q^2	Construct Cross Validated Redundancy
R^2	R-squared values
RBV	Resource-based View
SEM	Structural Equation Modelling
SME	Small Medium Enterprise
SPSS	Statistical Package for the Social Sciences
SI	Strategic Improisation
SWT	<i>Subhanahu Wa Ta'ala</i>
VIF	Variance Influence Factor
UNESCO	United Nations Educational, Scientific and Cultural Organization

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's dynamic environment, Higher Education Institutions (HEIs) are important pillar for economic and social development (UNESCO, 2013). This is achieved through the provision of skilful and professional employees that are capable of starting the activities of businesses and government organisations in today's world (Xiong et al., 2013). HEIs institution have the traditional role of teaching, research and character moulding of our teaming population, to ensure society's survival and advancement. However, globalization, technological development, reduction in funding, competitive and dynamic environment and high public expectation and scrutiny (Coyle-Shapiro & Kessler, 2000; Mahmoud & Yusif, 2012) have created a lot of pressure for these institutions to increase efficiency (de Boer et al., 2017). These have affected not only the nature and purpose of HEIs but also management and leadership types needed to turn the fortune of these institutions.

Despite a number of challenges faced by HEIs in other parts of the world their contribution to Gross Domestic Product (GDP) of their country in increasing, while HEIs in Nigeria have nothing to write home about contributing less than 2% to GDP (National Bureau of Statistics, 2015). The rot in Nigerian education and specifically that of HEIs have impacted negatively on the entire economy (Adamu, 2015). Specifically, Nigerian HEIs' relevance had been seriously

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