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

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DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
May 2017
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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


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

“In the Name of Allah, the Most Beneficent, the Most Merciful” (Qur'an, 1:1).
All praises and thanks be to Almighty Allah (Subhanahu Wa Taalaa), we praise
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Finally to my friends and colleagues whose efforts in knowledge and skills sharing played a vital role in the successful completion of this study.
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<td>Analysis of Moment Structures</td>
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<td>GDP</td>
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<td>Subhanahu Wa Ta'ala</td>
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<td>VIF</td>
<td>Variance Influence Factor</td>
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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 staring 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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