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A STUDY OF ENTREPRENEURIAL ORIENTATION, E-COMMERCE ADOPTION, ORGANIZATIONAL CULTURE, AND DYNAMIC BUSINESS ENVIRONMENT ON TEXTILE SME PERFORMANCE IN PAKISTAN

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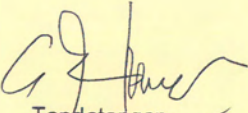
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Abstrak

Perusahaan Kecil dan Sederhana (PKS) memainkan peranan penting dalam ekonomi Pakistan. Sektor PKS Pakistan mewakili kira-kira 90% daripada kesemua perusahaan di Pakistan. PKS menyumbang kira-kira 40% dalam KDNK tahunan negara. Dalam PKS, industri tekstil Pakistan menyumbang sekitar 40% pekerjaan daripada jumlah tenaga buruh perindustrian. Industri tekstil di Pakistan pernah menjadi industri berorientasikan eksport yang sangat penting dan merupakan satu sumber utama pertukaran asing. Namun begitu, sejak tahun 2013, Pakistan kehilangan bahagiannya dalam pasaran eksport tekstil antarabangsa secara cepat dan berterusan. Akibatnya, eksport tekstil Pakistan jatuh secara mendadak sebanyak 26.19% pada 2018. Objektif utama kajian ini adalah untuk mengkaji hubungan antara orientasi keusahawanan, penggunaan e-dagang, budaya organisasi, serta persekitaran perniagaan, dan prestasi kewangan dan bukan kewangan PKS di Pakistan. Di samping itu, kajian ini menilai peranan persekitaran perniagaan sebagai penyederhana di dalam hubungan ini. Sebanyak dua belas hipotesis telah dibangunkan untuk menjawab persoalan kajian dan mencapai objektif penyelidikan. Data dikumpulkan daripada PKS tekstil Pakistan yang berdaftar dengan Dewan Perdagangan & Industri Lahore menggunakan reka bentuk kajian keratan rentas. Kajian ini menggunakan teknik pensampelan rawak kelompok peringkat tunggal. Soal selidik diedarkan kepada 520 responden yang dipilih secara rawak daripada populasi. Pemodelan Persamaan Berstruktur Kuasa Dua Terkecil Separa digunakan untuk menguji hipotesis kajian. Dapatan kajian mendapati bahawa penggunaan e-dagang, budaya organisasi, persekitaran perniagaan adalah orientasi strategik yang penting bagi prestasi kewangan dan bukan kewangan PKS di Pakistan. Hasil kajian ini memberikan pandangan penting kepada pengurus pemilik, pembuat dasar dan penyelidik untuk lebih memahami kesan penerimaan e-dagang budaya organisasi dan persekitaran perniagaan terhadap prestasi PKS. Para penggubal dasar harus menggalakkan PKS untuk meningkatkan aliran tunai, keuntungan dan pendapatan tertahan yang boleh menggalakkan institusi kewangan menyediakan perkhidmatan kewangan kepada mereka.

Kata kunci: Orientasi Keusahawanan, Penerimaan e-dagang, Budaya organisasi, persekitaran perniagaan, prestasi kewangan dan bukan kewangan SME

Abstract

Small and Medium Enterprises (SMEs) play an important part in the economy of Pakistan. SME sector of Pakistan represent approximately 90% of all the enterprises in Pakistan. SMEs shared about 40% in the annual GDP of the country. Within the SMEs, the textile industry of Pakistan contributes around 40% of employment of the total industrial labour force. The textile industry in Pakistan used to be an important export-oriented industry and it was one of the primary sources of foreign exchange. However, since 2013 Pakistan is quickly and continuously losing its market share. Consequently, the Pakistani textile exports dropped dramatically by 26.19% in 2018. The main objective of this study is to examine the relationships between entrepreneurial orientation, e-commerce adoption, organizational culture, and financial and non-financial performance of SMEs in Pakistan. In addition, this study also assesses the moderating role of dynamic business environment on these relationships. Twelve hypotheses were developed to answer the RQ and achieve RO. Data was collected from the Pakistani textile SMEs registered with the Lahore Chamber of Commerce & Industries using a cross-sectional study design. The study used single stage cluster sampling method. Questionnaires were distributed to 520 respondents which were randomly selected from the population. Partial Least Squares Structural Equation Modelling was used to test the study's hypotheses. This study found that e-commerce adoption, organizational culture, dynamic business environment are important strategic orientations for the financial and non-financial performance of SMEs in Pakistan. The results of this study provide important insights to owner-managers, policy-makers and researchers to further understand the effects of e-commerce adoption, organizational culture and dynamic business environment on SMEs performance. Policy-makers should encourage SMEs to improve their cash flow, profit and retained earnings, which may encourage financial institutions to provide them with financial services.

Keywords: Entrepreneurial Orientation, E-commerce Adoption, Organizational Culture, Dynamic Business Environment, SME's financial and nonfinancial performance

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List of Abbreviations

SMEs	Small & Medium Enterprises
EO	Entrepreneurial Orientation
E-Com	Electronic Commerce
ECA	Electronic Commerce Adoption
OC	Organizational Culture
BE	Dynamic Business Environment
FP	Financial Performance
NFP	Non-Financial Performance
RT	Risk Taking
INN	Innovativeness
PRO	Proactiveness
EORT	Entrepreneurial Orientation > Risk Taking
EOINN	Entrepreneurial Orientation > Innovativeness
EOPRO	Entrepreneurial Orientation > Proactiveness
GDP	Gross Domestic Product
PSB	Pakistan Statistical Bureau
SBP	State Bank of Pakistan
LCCI	Lahore Chamber of Commerce & Industries
SMEDA	Small and Medium Enterprises Development Authority
WEF	World Economic Forum
TAM	Technological Acceptance Model
PU	Perceived Usefulness
PEOU	Perceived Ease of Use
AT	Attitude Toward use
BI	Behavioural Intention to use
IS	Information Systems
LDC	Less Developed Countries
RBV	Resource Base View
PLS-SEM	Partial Least Squares – Structural Equation Modelling
VIF	Variance Inflation Factor
CR	Composite Reliability
AVE	Average Variance Extracted
HTMT	Heterotrait-Monotrait Ratio
MO	Market Orientation
SEM	Structural Equation Modelling

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Small and medium-sized enterprises (SMEs) are an essential catalysts for the global economy (Cravo, Gourlay, & Becker, 2012). SMEs are also known as major sources of the employment generation for various countries (Dundon & Wilkinson, 2009). SMEs are widely recognised as an indispensable backbone for the economic growth of many countries of both developing and developed countries through diverse types of businesses as well as innovations and technologies (Rupasingha & Goetz, 2013; Shirokova, Bogatyreva, Beliaeva, & Puffer, 2016). However, there are several issues that affect the performance of SMEs despite their considerable impact on most of the economies (Bhutta, Khan, Omar, & Asad, 2008; Cravo et al., 2012; Haider, Asad, & Almansour, 2015).

Notably, SMEs are economic and social drivers for developing the country's economies (Singh, Rigsby, & Ramgulam, 2017). The present role of SMEs in Pakistan, particularly on its economic development, has become increasingly strategic and important (Subhan, Mehmood, & Sattar, 2013). Given the economic importance of SMEs, SMEs have become an important part of the government's business policy development. Furthermore, the shrinking job opportunities in the market have compelled business-minded employees to look for alternative employment; with that, entrepreneurship appears to be an attractive option (Gimeno, Folta, Cooper, & Woo, 1997). Moreover, financial assistance has now become available for SMEs in the form of individual grants and soft loans from the government (Abe, Troilo, & Batsaikhan, 2015).

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Appendix A(Textile Exports of Pakistan 2003-2018)

Years	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Textile Exports of Pakistan	4.5	6.1	7.1	7.5	7.4	7.2	5.6	7.8	9.1	8.7	13.86	13.59	12.55	12.53	13.61	10.04

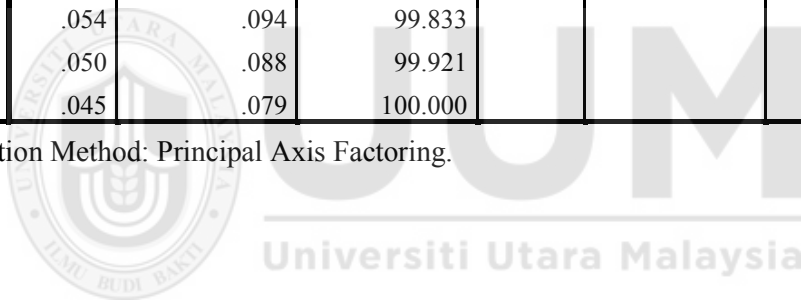


Appendix B Common Method Bias Test

Total Variance Explained						
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.012	31.599	31.599	17.388	30.505	30.505
2	3.775	6.622	38.222			
3	3.058	5.366	43.587			
4	2.451	4.300	47.887			
5	2.380	4.176	52.063			
6	1.848	3.243	55.306			
7	1.711	3.002	58.308			
8	1.533	2.690	60.998			
9	1.425	2.500	63.498			
10	1.340	2.350	65.849			
11	1.189	2.086	67.935			
12	1.071	1.880	69.815			
13	1.028	1.803	71.617			
14	.957	1.679	73.296			
15	.939	1.648	74.944			
16	.893	1.567	76.511			
17	.849	1.490	78.001			
18	.793	1.392	79.393			
19	.715	1.254	80.647			
20	.703	1.233	81.880			
21	.655	1.150	83.030			
22	.624	1.095	84.125			
23	.566	.993	85.118			
24	.555	.974	86.092			
25	.520	.912	87.004			
26	.514	.903	87.907			
27	.477	.837	88.744			
28	.461	.808	89.552			
29	.426	.748	90.300			
30	.412	.722	91.022			
31	.399	.700	91.723			
32	.373	.654	92.376			
33	.360	.631	93.007			
34	.343	.603	93.610			
35	.317	.556	94.166			
36	.293	.515	94.681			

37	.267	.468	95.149			
38	.252	.442	95.591			
39	.249	.437	96.028			
40	.224	.392	96.420			
41	.220	.385	96.806			
42	.200	.351	97.157			
43	.181	.318	97.475			
44	.176	.309	97.784			
45	.166	.291	98.075			
46	.139	.244	98.319			
47	.133	.233	98.552			
48	.120	.210	98.762			
49	.115	.201	98.963			
50	.110	.194	99.157			
51	.098	.172	99.328			
52	.089	.156	99.484			
53	.078	.137	99.622			
54	.067	.117	99.739			
55	.054	.094	99.833			
56	.050	.088	99.921			
57	.045	.079	100.000			

Extraction Method: Principal Axis Factoring.



Appendix C Certificate of Proofreading

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Author:

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Affiliation:

¹University Utara Malaysia

Date Issued: 7th October, 2019

Yours truly,

T. Kanesan

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Appendix D Questioner of Study



**Pusat Pendidikan
Profesional dan Lanjutan**
PROFESSIONAL AND CONTINUING EDUCATION CENTRE
Universiti Utara Malaysia

Dear,

It is my pleasure to inform you that I am conducting a research work for the purpose in ordered to be awarded the PhD degree in Entrepreneurship from School of Business Management, University Utara Malaysia. The title of the study is **“A STUDY OF ENTREPRENEURIAL ORIENTATION, E-COMMERCE ADOPTION, ORGANIZATIONAL CULTURE AND DYNAMIC BUSINESS ENVIRONMENT ON TEXTILE SMES PERFORMANCE IN PAKISTAN”**

I will be thankful, for getting the response from your organization, in results researcher will be able to provide practical implications for the Textile sector SMEs in Pakistan. Thank you for considering participating in my study. This study is being conducted for academic research purposes only. All the responses will be held in strict confidence and anonymity is assured; you and your individual responses cannot be identified in any way in this research by your name.

Thanking for your co-operation,
Researcher,

Ali Abbas (901672)

Section 1 (Demographic)

1. Please estimate the number of employees in the firm?	(1-49) (50-99) (100-149) (150-299) (200-250)
2. What is the type of your firm?	☐ Manufacture ☐ Service
3. Age of firm	☐ Less than 5 years ☐ 6-10 ☐ 11- Above
4. How many years has your firm been in business?	☐ Less than 3 year's ☐ 3 -7 years ☐ 7- 15 years ☐ More than 15 years
5. Your job position in the firm?	☐ Owner manager ☐ Manager

Section 2 (Performance of SMEs)

No	Questions	scales				
	Financial Performance	1	2	3	4	5
1	Profitability growth of your firm.	1	2	3	4	5
2	Cash flow position of your firm.	1	2	3	4	5
3	Return on investment of your firm.	1	2	3	4	5
4	Inventory turnover of your firm.	1	2	3	4	5
5	Budgeted vs actual remains closer.	1	2	3	4	5
No	Non-Financial Performance	Scales				
1	Position of Customer satisfaction in your firm.	1	2	3	4	5
2	Product/Service quality of your firm.	1	2	3	4	5

3	Market share growth of your firm.	1	2	3	4	5
4	Increment in Employee efficiency of your firm.	1	2	3	4	5

Section 3 (Entrepreneurial Orientation)

NO	Questions	Scale				
	Risk-taking					
1	In general, the top managers of my firm have strong proclivity for high-risk projects.	1	2	3	4	5
2	In general, the top managers of my firm have A strong proclivity for high-risk projects.	1	2	3	4	5
3	In general, the top managers of my firm believe that Owing to the nature of the environment is best to explore it gradually via timid, incremental behaviour.	1	2	3	4	5
	Pro-activeness	Scale				
4	In general, the top managers of my firm favor A strong emphasis on the marketing of tried and true products or services.	1	2	3	4	5
5	In general, the top managers of my firm believe that Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives.	1	2	3	4	5
6	When confronted with decision-making situations involving uncertainty, my firm Typically adopts a cautious, 'wait-and-see' posture in order to minimize the probability of making costly decisions.	1	2	3	4	5
	Innovativeness	Scale				
7	In general, the top managers of my firm favor A strong emphasis on R&D, technological leadership, and innovations.	1	2	3	4	5
8	How many new lines of products or services has your firm marketed in the past 5 years? Very many new lines of products or services.	1	2	3	4	5
9	How many new lines of products or services has your firm marketed in the past 5 years? Changes in product or service lines have usually been quite dramatic.	1	2	3	4	5

Section 4 (E-commerce adoption)

NO	Questions	Scale				
1	E-commerce has led to the simplification of work routine.	1	2	3	4	5
2	E-commerce has led to reliable business communication.	1	2	3	4	5
3	E-commerce has led to efficient coordination among departments.	1	2	3	4	5
4	E-commerce has improved customer satisfaction.	1	2	3	4	5
5	E-commerce has provided new business opportunities.	1	2	3	4	5

6	E-commerce has led to the development of new products and services.	1	2	3	4	5
7	E-commerce has led to a reduction in operation costs.	1	2	3	4	5
8	E-commerce has led to increased productivity.	1	2	3	4	5
9	E-commerce is compatible with business needs.	1	2	3	4	5
10	It is easy to implement e-commerce.	1	2	3	4	5
11	It is easy to test e-commerce before full implementation.	1	2	3	4	5
12	Positive results of using e-commerce are clearly visible.	1	2	3	4	5

Section 5 (Organizational Culture)

No	Questions	Scale				
1	This organization is a very personal place, is like an extended family, people seem to share things together.	1	2	3	4	5
2	This organization is a very dynamic and entrepreneurial place people are willing to take risk.	1	2	3	4	5
3	This organization is a formalized and structural place established procedure generally govern what people do.	1	2	3	4	5
4	This organization is production orient a major concern is getting the job done, without much personal involvement.	1	2	3	4	5
5	The head of this organization is generally considered to be a mentor, a father or mother figure.	1	2	3	4	5
6	The head of this organization is generally considered to be an entrepreneur, an innovator, or a risk taker.	1	2	3	4	5
7	The head of this organization is generally considered to be a coordinator, an organizer, or an administrator.	1	2	3	4	5
8	The head of this organization is generally considered to be a producer, a hard-driver.	1	2	3	4	5
9	The glue that holds this organization together is loyalty and tradition, commitment to this firm runs high.	1	2	3	4	5
10	The glue that holds this organization together is a commitment to innovation and development, there is an emphasis on being first.	1	2	3	4	5
11	The glue that holds this organization together is formal rules and policies maintaining a smooth-running institution are important here.	1	2	3	4	5
12	The glue that holds this organization together is the emphasis on tasks and goal accomplishment, production orientation is commonly shared.	1	2	3	4	5
13	The organization emphasizes human resources, high cohesion and morale in the organization is important.	1	2	3	4	5

14	This organization emphasizes growth and the acquisition of new resources, the readiness to meet new challenges is important.	1	2	3	4	5
15	This organization emphasizes permanence and stability, efficient, smooth operations are important.	1	2	3	4	5
16	This organization emphasizes competitive actions and achievement, measurable goals are important.	1	2	3	4	5

Section 6 (Business Environment)

No	Questions	scales				
1	Environmental changes in our market are intense.	1	2	3	4	5
2	Our clients regularly ask for new products and services.	1	2	3	4	5
3	In our market, changes are taking place continuously.	1	2	3	4	5
4	In a year, our market has changed significantly.	1	2	3	4	5
5	In our market, the volumes of products and services to be delivered change fast and often.	1	2	3	4	5
6	Competition in our market is intense.	1	2	3	4	5



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Appendix E Normality Test of Variables

