

**TRANSFORMATIONAL LEADERSHIP, KNOWLEDGE  
MANAGEMENT, ENTREPRENEURIAL ORIENTATION  
AND ORGANISATIONAL EXCELLENCE IN THE HIGHER  
EDUCATION INSTITUTIONS IN NIGERIA**

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**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA**

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**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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## ABSTRACT

The past three decades had witnessed increasing challenge to the higher education institutions especially the public-owned ones. This challenge had been for the institutions to think like the corporate enterprises towards becoming world class so as to ensure improved excellent performances. However, there had been little research on the impact of transformational leadership and knowledge management as well as the moderating role of entrepreneurial orientation on performance excellence of higher education institutions especially in Nigeria. Based on the Resource Based View and Complementary Asset Theory, this study thereby aimed to determine the significance of relationship between transformational leadership and organisational excellence, and the significance of relationship between knowledge management and organisational excellence in the public higher education institutions in Nigeria. The study further aimed to determine the moderating role of entrepreneurial orientation on the relationship between transformational leadership and organisational excellence, and on the relationship between knowledge management and organisational excellence. Data were collected from division heads in the public higher education institutions in the North-Central and South-Western geo-political zones of Nigeria. The study employed multistage sampling procedure with the use of survey questionnaires. Out of the 480 questionnaires distributed, 383 were returned with only 372 usable giving a 77.5 percent response rate. The 372 usable responses were analyzed through SPSS 20.0. Multiple regressions were used to investigate the relationships between transformational leadership, knowledge management, entrepreneurial orientation and organisational excellence. Results showed significant positive relationships between transformational leadership and organisational excellence and between knowledge management and organisational excellence. The results also showed that entrepreneurial orientation moderates the relationship between transformational leadership and organisational excellence, and that of knowledge management and organisational excellence.

**Keywords:** organisational excellence, transformational leadership, knowledge management, entrepreneurial orientation

## ABSTRAK

Sejak tiga dekad yang lalu, pelbagai cabaran telah timbul dalam institusi pengajian tinggi khususnya institusi awam. Cabaran ini memerlukan institusi-institusi pengajian ini berfikir secara organisasi korporat ke arah menjadikannya bertaraf dunia bagi memastikan peningkatan prestasi yang cemerlang. Namun tidak banyak kajian mengenai kesan kepimpinan transformasional and pengurusan pengetahuan serta peranan orientasi keusahawanan sebagai penyederhana terhadap prestasi kecemerlangan institusi-institusi pengajian tinggi khususnya di Nigeria. Berdasarkan Teori Berasaskan Sumber dan Teori Aset Pelengkap, kajian ini bertujuan untuk menentukan hubungan signifikan di antara kepimpinan transformasional dengan kecemerlangan organisasi dan di antara pengurusan pengetahuan dengan kecemerlangan organisasi di institusi-institusi pengajian tinggi awam di Nigeria. Kajian ini juga bertujuan menentukan peranan orientasi keusahawanan sebagai penyederhana ke atas hubungan di antara kepimpinan transformasional dengan kecemerlangan organisasi dan hubungan di antara pengurusan pengetahuan dengan kecemerlangan organisasi. Data dipungut daripada ketua-ketua bahagian di institusi-institusi pengajian awam di bahagian Utara-Tengah dan Selatan-Barat zon geo-politik di Nigeria. Kajian ini menggunakan prosedur persampelan pelbagai peringkat melalui tinjauan soal-selidik. Daripada 480 borang soal selidik yang diedarkan, 383 telah dikembalikan dengan hanya 372 yang boleh digunakan menjadikan kadar respons sebanyak 77.5 peratus. 372 respons yang boleh guna telah dianalisis melalui SPSS 20.0. Regresi berganda telah digunakan untuk menguji hubungan-hubungan di antara kepimpinan transformasional, pengurusan pengetahuan, orientasi keusahawanan dan kecemerlangan organisasi. Dapatan kajian menunjukkan hubungan positif yang signifikan di antara kepimpinan transformasional dengan kecemerlangan organisasi dan di antara pengurusan pengetahuan dengan kecemerlangan organisasi. Selain itu dapatan kajian juga telah membuktikan peranan orientasi keusahawanan sebagai penyederhana ke atas hubungan di antara kepimpinan transformasional dengan kecemerlangan organisasi dan di antara pengurusan pengetahuan dengan kecemerlangan organisasi.

**Kata Kunci:** kecemerlangan organisasi, kepimpinan transformasional, pengurusan pengetahuan, orientasi keusahawanan

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## **LIST OF ABBREVIATIONS**

|         |   |
|---------|---|
| ANOVA:  | Analysis of Variance                          |
| ASUP:   | Academic Staff Union of Polytechnics          |
| ASUU:   | Academic Staff Union of Universities          |
| CAE:    | Canada Award of Excellence                    |
| CBN:    | Central Bank of Nigeria                       |
| CEO:    | Chief Executive Officer                       |
| COEASU: | Colleges of Education Academic Staff Union    |
| EFQM:   | European Foundation for Quality Management    |
| FGN:    | Federal Government of Nigeria                 |
| FME:    | Federal Ministry of Education                 |
| HEI:    | Higher Education Institution                  |
| JUSE:   | Union of Japanese Scientists and Engineers    |
| KMO:    | Kaiser-Meyer-Olkin                            |
| MBNQA:  | Malcolm Baldrige National Quality Award       |
| MPC:    | Malaysian Productivity Corporation            |
| MSA:    | Measure of Sampling Adequacy                  |
| NBS:    | National Bureau of Statistics                 |
| NBTE:   | National Board for Technical Education        |
| NCCE:   | National Commission for Colleges of Education |
| NGO(s): | Non-Governmental Organisation(s)              |
| NPC:    | National Productivity Council (Malaysia)      |
| NPE:    | National Policy on Education                  |



|          |                                  |
|----------|----------------------------------|
| NUC:     | National Universities Commission |
| PCA:     | Principal Component Analysis     |
| PMQA:    | Prime Minister Quality Award     |
| SSS:     | Senior Secondary School          |
| TETFund: | Tertiary Education Trust Fund    |
| TQM:     | Total Quality Management         |
| UNN:     | University of Nigeria, Nsuka     |

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND**

The importance of quality products had long been acknowledged through the efforts of Union of Japanese Scientist and Engineers (JUSE) and through the publication of *In Search of Excellence* by Peters and Waterman (1982). This strive towards excellence had been further encouraged through the establishment of excellence awards by countries and organisations. These awards were in form of the Deming Prize in Japan, Malcolm Baldrige National Quality Improvements Act of 1987 in America and the European equivalent in form of European Foundation for Quality Management (EFQM Act, 1987; EFQM, 2014). To underscore the importance of excellent performances, other countries of the World had also adapted the excellence awards systems mentioned above as organisations were expected to display excellent performances for the benefit of all stakeholders (Klefsjö, Bergquist & Garvare, 2008; Talwar, 2011). Many countries of the world had been putting measures in place towards ensuring World Class status and performances for organisations that operate in them. Higher education institutions were not excluded from this search for excellent performance.

To be able to achieve the primary aim of its establishment, every organization, either in the manufacturing or service industry (higher education institutions inclusive) must aim at ensuring excellent performances in its activities. The need for continuous improvements, especially in the higher education institutions, was more necessary with

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Hebscohost 3: Malaysia Prime Minister Quality Award

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Hebscohost 2: MALAYSIA QUALITY AWARD 20 results

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