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**THE ORGANISATIONAL CHARACTERISTICS AND
KNOWLEDGE MANAGEMENT ENABLER TOWARDS
EMPLOYEE ENTREPRENEURIAL ORIENTATION IN
KLANG VALLEY MANUFACTURING INDUSTRIES**



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**DOCTOR OF BUSINESS ADMINISTRATION
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THE ORGANISATIONAL CHARACTERISTICS AND KNOWLEDGE
MANAGEMENT ENABLER TOWARDS EMPLOYEE ENTREPRENEURIAL
ORIENTATION IN KLANG VALLEY MANUFACTURING INDUSTRIES



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Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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ABSTRACT

The aim of this study is to examine the relationship between organisational characteristics, knowledge management enabler, learning orientation and employee entrepreneurial orientation among the manufacturing industry employees in Klang Valley, Malaysia. The theoretical model based on Resource-Based Theory approach to the employee entrepreneurial orientation was developed. To answer the research questions, seven hypotheses were formulated. These are; (i) There is significant relationship between organisational characteristics and learning orientation, (ii) There is significant relationship between knowledge management enabler and learning orientation, (iii) There is significant relationship between learning orientation and employee entrepreneurial orientation, (iv) There is significant relationship between organisational characteristics and employee entrepreneurial orientation, (v) There is significant relationship between knowledge management enabler and employee entrepreneurial orientation, (vi) learning orientation mediates the relationship organisational characteristics and employee entrepreneurial orientation, and (vii) learning orientation mediates the relationship knowledge management enabler and employee entrepreneurial orientation. Self-administered questionnaires were distributed to the manufacturing industry employees. A total of 386 manufacturing employees of all levels were involved in this study, making an overall 25.73 percent response rate. This study utilised the Partial Least Squares Structural Equation Modelling (PLS-SEM) to establish the validity and reliability of the measurement model and test the relationships. The findings of the study showed that both organisational characteristics and knowledge management enabler have significant influences on employee entrepreneurial orientation. The results indicated that learning orientation has a mediating role in the relationship between organisational characteristics towards employee entrepreneurial orientation, and knowledge management enabler towards employee entrepreneurial orientation. The findings offered several theoretical and practical implications to employees and policy makers. The limitations of the study are addressed and recommendations for future research work also offered.

Keywords: entrepreneurial orientation, organisational characteristics, knowledge management enabler, learning orientation.

ABSTRAK

Tujuan kajian ini ialah untuk memberi penumpuan kepada keperluan penyelidikan ke atas hubungan di antara ciri organisasi, pemboleh ubah pengurusan pengetahuan, orientasi pembelajaran dan pekerja berorientasikan keusahawanan di kalangan pekerja industri pembuatan di Lembah Klang, Malaysia. Model teoretikal berasaskan Teori Berasaskan Sumber ke atas pekerja berorientasikan keusahawanan telah dibangunkan. Untuk menjawab persoalan-persoalan kajian, tujuh hipotesis telah dibentuk, iaitu (i) wujud hubungan signifikan di antara ciri organisasi dengan orientasi pembelajaran, (ii) wujud hubungan signifikan di antara pemboleh ubah pengurusan pengetahuan, dengan orientasi pembelajaran, (iii) wujud hubungan signifikan di antara orientasi pembelajaran dengan pekerja berorientasikan keusahawanan, (iv) wujud hubungan signifikan di antara ciri organisasi dengan pekerja berorientasikan keusahawanan, (v) wujud hubungan signifikan di antara pemboleh ubah pengurusan pengetahuan dengan pekerja berorientasikan keusahawanan, (vi) orientasi pembelajaran mengantara hubungan di antara ciri organisasi dengan pekerja berorientasikan keusahawanan, dan (vii) orientasi pembelajaran mengantara hubungan di antara pemboleh ubah pengurusan pengetahuan dengan pekerja berorientasikan keusahawanan. Soal selidik tadbir sendiri telah diedarkan kepada para pekerja dalam industri pembuatan. Seramai 386 orang pekerja industri pembuatan pada semua peringkat telah terlibat dalam kajian ini, dan ia menjadikan kadar tindak balas bagi keseluruhan adalah sebanyak 25.73%. Kajian ini menggunakan Permodelan Persamaan Berstruktur- Kuasa dua terkecil separa (PLS-SEM) untuk mewujudkan kesahan dan kebolehpercayaan pengukuran model, serta untuk menguji hubungan tersebut. Hasil kajian menunjukkan bahawa kedua-dua ciri-ciri organisasi dan pemboleh ubah pengurusan pengetahuan mempunyai pengaruh yang besar terhadap pekerja berorientasikan keusahawanan. Dapatan kajian juga menunjukkan bahawa orientasi pembelajaran mempunyai peranan pengantara separa dalam hubungan antara ciri organisasi ke arah pekerja berorientasi keusahawanan dan pemboleh ubah pengurusan pengetahuan ke arah pekerja berorientasi keusahawanan. Dapatan ini menyediakan beberapa implikasi teoretikal dan praktikal kepada pekerja dan pembuat-pembuat dasar. Batasan kajian ini telah dikenali dan cadangan untuk kajian pada masa akan datang turut dikemukakan.

Kata Kunci: orientasi keusahawanan, ciri-ciri organisasi, pemboleh ubah pengurusan pengetahuan, orientasi pembelajaran

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TABLE OF CONTENTS

Title	Page
TITLE PAGE	i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
LIST OF APPENDICES	xiv
ABREAVIATION OF TERMS	xv
CHAPTER ONE: INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the Study	2
1.2 Problem Statement	11
1.3 Research Questions	17
1.4 Research Objectives	19
1.5 Scope of Study	20
1.6 Significant of Study	21
1.7 Definition of Terms.....	23
1.8 Organisation of the Thesis	24
CHAPTER TWO: LITERATURE REVIEW	25
2.0 Introduction.....	25
2.1 Entrepreneurial Orientation.....	25
2.1.1 What is Entrepreneurship?	25
2.1.2 Entrepreneurial Orientation - Concept and Definition.....	29
2.1.3 Dimensions of Entrepreneurial Orientation	33
2.1.4 Applications of Entrepreneurial Orientation.....	45
2.1.5 Employees Entrepreneurial Orientation.....	49

2.2	Organisational Characteristics	56
2.2.1	Organisational Characteristics - Concept and Definition	56
2.2.2	Dimensions of Organisational Characteristics	57
2.2.3	Application of Organisational Characteristics	62
2.3	Knowledge Management	67
2.3.1	Knowledge Management - Concept and Definition	70
2.3.2	Knowledge Management Enabler	72
2.3.3	Dimensions of Knowledge Management Enabler	73
2.3.4	Application of Knowledge Management Enabler	77
2.4	Learning Orientation	80
2.4.1	Learning Orientation - Concept and Definition	80
2.4.2	Dimensions of Learning Orientation	84
2.4.3	Application of Learning Orientation	88
2.5	Underpinning theories	90
2.6	Chapter summary	95
CHAPTER THREE: RESEARCH METHODOLOGY		97
3.0	Introduction	97
3.1	Research Framework	97
3.2	Hypothesis Development	99
3.2.1	Organisational Characteristics and Learning Orientation	100
3.2.2	Knowledge Management Enablers and Learning Orientation	101
3.2.3	Learning Orientation and Employee Entrepreneurial Orientation ...	103
3.2.4	Organisational Characteristics and Employee Entrepreneurial Orientation	105
3.2.5	Knowledge Management Enabler and Employee Entrepreneurial Orientation	106
3.2.6	Learning Orientation as Mediator	107
3.3	Research Design	110
3.3.1	Types of Research Design	111
3.4	Measures and Instrumentation	114
3.4.1	Measures	114
3.4.2	Instrumentations	115

3.5	Data Collection	121
3.5.1	Sampling	121
3.5.2	Sampling Frame	121
3.5.3	Sampling Size	122
3.5.4	Questionnaire Design.....	122
3.5.5	Sampling Technique	123
3.6	Data collection procedures.....	124
3.6.1	Pilot Test	124
3.6.2	Data Collection Process	127
3.6.3	Face Validity.....	128
3.6.4	Non-Response Bias	130
3.7	Techniques of Data Analysis	130
3.7.1	Descriptive Analysis	131
3.7.2	Partial Least Squares (PLS) Technique	131
3.7.3	Evaluate PLS models	133
3.8	Chapter Summary	135
CHAPTER FOUR: ANALYSIS AND FINDINGS.....		136
4.0	Introduction.....	136
4.1	Data Collection Process and Survey Responses	136
4.1.1	Response Rate.....	136
4.1.2	Test of Non-Response Bias.....	138
4.1.3	Descriptive Statistics.....	139
4.1.4	Multicollinearity Test.....	142
4.2	Testing the Goodness of Measurements	143
4.2.1	Testing the Measurement Model “Outer Model” using PLS-SEM ..	144
4.3	The First-Order and Second-Order Constructs	153
4.4	The Assessment of the Inner Model and Hypotheses Testing Procedures ..	155
4.5	Testing the Mediating Effect of Learning Orientation	158
4.6	The Predictive Relevance of the Model	164
4.6.1	Predictive Redundancy and Communality.....	164
4.6.2	R-Squared	165
4.6.3	Effect Size.....	166

4.7	The Goodness-of-Fit of the Whole Model.....	166
4.8	Summary of the Findings.....	167
CHAPTER FIVE: DISCUSSION, RECOMMENDATION AND CONCLUSION	169
5.0	Introduction.....	169
5.1	Overview of Findings	169
5.2	Characteristics of Respondents.....	174
5.3	Discussion.....	175
5.3.1	The Relationships Between Organisational Characteristics and Learning Orientation.....	175
5.3.2	The Relationships Between Knowledge Management Enabler and Learning Orientation.....	177
5.3.3	The Relationship Between Learning Orientation and Employee Entrepreneurial Orientation.....	179
5.3.4	The Relationship Between Organisational Characteristics and Employee Entrepreneurial Orientation	181
5.3.5	The Relationship Between Knowledge Management Enabler and Employee Entrepreneurial Orientation	183
5.3.6	The Mediating Role of Learning Orientation between Organisational Characteristics and Employee Entrepreneurial Orientation.....	185
5.3.7	The Mediating Role of Learning Orientation between Knowledge Management Enablers and Employee Entrepreneurial Orientation.....	186
5.4	Contributions of the Study.....	189
5.4.1	Theoretical Contributions	189
5.4.2	Practical Contributions.....	193
5.5	Study Limitation	202
5.6	Suggestions for Future Research	203
5.7	Conclusion	204
REFERENCES.....	206
APPENDICES	249
PUBLICATION AND CONFERENCE.....	280

LIST OF TABLES

Table		Page
Table 1.1	Sales value of the manufacturing industries	6
Table 1.2	Sales value, number of employees and salaries & wages	7
Table 1.3	Unemployment rate in Malaysia	11
Table 1.4	GDP Performance of the Manufacturing Sector, 2012-2016.....	12
Table 2.1	Similarity and differences among entrepreneurship and intrapreneurship	54
Table 2.2	Advantages and disadvantages of entrepreneurship and intrapreneurship	55
Table 3.1	Research Test Instruments	115
Table 3.2	Entrepreneurial Orientation Scale.....	116
Table 3.3	Organisational Characteristics Scale.....	118
Table 3.4	Knowledge Management Enabler Scale	119
Table 3.5	Learning Orientation Scale	120
Table 3.6	Reliability Results of Survey Instrument.....	126
Table 4.1	Distribution of respondent by regions.....	137
Table 4.2	Group Statistics of Independent Sample T-test (n=386).....	139
Table 4.3	T-test Results for Non-Response Bias	139
Table 4.4	Sample Characteristics: Respondents Profile	140
Table 4.5	Multicollinearity Test.....	142
Table 4.6	Significance of the Factor Loadings	146
Table 4.7	The Convergent Validity Analysis.....	149
Table 4.8	Discriminant validity matrix	151
Table 4.9	Heterotrait-Monotrait Ratio (HTMT)	152
Table 4.10	The Establishment of Second-Order Constructs.....	154
Table 4.11	Result of the Structural “Inner” Model.....	158
Table 4.12	Testing Mediating Effect of Learning Orientation	163
Table 4.13	Predictive Quality Indicators of the Model.....	165
Table 4.14	The Effect Size of the Employee Entrepreneurial Orientation	166
Table 4.15	Summary of the Result.....	167

LIST OF FIGURES

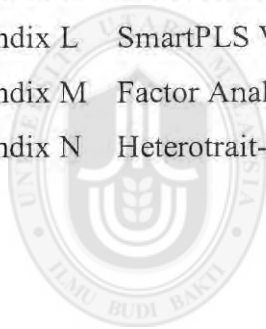
Figure		Page
Figure 1.1	Sales value of the manufacturing sector	6
Figure 3.1	Theoretical Framework	99
Figure 4.1	Research model	145
Figure 4.2	Path Model Results	156
Figure 4.3	Path Model Significance Results	157
Figure 4.4	The Influences of the Organisational Characteristics, Knowledge Management Enabler, and Learning Orientation on Employee Entrepreneurial Orientation.....	159
Figure 4.5	The Direct Paths Model (c).....	160



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LIST OF APPENDICES

Appendix	Page
Appendix A	Number of employees and salaries & wages 6
Appendix B	Productivity performance of the manufacturing sector..... 7
Appendix C	Definition of Entrepreneurship and Entrepreneurial orientation 26
Appendix D	Uni-multidimensional of Entrepreneurial Orientation..... 37
Appendix E	Types of Research Design 111
Appendix F	Quantitative vs. Qualitative Research Characteristics 112
Appendix G	Research Questionnaire..... 123/137
Appendix H	Sampling techniques 123
Appendix I	Reliability Results of Survey Instrument (Pilot Test results) 126
Appendix J	Advantages and Disadvantages of Survey 128
Appendix K	T-test result (SPSS)..... 138
Appendix L	SmartPLS VIF result..... 142
Appendix M	Factor Analysis and loadings of the Items 145
Appendix N	Heterotrait-Monotrait Ratio (HTMT) Statistical Test..... 153



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ABBREVIATION OF TERMS

Abbreviation	Description of Abbreviation
AVE	Average variance extracted
CFA	Confirmatory factor analysis
CR	Composite reliability
DOSM	Department of Statistic Malaysia
EEO	Employee Entrepreneurial Orientation
FMM	Federal of Malaysian Manufacturer
GoF	Goodness of fit
IMP3	Third Industrial Master Plan
KME	Knowledge Management Enabler
LO	Learning Orientation
MIDA	Malaysian Investment Development Authority
MITI	Ministry of International Trade and Industry
MPC	Malaysia Productivity Corporation
OC	Organisational Characteristics
PLS	Partial Least Squares
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
VAF	Variance accounted for
VIF	Variance inflation factor

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Entrepreneurial orientation has become very important in any organisation because it has grown to be the central concept in the domain of entrepreneurship, an organisation with a strategic orientation involves certain aspects of entrepreneurship including decision-making, working concepts, and their managerial practice (Huang & Wang, 2011). In addition, implementation of entrepreneurial orientation supports an organisational growth and is the booster for the nation's economics (Zainol & Ayadurai, 2011; Sahasranamam & Sud, 2016). However, Covin and Slevin (2002) explain that entrepreneurial mind-set is not only among business owners or among managing directors only but it also requires the entire organisation involvement, especially employees (Sahasranamam & Sud, 2016). Failing to behave with an entrepreneurial mind-set will lead the organisation towards losses since competitors within the lapse of time can grab opportunities (Burgelman, 1983b). Therefore, top management or owners alone cannot make an organisation perform well in its business undertakings (Day, 1994), even though top team set strategic direction, execution of strategic priorities in the form of initiatives that result in action plans involves the entire spectrum of the business. The reason behind his statement is all employees, together with the managing directors or business owners must act entrepreneurially to support their business performance and its growth (Covin & Slevin, 2002; Sahasranamam & Sud, 2016). Besides that, Bosjtan and Hisrich (2001) showed that fostering the growth in the organisation requires the active participation of employees in generating new and innovative ideas.

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