



UNIVERSITI PUTRA MALAYSIA

**ROLES OF CORPORATE ENTREPRENEURSHIP AND SOCIAL CAPITAL
IN RELATIONSHIPS AMONG ENVIRONMENTAL, ORGANIZATIONAL,
AND INFORMATIONAL CAPABILITY FACTORS AND FIRM
PERFORMANCE**

BABAK ZIYAE

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By

BABAK ZIYAE

**Thesis Submitted to the Graduate School of Management, Universiti
Putra Malaysia, in Fulfillment of the Requirements for the Degree of
Doctor of Philosophy**

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DEDICATION

This dissertation is dedicated to the Almighty God who provides all human beings with hope and reason to lead their lives. I truly dedicate this dissertation to my parents, Abbas and Zahra. They gave me birth and showed me this wonderful world that the God created. They worked hard and sacrificed so that I would have the opportunities that they never had. This dissertation could not have been complete without their unconditional love and patience.

Special appreciation goes to my wife, Farzaneh. Her understanding and support kept me going when things were most difficult. I especially appreciate the sacrifices she made.

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment
of the requirement for the degree of Doctor of Philosophy

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November 2011

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This dissertation examines corporate entrepreneurship at the organizational level of analysis. The current study considers several empirical and theoretical gaps, which have arisen in entrepreneurship literature. The exhaustive scan of the extant literature, more than anything else, has shown that there still exists a void in our understanding of the antecedents and outcome of corporate entrepreneurship.

The present study fills these gaps by examining the relationship between various factors stimulating corporate entrepreneurship (antecedents of corporate entrepreneurship). It was further argued that corporate entrepreneurship assists in recognizing opportunities, finding of new sources of value, and manage innovation that leads to the greater firm performance (as a consequence of corporate entrepreneurship).

This study also focuses on the examination of the mediating effects of corporate entrepreneurship in the relationship between corporate entrepreneurship antecedents (i.e., environmental factors, organizational factors, and informational capability factors) and firm performance. In addition, moderating effect of social capital on the corporate entrepreneurship-firm performance relationship was also investigated.

In the present study, a mail survey was used as the method for data collection. In addition, a total of 354 Iranian SMEs of textile industry constituted the sample of the research. The six research objectives and nine research questions of the study were answered by performing appropriate descriptive and inferential statistical analyses. The hypotheses of the study tested using the hierarchical multiple regression, multiple regression analysis following Baron and Kenny's three-step procedure, and hierarchical moderated regression.

The findings of this study revealed that there is a significant positive relationship between (i) overall environmental factors and corporate entrepreneurship ($\beta=.128$, $p<.05$); (ii) overall organizational factors and corporate entrepreneurship ($\beta=.579$, $p<.05$); (iii) overall informational capability factors and corporate entrepreneurship ($\beta=.128$, $p<.05$); and (iv) corporate entrepreneurship and firm performance ($\beta=.784$, $p<.05$).

The evidence from this study also suggested that there is a positive significant relationship between individual dimensions of corporate entrepreneurship (i.e., innovativeness, risk-taking, proactiveness, competitive aggressiveness, and autonomy) and firm performance.

The most obvious finding to emerge from the present study is that corporate entrepreneurship mediates the relationship between (a) overall environmental factors and firm performance; (b) overall organizational factors and firm performance and (c) overall informational capability factors and firm performance.

Finally, the results of this research indicated that social capital moderates the relationship between corporate entrepreneurship and firm performance. In addition, present study also deepens our knowledge about the moderating effect of social capital on the relationship between individual dimensions of corporate entrepreneurship and firm performance.

The present study makes several contributions to the body of knowledge in area of entrepreneurship. An integrative model of corporate entrepreneurship is developed by combining the direct effect models between corporate entrepreneurship and its antecedents and consequence, the mediating effect models of corporate entrepreneurship in the relationship between corporate entrepreneurship antecedents and corporate entrepreneurship consequence (firm performance), and a model that is based on interaction among social capital and corporate entrepreneurship.

Finally, the findings of this study also have practical implications to Iranian SMEs of textile industry by providing a model of corporate entrepreneurship that encourages entrepreneurial behaviors within firms' structure.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**PERANAN KEUSAHAWANAN KORPORAT DAN MODAL SOSIAL
DALAM HUBUNGAN DI KALANGAN FAKTOR PERSEKITARAN,
ORGANISASI, DAN FAKTOR KEUPAYAAN MAKLUMAT DAN
PRESTASI FIRMA**

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Disertasi ini mengkaji keusahawanan korporat dalam sesebuah organisasi. Kajian ini mengenengahkan beberapa jurang empirikal dan teori yang terdapat dalam sorotan literatur mengenai keusahawanan. Setelah meneliti dengan lengkap kesusasteraan yang sedia ada, masih ada ruang kosong dalam pemahaman kita tentang anteseden dan hasil keusahawanan korporat.

Kajian ini mengisi jurang-jurang tersebut dengan mengkaji hubungan pelbagai faktor yang merangsang keusahawanan korporat (anteseden keusahawanan korporat).

Dalam hal ini ditegaskan bahawa keusahawanan korporat dapat membantu sesebuah organisasi dalam mengenal pasti peluang-peluang perniagaan, mencari sumber-sumber baru, dan menguruskan inovasi, yang mana faktor-faktor tersebut seringkali dikaitkan dengan peningkatan prestasi sesebuah firma (hasil daripada keusahawanan korporat).

Seterusnya kajian ini juga memberi tumpuan kepada analisis kesan pengantara keusahawanan korporat dalam hubungan di antara anteseden keusahawanan korporat (i.e., faktor-faktor persekitaran, faktor-faktor organisasi dan faktor-faktor keupayaan maklumat) dan prestasi firma. Di samping itu, kesan moderator modal sosial dalam hubungan di antara keusahawanan korporat dan prestasi firma juga dikaji.

Dalam kajian ini, satu kaji selidik melalui pos telah digunakan sebagai kaedah bagi pengumpulan data. Di samping itu, sejumlah 354 PKS industri tekstil dari Iran telah diambil sebagai sampel kajian. Enam objektif penyelidikan dan sembilan soalan penyelidikan kajian diperolehi melalui kaedah analisis statistik deskriptif dan inferens yang bersesuaian. Hipotesis kajian diuji dengan menggunakan regresi berganda hierarki, analisis regresi berganda, diikuti dengan prosedur tiga langkah Baron dan Kenny, serta regresi moderator berhierarki.

Dapatan kajian ini menunjukkan bahawa terdapat hubungan yang signifikan yang positif antara (i) keseluruhan faktor-faktor persekitaran dan keusahawanan korporat ($\beta=.128$, $p<0,05$); (ii) keseluruhan faktor-faktor organisasi dan keusahawanan korporat ($\beta=.579$, $p<0,05$); (iii) keseluruhan faktor-faktor keupayaan maklumat dan keusahawanan korporat ($\beta=.128$, $p<0,05$); dan (iv) keusahawanan korporat dan prestasi firma ($\beta=.784$, $p<0,05$).

Bukti-bukti daripada kajian ini juga mencadangkan bahawa terdapat hubungan yang positif yang signifikan antara dimensi individu keusahawanan korporat (i.e., inovasi, pengambilan risiko, proaktif, daya saing yang agresif, dan autonomi) dan prestasi firma.

Kesimpulan paling jelas dari kajian ini ialah keusahawanan korporat menjadi pengantara kepada hubungan antara (a) keseluruhan faktor-faktor persekitaran dan prestasi firma; (b) keseluruhan faktor-faktor organisasi dan prestasi firma dan (c) keseluruhan faktor-faktor keupayaan maklumat dan prestasi firma.

Akhir sekali, hasil dari kajian ini menunjukkan bahawa modal sosial bertindak sebagai moderator di antara hubungan keusahawanan korporat dan prestasi firma.

Di samping itu, kajian ini juga memperkukuhkan pengetahuan kita tentang kesan moderator modal sosial dalam hubungan di antara dimensi individu bagi keusahawanan korporat dan prestasi firma.

Kajian ini menyediakan beberapa sumbangan kepada badan ilmu dalam bidang keusahawanan. Satu model integratif keusahawanan korporat dibangunkan dengan menggabungkan model kesan langsung di antara keusahawanan korporat dan anteseden serta akibatnya, model kesan mediator keusahawanan korporat dalam hubungan di antara anteseden keusahawanan korporat dan akibat keusahawanan korporat (prestasi firma), dan model yang berdasarkan interaksi di antara modal sosial dan keusahawanan korporat.

Akhir sekali, kajian ini juga memberi implikasi praktikal kepada PKS industri tekstil di Iran dengan menyediakan model keusahawanan korporat yang menggalakkan tingkah laku keusahawanan dalam struktur firma.

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I certify that an Examination Committee met on **1st November 2011** to conduct the final examination of **Babak Ziyae** on his Doctor of Philosophy thesis entitled "**Roles of Corporate Entrepreneurship and Social Capital in Relationships among Environmental, Organizational, and Informational Capability Factors and Firm Performance**" in accordance with Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulations 1981. The Committee recommends that the candidate be awarded the relevant degree. Members of the Examination Committee are as follows:

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DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Putra Malaysia or any other institutions.

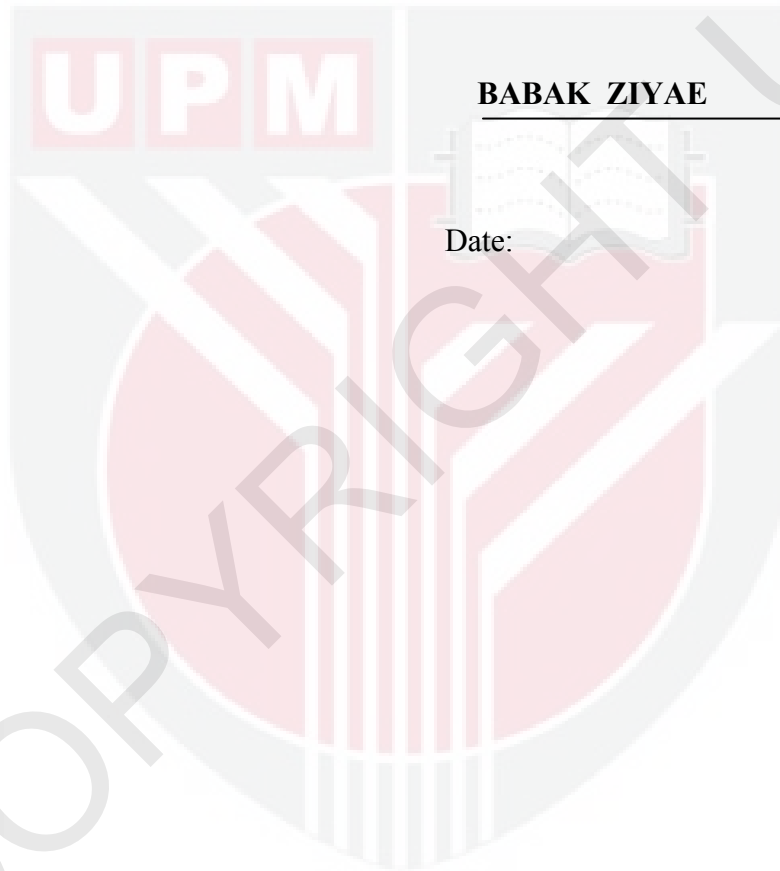


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