



Relationship of Strategic Entrepreneurship to Sustainable Supply Chain Management and Organizational Performance

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Abstract

This quantitative research study aims to investigate relationship of SE to sustainable supply chain management and organizational performance. Strategic entrepreneurship and sustainable supply chain management were taken as independent variables and the organizational performance was the dependent variable of the study.. Data was collected from 297 individuals currently working in different manufacturing companies in Karachi, including International Steel Ltd, Shield Corporation Ltd and Service Industries Ltd. Results reveal that sustainable supply chain entrepreneurship and supply chain management significantly effects organizational performance. The study recommended the strong need for establishing and maintaining strategic entrepreneurship and supply chain management for improving organizational performance of manufacturing industries in Pakistan

Keywords: *Strategic Entrepreneurship, Sustainable Supply Chain Management, Organizational Performance*

Introduction

In recent years, increasingly demanding public policies, social pressures and consumers have caused organizations to rethink their strategies, considering the importance of economic and social development, without impacting the environment. Thus, society is increasingly creating mechanisms to set standards for the consumption of products that pay attention to environmental issues.

At this juncture, the environmental issue has guided business strategies and requires organizations to adapt the production process. In this sense, business management based on the principles of sustainable entrepreneurship has caused companies to restructure their strategic management models to compete in the market and adapt to the new reality in which they are inserted. Given the above, entrepreneurship was seen until then, as a mechanism of social change, especially economic development; it was later considered as an indispensable tool for sustainable development. Sustainable entrepreneurship is nothing more than exploring opportunities for environmental and social niches, starting to form part of business strategies as a way to increase competitiveness.

In this context, the changes arising from globalization have transformed the determining factors of competitiveness, giving rise to new successful organizations and making obsolete those that do not adapt to the new environmental conjuncture. Therefore,

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Thus, Nogueira and Brazil (2016) point out that sustainable entrepreneurship “posed challenges for organizations with regard to greater responsibility for the use of natural resources and the development of cleaner processes and products”. Thus, this study attempts to investigate the relationship between SE and entrepreneurial strategy on sustainable SCM and organizational performance of entrepreneurship companies in Pakistan. For this purpose the influence of strategic entrepreneurship and entrepreneurial strategy on organizational performance would be determined

Methodology

It's a quantitative research and the primary data we have collected through structured questionnaire from employees of manufacturing companies in Karachi. The items of the questionnaire are all closed ended. The data was collected from 297 respondents. While the data for literature review is obtained from research journals, papers and articles. The sample includes 297 respondents from manufacturing companies including International Steel Ltd, Shield Corporation Ltd and Service Industries Ltd. Non probabilistic sampling technique and purposive sampling method has been used for conducting the research. The researcher has adapted a questionnaire from Tipu and Fantaz (2018) to determine the independent variables SE, SSCM and dependent variable organizational performance. A survey questionnaire was adapted.

Data Analysis and Results

For this research, data was collected from 297 respondents through online questionnaire from the individuals currently working in different manufacturing companies in Karachi, including International Steel Ltd, Shield Corporation Ltd and Service Industries Ltd. In Table-1 demographic profile of respondent is shown in this survey the frequency of female employees was 34% and the frequency for male employees were 66%. It is shown that majority employees were females.

Table 1: Descriptive Statistic of Respondents

Gender				
	FRE	PER	VP	CP
Female	101	34.0	34.0	34.0
Male	196	66.0	66.0	100.0
Companies				
International Steel Ltd	95	32.0	32.0	32.0
Shield Corporation Ltd	167	54.5	54.5	86.5
Service Industries Ltd	40	13.5	13.5	100.0
Total	297	100.0	100.0	

*Frequency (FRE)

* Percent (PRE)

*Valid Percent (VP)

*Cumulative Percent (CP)

The Table 2 represents distribution of scores for the data, measures of central tendency and dispersion for Strategic entrepreneurship management (SEM), Supply chain management (SCM) and Organizational Performance (OP)

Table 2: Descriptive Statistic of Responses

		SEM*	SCM*	OP*
N	Valid	297	297	297
	Missing	0	0	0
Mean		3.9801	3.8384	3.8522
Std. Error of Mean		.04087	.04294	.03741
Median		4.0909	3.8333	3.8889
Mode		4.27	4.00	4.44
Std. Deviation		.70435	.74010	.64478
Variance		.496	.548	.416
Skewness		-1.346	-.904	-1.035
Std. Error of Skewness		.141	.141	.141
Kurtosis		2.274	1.456	1.787
Std. Error of Kurtosis		.282	.282	.282
Range		3.45	4.00	3.78
Minimum		1.55	1.00	1.22
Maximum		5.00	5.00	5.00
Sum		1182.09	1140.00	1144.11

* Strategic entrepreneurship management

* Supply chain management (SCM)

* Organizational Performance (OP)

Reliability & Validity

In Table 3 shows the internal consistency of the items. It checks whether the values obtained are reliable. Testing for internal consistency was done in two phase the first phase was the pilot testing phase, in which we verified whether the instrument used is reliable for further processing. In pilot testing none of the item was considered for removal and we further collected the data on the instrument. The internal consistency in both stages for each construct was reliable for further analysis.

Table 3: Internal Consistency

	Pilot Test	N of Items	Final Test	N of Items
SEM	0.845	16	0.871	11
SCM	0.745	14	0.804	14
OP	0.758	6	0.799	6

Correlation

Table 4 displays the values of correlation for each construct in instrument.

Table 4: Correlation

	SEM	SCM	OP
Pearson Correlation	1		
Sig. (2-tailed)			
N	297		
Pearson Correlation	.965 ^{**}	1	
Sig. (2-tailed)	.000		
N	297	297	
Pearson Correlation	.877 ^{**}	.958 ^{**}	1
Sig. (2-tailed)	.000	.000	
N	297	297	297

Inferential Analysis

The researcher utilized the version 24 of SPSS package to do inferential analysis of the data. The null hypothesis was tested in SPSS package to find out whether there is a relationship between the independent and the dependent variables. Following table shows the overall influence of independent variables sustainable entrepreneurship and supply chain collaboration on the dependent variable organizational performance. The R Value in Model 2 shows the coefficient representing multiple correlations which is 0.354. It indicates that the change in independent variables sustainable entrepreneurship and supply chain collaboration creates the change in dependent variable. However it doesn't indicate the direction of change towards negative or positive. Similarly the value for R Square displayed in the second row depicts the coefficient of determination which is .125 percent. R square represents the proportion of variance in the dependent variable caused by the independent variables.

Table 5: Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.360 ^a	.130	.121	.73213
2	.354 ^b	.125	.120	.73263

a. Predictors: (Constant), SEM,SCM

The table 5 represents the Analysis of Variance (ANOVA) and displays that the model is fit for regression analysis. The value for the F ratio describes that the independent variable Strategic Entrepreneurship and sustainable supply chain management significantly influence the dependent variable organizational performance $F(2, 294) = 21.088, p < .000$. In other word we can presume that the regression model is fit for data analysis.

ANOVA Analysis

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.388	3	7.796	14.545	.000 ^b
	Residual	157.053	293	.536		
	Total	180.441	296			
2	Regression	22.638	2	11.319	21.088	.000 ^c
	Residual	157.803	294	.537		
	Total	180.441	296			

a. Dependent Variable: OP
b. Predictors: (Constant), SEM,SCM

The impact of independent variables strategic entrepreneurship and sustainable supply chain has been depicted in Table 6 on organizational performance.

$$\text{Organizational Performance} = 1.744 + (.314 \times \text{SEM}) + (.230 \times \text{SCM})$$

Therefore is safe to say that the variable strategic entrepreneurship and sustainable supply chain management have significant and positive effect on the dependent variable organizational performance OP, $p < .05$.

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.589	.382		4.166	.000		
SEM	.294	.073	.249	4.036	.000	.781	1.281
OP	.083	.070	.069	1.183	.238	.883	1.132
SCM	.213	.094	.137	2.262	.024	.807	1.239
(Constant)	1.744	.358		4.866	.000		
SEM	.314	.071	.266	4.428	.000	.825	1.212
SCM	.230	.093	.148	2.462	.014	.825	1.212

a. Dependent Variable: OP

Table 10 represents the status of all construct of the instruments with their values for acceptance and rejection.

Summary of Hypothesis

Table 8: Summary of Hypotheses

No.	Hypotheses	Sig value	Status
H ₁	There is no relation between strategic entrepreneurship management and organizational performance	.014	Rejected
H ₂	There is no relation between SSCM and organizational performance	.000	Rejected

Conclusion

The researcher made a two main hypothesis for answering the proposed research questions. SSCM, SE were the independent variable while organizational performance was dependent variable of the study. The effect of SSCM, SE was also observed. The overall results indicate that SE and SSCM significantly effects organizational performance in manufacturing of Karachi.

By combining theories of entrepreneurial competencies and strategic behavior, this research advances the field of study by finding that a larger set of competencies reduces the possibility for the entrepreneur to adopt reactive strategic behavior when adapting his company to the environment. This is just a starting point for the necessary deepening of the relationship between characteristics of entrepreneurial behavior and the organization's strategy.

The findings of this study have important political and practical implications as well. Entrepreneurship is one of the main promoters of socioeconomic development, as it increases the economy's dynamics and contributes to social well-being through innovation in products and services that solve human needs. In this sense, promoting a culture of fostering entrepreneurship is essential, especially for developing nations.

If it is clear that entrepreneurial skills provide more consistent strategic behavior and that these can be developed through training methods and accumulated experience, developing public policies for empowering emerging and established entrepreneurs can reduce the chances of failure. small enterprises and stimulate a more entrepreneurial culture, especially in emerging countries.

Discussion

Our first null hypothesis was that SSCM has no impact on organizational performance failed to get accepted. Significant relation between SSCM and organizational performance was established. The second null hypothesis was made to analyze the influence of dispatching waste on waste reducing practices. The influence of SE was found significant with organizational performance. The evidence to this was provided by For Ferro, Bonacelli and Assad (2006) the dimensions of sustainable entrepreneurship have caused organizations to rethink their business modeling based on its principles. Similarly, Almeida and Kruglianskas (2008); Leite, Silva and Menezes (2009); Parrish (2010); Orsiolli and Nobre (2015) emphasize

that sustainable entrepreneurship by aggregating various dimensions causes market opportunities to be expanded.

Strategy is crucial to the good performance of any business. The point is to discuss how companies enjoy sustainable entrepreneurship to plan or articulate their strategies. Thus, organizations can use sustainable entrepreneurship as an opportunity for competitive strategies to the development of your business. In this context, Eisenhardt (1999) highlights that strategy is constituted in the decision-making process by companies, based on collective intuition. On the other hand, Amaral, Nassafi and Hashimoto (2011) emphasize that the strategy arises from the analysis of the environment, to create competitive advantages considering the available resources. For the authors Quinn (1980); Azevedo (1997) and Jain (2000) Strategies are the standards of policies or plans that are part of the company's objectives and mission, aiming at a perspective of the type of business of the organization. In this sense, Alday (2000, p. 13) defines strategy as “a continuous and interactive process that aims to maintain an organization as a set appropriately integrated with its environment”. That is, the strategy must consider in its essence sustainable aspects such as: economic, social and ecological, so that organizations can have a competitive strategy and survive in a market of constant change.

Moreover, According to Moreira, Lima and Tótaró (2014); Freita and Teixeira (2014), the concept of sustainable entrepreneurship is related to the exploration and creation of new ventures by the entrepreneur that enable gains through solutions to environmental and social problems. Therefore, the proximity of entrepreneurship with sustainable development comes from organizational studies as a binding component; that in turn companies are indispensable tools for the entrepreneur for value addition. Thus, sustainable entrepreneurship spells out environmental extensions and social issues within a single organization.

Miles and Snow (1978) corroborate that companies conceive relatively stable strategic behaviors in order to align the organization with the environmental conditions established by management. Strategy is an indispensable element in organizational survival, as it constitutes a conceptual construct of elaboration and formalization that underpins the essential bases of the business model. Without knowing the strategy that will be adopted, it is impossible to design the right business architecture.

In short, sustainable entrepreneurship aims to contribute to the creation of sustainable business models that meet its principles and practices, adding values to society and the environment. Therefore, organizations need to develop competitive strategies that have sustainable entrepreneurship in their scope, seeking to dialogue the dimensions of sustainable entrepreneurial activities with the company's products / services, vision, mission and values.

Limitations

The data collected has reduced generalizability to the limited number of participant and a limited number of organizations selected for the study. The research needs a higher number of data for more effective results.

Recommendations

Supply Chain activities are one of the most important arms of organization. So optimizing them is one of the key challenges. It is important to train operational staff of manufacturing in Karachi in the application of total quality tools. Moreover, creating working groups focused on certain aspects of manufacturing operation such as inventory accuracy,

breakdowns, thefts, productivity of handling equipment and labor, combating the hive effect, among others.

Investing in the knowledge of the supply chain management procedures will be fundamental to the occurrence of positive changes. In addition, training courses and lectures can serve as ways of engaging employees, making them feel an integral part of the company and still being aware of what can be applied on a daily basis that can generate impressive results.

Construction sites can and should rely on productive and well-planned layouts. The physical layout should be designed in order to help communication between professionals in each sector. In this way, there will be an increase in the productivity of the employees and an improvement in the safety of the work. A planned layout can mean understanding the work as a process, taking into account all the management involved in construction.

After applying and sustaining the principles mentioned above, the organization must constantly seek innovation and continuous improvement, and consequently perfection in the processes of waste disposal and value creation. In this way, only activities that add value must be present in the processes location and put away in the designated location without delay or storing it.



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