

THE INFLUENCE OF ENTREPRENEURIAL ORIENTATION, COMPETITIVE
STRATEGY AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF
PRIVATE UNIVERSITIES IN DHAKA, BANGLADESH

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DISSERTATION PRESENTED TO QUALIFY FOR A MASTER'S DEGREE OF
EDUCATION IN BUSINESS MANAGEMENT
(RESEARCH AND COURSEWORK MODE)

FACULTY OF MANAGEMENT AND ECONOMICS
UNIVERSITI PENDIDIKAN SULTAN IDRIS

2021



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ACKNOWLEDGEMENTS

First of all, my heartfelt gratitude to Allah (Subhanahu Wa Taala) who has given me opportunity and patience to carryout this work and enabled me to complete this study. And I would like to disclose my deepest appreciation to my advisor, Assoc. Prof. Dr. Nek Kamal Bin Yeop Yunus. This journey would not have been possible without the special effort and support of my supervisor. Secondly, my appreciation also goes to my wonderful parents. The most important person in my life, my father, Md Ladu pk, without his financial support, encouragement and advice, I would never have achieved what I have now. To mymother, Mst Rahima Begum, who is the person I really adore in my life, through this experience she encouraged me with her words and examples. Without her endless love I would never have strength to finish my study. Thirdly, sincere thanks to all my friends and seniors, who were always helpful to me with the knowledge, advice and supports. To my best friend, Shamsel Arifin, who really helped me a lot during my study abroad. Without all these people I could have not complete my research. Last but not the least, grateful to all respondents who participated in my survey, who are strangers but patiently filled out my questionnaire. Without all these people I could not have finished the data analysis. Thanks to everyone, I will never forget your kindness in my life.

ABSTRACT

The study aimed to examine the influence of entrepreneurial orientation (EO), competitive strategy (CS), and organizational culture (OC) on the organizational performances (OP). This study employed a quantitative approach. A sample for this study consisted of 150 Head of Departments (HoD) from 30 selected private universities in Dhaka, Bangladesh. The sample was selected using simple random sampling method. Data were collected using structured questionnaires and analysed using Pearson correlation and multiple regressions analysis. The findings of correlation analysis showed a positive and significant association between EO and OP ($r=0.554$), CS and OP ($r=0.496$), and, OC and OP ($r=0.462$) at the significance value of 0.05. The regression model showed the R^2 value of 0.588, indicating that 58.8% of the independent variables explained variance in organizational performance. The findings also revealed EO ($\beta=0.596$, $p < 0.05$), CS ($\beta=0.312$, $p < 0.05$), and OC ($\beta=0.098$, $p < 0.05$) as significant predictors on OP. In conclusion, to increase the organizational performance of the private universities in Dhaka, entrepreneurial orientation, competitive strategy and organizational culture need to be enhanced. In implication, the findings of this research provide fresh insights on the factors that need to be well addressed in designing better programs as to increase the performance of private universities in Dhaka.

PENGARUH ORIENTASI KEUSAHAWANAN, STRATEGI KOMPETITIF DAN BUDAYA ORGANISASI KE ATAS PRESTASI UNIVERSITI SWASTA DI DHAKA, BANGLADESH

ABSTRAK

Kajian ini bertujuan untuk mengkaji pengaruh orientasi keusahawanan (EO), strategi kompetitif (CS), dan budaya organisasi (OC) ke atas prestasi organisasi (OP). Kajian ini menggunakan pendekatan kuantitatif. Sampel untuk kajian ini terdiri daripada 150 orang Ketua Jabatan (KJ) dari 30 universiti swasta terpilih di Dhaka, Bangladesh. Sampel dipilih menggunakan kaedah pensampelan rawak mudah. Data dikumpul menggunakan borang soal selidik berstruktur dan dianalisis menggunakan analisis korelasi Pearson dan pelbagai regresi. Dapatan analisis korelasi menunjukkan perkaitan yang positif dan signifikan antara EO dan OP ($r=0.554$), CS dan OP ($r=0.496$), dan, OC dan OP ($r=0.462$) pada aras signifikan 0.05. Model regresi menunjukkan nilai R^2 0.588, menunjukkan bahawa 58.8% pemboleh ubah bebas menjelaskan varian dalam prestasi organisasi. Dapatan juga mendedahkan EO ($\beta=0.596$, $p < 0.05$), CS ($\beta=0.312$, $p < 0.05$), dan OC ($\beta=0.098$, $p < 0.05$) sebagai peramal yang signifikan ke atas OP. Kesimpulannya, untuk meningkatkan prestasi organisasi universiti swasta di Dhaka, orientasi keusahawanan, strategi kompetitif dan budaya organisasi perlu dipertingkatkan. Implikasinya, dapatan kajian ini memberi perspektif baharu mengenai faktor-faktor yang perlu ditangani dengan baik dalam mereka bentuk program yang lebih berkesan bagi meningkatkan prestasi universiti swasta di Dhaka.

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LIST OF ABBREVIATIONS

EO	Entrepreneurial Orientation
CS	Competitive Strategy
OC	Organizational Culture
OP	Organizational Performance
HSC	Higher Secondary School Certificate
CEAI	Corporate Entrepreneurship Assessment Instrument
HoD	Head of Department
RBV	Resource Base View
UGC	University Grand Commission
IV	Independent Variable
DV	Dependent Variable

CHAPTER 1

INTRODUCTION

Introduction

The following sections and subsections provide a brief account of corporate entrepreneurship and organizational performance in private universities in Dhaka, Bangladesh. Nowadays, in the fiercely competitive business environment, adopting corporate entrepreneurship and performance in organizations are considered as reliable means of developing the sustainable competitive advantage. In order to enhance the organizational competitiveness, an organization needs to take both corporate entrepreneurship and organizational performance seriously. Some researchers such as (Carlos, Rodrigues & Dibb, 2014) mentioned that organizational performance is

considered to be one of the major discussed fields in management around the world and the competition is increasing in the field of education. The aim of the study is to conduct a quantitative assessment and cross-sectional survey of private universities in Dhaka, Bangladesh through the lens of constructs of the corporate entrepreneurship process. These are the internal environment for corporate entrepreneurship for example entrepreneurial orientation, competitive strategy and organizational culture. The assessment was done at individual level because head of departments in private universities play such a key role in the entrepreneurial process. Therefore, the relationship between the two constructs could be explored (Kuratko & Audretsch, 2013).

The present study has provided a clear direction for universities and also provided some improvement measures that can be implemented on any university to enhance competitiveness. Ideally, this study will also inspire a dialogue about the corporate entrepreneurship and performance of private universities across the country. This chapter further generates the background of the study, problem statement, research questions, and objectives that guide this study. The chapter ends forwarding the conceptual framework of the study and highlighting the importance of present study.

Background of the Study

Organizational performance is considered as one of the most significant areas of concern among the organizational theorists. Presently, organizational performance is becoming

more important for both public and private organizations in the world (Holland, Edinalo & Carvalho, 2017). However, higher educational institutes that reinvent themselves by becoming more entrepreneurial in the attitudes, behaviours, and characteristics of their management are more likely to survive and sustain in this rapidly changing environment (Nayyar & Mahmood, 2014). The transformation is targeted at both the structure and purpose that will ensure accountability and sustainability of the organizations. Studies have suggested that, the importance of entrepreneurial activity for the economic growth of countries is now well established (Raposo & Arminda, 2011).

However, For the past two decades, there is increased pressure on Higher Education Institutions (HEIs) to improve its efficiency and effectiveness regarding resources utilization and management (Chapman & Sarvi, 2017). Hence, the need for reinventing its approaches in terms of decision making using real-time information and entrepreneurial activities to revitalized its performance to cope with the present dynamic environment (Kim, 2010). Furthermore, education has been identified as essential inputs for the well-being of both society and nation. Education is the fundamental human right and also the backbone for sustainable development of any country (Jelle et al., 2015). Just like any other countries in the world, Bangladesh also is facing serious challenges and competition. According to UGC (2017), there are myriads of challenges faced by these newly emerged private higher education institutes of Bangladesh. One of such challenges is rendering excellence in quality education to the students admitted in different programs of private universities (Ashraf, 2019). As a result, government reforms of the education sector, coupled with change in technology as well as the demand for quality education. On

the other hand, the government of Bangladesh has committed to provide quality education at any cost for both private and public universities (Dhakatribune, 2019). Accordingly, the performance of the private universities has been seriously questioned due to many reasons one of which is postulated as high turnover rates of faculty members due to lack of enjoyable academic working condition in these private universities (Joarder, 2012). Also, there is increasing number of social vices for example cultism, examination malpractices, poor research activities, moral laxity and brain drain as well as high rate of indiscipline.

Again, the increasing demands by private universities, diverse staff and students and rapidly changing environment affects performance of the organization. Besides, poor performance of the Bangladeshi graduates in various organizations has been attributed to lack of requisite skills which has contributed to high level of unemployment problem (Mamun, 2011). Furthermore, Pereira & Silva (2003) opined that education systems' worth lies in its ability to satisfy its customers that include students, guardians, employers and the society in a better way so as to remain relevant. Mainly, the challenges facing the education system is satisfying the need of its customers in both qualitative and quantitative form (Marzo et al., 2007). The quantitative form refers to educate as many as citizens possible. Conversely, the qualitative deals with the quality of output.

One of the means available for private organizations especially higher educations is to increase efficiency and effectiveness which lies in entrepreneurship and strategic management (Nayyar & Mahmood, 2014). In addition, corporate entrepreneurship is

paramount towards economic development which serves as a crucial heterogeneity behaviour that provides competitive advantages. Scholars stated that, the role of education and in particular higher education intuitions in developing a pool of economy of knowledge (Champan & Sarvi, 2017). The emphasis is on the need for higher education institutes to be globally competitive by producing qualitative graduates that will stand with graduates worldwide (Shi- Hui Ho & Yao-Ping Peng, 2016).

In fact, higher educational institutions need to make rapid changes responding to the demand of government, students and the environment (Collis, 2004). Bangladesh is a developing country in the world and it has a good number of educational organizations which are providing higher education; public and private universities have contribution to educate students respectively. Private universities in Bangladesh started its journey in 1992 under the private university act 1992 (Mannan, 2009). Most of the private universities are situated in the capital city Dhaka. The objective of private universities was to ensure higher education for every student as there were limited public universities.

Besides, stopping brain drain was the reason to establish universities across the country as huge quantity of students every year went abroad for higher education with flowing the Bangladeshi currency to overseas (Joarder & Sharif, 2011). University Grants Commission (UGC) is the controller of the government for higher education. According to University grand commission UGC (2020) now Bangladesh is having 137 universities, 40 public and 97 private universities which are giving higher education in Bangladesh. After

passing higher secondary school (HSC), private universities take students as degree students for 4 years duration. Basically, private universities offer honours, masters and PhD programs. However, everything has a life cycle and private university as an organization is not excluded. In Business, product must be updated because consumers are no longer interested.

This means private universities need to change strategically, technologically and culturally and offer latest courses to upcoming students. Additionally, it is not easy to play a role for the organization if managements of organizations are not following the core code or ethical code of education especially private universities. Verily, most organizations failed to achieve their objectives because of the lack of entrepreneur role model and expert within organizations (Tijssen, 2006). Moreover, a majority of practitioners and management think of methods to use in organizing their perceptions, behaviours and actions for better performance in organizations but sometimes it fails to reach the goal. In fact, organizationa l successes largely depend on internal environment and the ability of management of forecasting and getting prepared for uncertainty also timely tactical decisions.

Zahra & Covin (1995) opined that organizations that utilize entrepreneurships have better competitive advantage and also the possibility of preparing organizations. Moreover, Bakar & mohammad (2014) also stated that entrepreneurship helps in generating new ideas and funding that improves performance at all levels to meet. Therefore, the study examined corporate entrepreneurship including the influence of

entrepreneurship orientation, competitive strategy, organizational culture and performance of private universities in Dhaka, Bangladesh.

Problem Statement

Bangladesh is a small country in the world but it has a huge population. The number of higher education institutions in Bangladesh is very small in the proportion of population. There are almost 200 universities for both public and private in Bangladesh. Even most of the renowned private universities are situated at the capital city Dhaka. Private universities are performing state duty in terms of higher education. Earlier, many students used to go abroad for higher education. Nowadays, students are getting higher education within the country because of increasing number of highly qualified educational institutions. To increase the standard of higher education, educational institutions as well as management and teachers have to be more efficient and practical. For instance, some scholars said that global competition, dynamic environment along with efficient and effective resources utilization have great impact on today's organizations performance including higher educational organization (Zhu, 2015).

According to Naris & Ukpere (2010) educational organizations depend on their employees' skills, knowledge and abilities to provide quality services and to achieve the

mission and vision they desire. Private universities in Bangladesh nowadays face more challenges than ever before. The challenge is to provide variety of services with learning opportunities. According to a Bangladeshi popular newspaper The Daily Star (2017), there are different types of opinions about higher education in Bangladesh. However, private universities of Bangladesh have various problems in the aspect of teaching and quality. These universities are unable to meet the needs of students in many cases.

There have been many crises in old universities to teach students properly. The facilities have not grown up to the mark but the number of students has been increasing regularly. Due to lack of skilled teachers, poor research opportunities, business interests and political influence, questions have been raised about the standard of higher education. In this situation, not only the number of universities should be increased but also the standard of education should also be ensured to maintain the education standard. Despite this situation, private universities are progressing but limitations of higher education are still existing within the organizations. Because of having private universities, thousands of students are now getting higher education opportunities but the number of low-quality private universities are not too small. According to a renowned Bangladeshi newspaper named Prothom Alo (2016), solving the current problems that will ensure the quality of higher education in private universities in Bangladesh is a crying need. Besides, qualified educational institutions especially private universities are needed along with more efficient and experienced employees to fulfil the increasing demand of this sector.

Previously many scholars mentioned of corporate entrepreneurship in research and academic concept areas. However, they concentrate more on specific areas such as the measure of relationship between strategic management and corporate entrepreneurship (Barringer & Bluedorn, 1999) and development and refinement of an instrument (Tasika, 2006; Kuratko et al., 1990; Adonisi, 2003; Morris et al., 2001). Every organization needs a motivated and supportive atmosphere to ensure the proper position of a proper corporate entrepreneurial environment. There are two levels of corporate entrepreneurial environment such as internal and external environment (Sebora & Titikorn, 2010). These variables internal and external play an important role for corporate institutions' as well as private universities' success. Organizational performance has been one of the primaries focuses of an organization especially in the profit sector making it the most widely construct as a dependent variable. Similarly, managerial ability and strategy are distinct elements of entrepreneurial activities and consequently organizational performances (Andreou et al., 2015).

Furthermore, middle and low-ranking private universities management are seriously lacking in innovative ideas in terms of research and teaching in Bangladesh higher education system and it's led their inability in organizational success as well as performance (Huq & Huque, 2014). In fact, this problem can be overcome by proper training of the teachers and researchers as well as academic staffs. In addition, this education sector is also facing problem like the faculty members of private universities frequently switch their job without any vital reason which is considered as one of the major

problems (Ashraf, 2009). For having these numerous problems within, private universities are resulting in poor organizational performance.

However, private universities are less depended on government funding and they have their own capability of financing themselves through their own leadership, management sponsorship, faculty and governance (Huq & Huque, 2014). Furthermore, every organization should emphasize on their organizational strategies they want to apply and organizational culture because these elements impact on organizational performance (Rahman et al., 2019). Moreover, the policy should be same for private organizations especially private universities but culturally and strategically should not. Basically, Asian private universities are interested in following European, American and Australian universities to attract national and international students for higher education (Jung, 2018). It can be said that corporate environment is rapidly changing and becoming hyper competitive in all sectors.

By adopting creative approaches and understanding students' demand bring better performance for an organization. Organizations like private universities are facing everchanging environment (Ashraf, 2019). Therefore, the organization should encourage and support appropriate corporate entrepreneurial environment for better performance. For the betterment of organization, there should be some internal environment that cooperates and provides support for entrepreneurial activities in the organization. Three dimensions of corporate entrepreneurship i.e. entrepreneurial orientation, competitive strategy and

organizational culture are identified for the present study. The internal environment for the corporate entrepreneurship and the relationship between variables of internal environment and performance have been explained. Therefore, the present study examines the function of variables of corporate entrepreneurship i.e. organizational orientation, competitive strategy, organizational culture and performance within institutions.

Objectives of the Study

In general, the primary objective of the present study is to examine the relationship between entrepreneurial orientation, competitive strategy, organizational culture and performance of the private universities in Dhaka, Bangladesh. This research aims are as follows:

- i.** To examine the relationship between entrepreneurial orientation and performance of private universities.
- ii.** To examine the relationship between competitive strategy and performance of private universities.
- iii.** To examine the relationship between organizational culture and performance of private universities.

Research Questions

Based on the problem statement of the present study, the following research questions are:

- i. Is there any relationship between entrepreneurship orientation and performance of private universities?
- ii. Is there any relationship between competitive strategy and performance of private universities?
- iii. Is there any relationship between organisational culture and performance of private universities?

Research Hypothesis

The hypotheses of this study are given below:

HO1: There is no significant relationship between entrepreneurship orientation and performance of private universities.

HO2: There is no significant relationship between competitive strategy and performance of private universities.

HO3: There is no significant relationship between organizational culture and performance of private universities.

Conceptual Framework

A conceptual framework describes the researcher's implication of literature on how to explain a phenomenon. It has drawn out the actions required for the study and point of view of research's themes on the researcher's subject. Furthermore, the conceptual framework is the understanding of researcher and how the variables are connected in the field of study. Thus, it identifies the variables required in the research investigation. Conceptual framework is the researcher's map in pursuing the investigation. The conceptual framework sets the stage for the presentation of the particular research question and the problem statement of a thesis represent the context and the issues that caused the researcher to conduct the study. However, the conceptual framework lies within a much broader framework called theoretical framework. The latter draws support from time-tested theories that embodies the findings of many researchers on why and how a particular phenomenon occurs. Conceptual framework helps in categorizing the list of key theories that can help for better understanding of the study. The influence of entrepreneurial orientation, competitive strategy, organizational culture and performance of private universities in Dhaka, Bangladesh will be considered so that theoretical concepts can be enlightened in detailed manner.

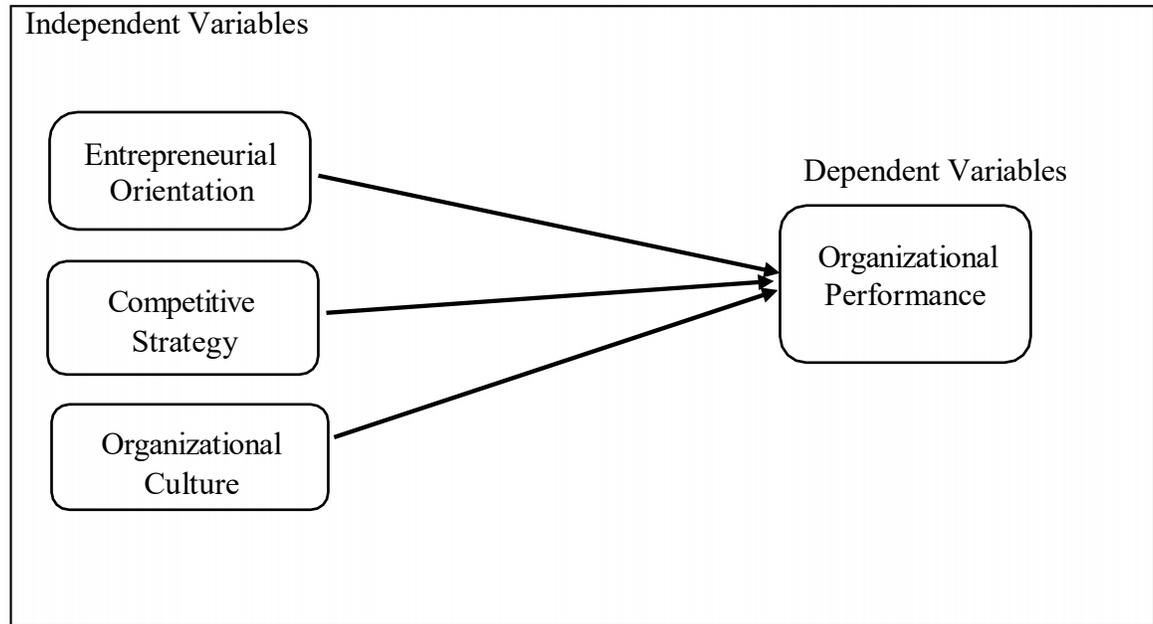


Figure 1.1. Conceptual Framework of the Research

As described in the above diagram, entrepreneurship orientation, competitive strategy and organizational culture are useful tools in bringing up the organizational performance for any organization.

Scope of the Study

The study investigates the role of corporate entrepreneurship for example organizational orientation, competitive strategy and organizational culture on the relationship between organizational performances among private universities in Dhaka, Bangladesh. The study

utilizes survey research mainly a questionnaire that was administrated to the head of departments in higher educational institutions like private universities in the capital city of Dhaka which is the most populated city in the country and where most private universities are situated near about 50 above. Dhaka is an important city where mostly 30 million people stay and it plays a host to many other students from different parts of the country due to education opportunity. Therefore, Dhaka serves guidance to other areas within the region on how to develop their education sector, especially as most of them are far behind the literacy accepted zone. Specifically, the present study has focused on the head of department's entrepreneurial behaviours like organizational orientation, competitive strategy, and organizational culture which influence on organization like private universities' performance. Moreover, head of department's organizational orientation, competitive strategy, and organizational culture will not only enhance their performance, but also guide their staffs and students towards entrepreneurial behaviours that will be helpful to the larger society.

Importance of the Study

The basic reason for choosing this particular topic is the importance of performance of the head of departments on understanding of the internal environment for corporate entrepreneurship as well as educational development in private universities from Dhaka, Bangladesh. Furthermore, this study will be helpful for higher educational organizations

including both private and public universities and the entrepreneurs to enhance their business and gain sustainable competitive advantage. It will also provide the basis for a more refined research that will enable to create an internal environment for the corporate entrepreneurship to improve performance capability on courses and services in more competitive and complex environment. Similarly, the study will provide a guide on how higher educational institutions can become entrepreneurial in their activities and also will develop their skills searching for better ways to maximize their output that include students, academic results, invention and performance.

Besides, two theories will be used in this current study such as Resource Base View and Hofstede's cultural theory which will explain the ability of an organization to acquire certain unique resources that will create better value of organization in the market. RBV theory explains the ability of a firm to acquire certain unique resources that will create value better than its major rivals which cannot be easily copied. Besides, in the view of theoretical insight, the present study proposed the impact of corporate entrepreneurship for example organizational orientation, competitive strategy and organizational culture on the relationship between organizational performances among private universities in Dhaka. In addition, Geert Hofstede has given a theory namely Hofstede cultural theory which play a significant role on organizations performance. The five dimensions of Hofstede are mentionable due to their significance.

In addition, the study helps in preparing students for the challenges facing the business world and the society as whole. Thus, preparing them on how to run business effectively and properly. Similarly, the study provides a guide on how educational institutions can become entrepreneurial in their activities and also develop their performances searching for better ways to maximize their outputs that include students, results, invention and innovations to meet the dynamic needs of the environment. The study also will be helpful for entrepreneur students to enhance the students' knowledge and entrepreneurial skills. The research main goal is designed to help institutions improve academic competence, strategy, orientation to develop employability skills, implement a career plan and preparation for education or careers in the education sectors. The present study not only is useful for private universities but also it will be helpful for all educational institutions. Furthermore, this study would enable the institutions to provide an environment of learning, encouraging students to conduct a research that has a valid impact in the society.

On the other hand, the findings of the study were also valuable for Head of Departments who are working in private universities in Bangladesh because it will be helpful to understand the importance of internal environment of organization. Additionally, this study will be helpful for future researchers who are interested in doing research in education sectors in Bangladesh. From this study the future researcher can gather data, findings and more valuable information on organizational performances based on their organizational environment. Finally, this research will be hopeful to provide a guideline to policy makers as well as Head of Departments to lead their organizational activities properly to reach their goal financially and non-financially.

Operational Definition

Organizational Performance: Performance is recognized as the ability of the organization to efficiently utilize its few resources and also provide the needed service to earn the satisfaction of its employees and customers. There are two types of performance such as financial performance and non-financial performance. Financial performance emphasizes on financial health like revenue. Besides financial performance leads to higher profit. On the other hand, non-financial performance refers to customer service, employee and customer satisfaction as well as service quality.

Corporate Entrepreneurship: Corporate entrepreneurship has two aspects in internal and external environment. This research focus on internal environment of corporate entrepreneurship and has three elements named entrepreneurial orientation, competitive strategy and organizational culture. Corporate entrepreneurship can be used for the improvement of competition and utilization of private universities as opportunities for better performance of the organization. The research aims to find the relationship between three elements of internal environment of corporate entrepreneurship and performance.

Entrepreneurial Orientation: Entrepreneurial orientation is organizations' entrepreneurial behaviour, including advocating innovative ideas and offering people resources they need in entrepreneurial activities. In this research, entrepreneurial orientation is seen as an element of internal environment of corporate entrepreneurship to

examine its relationship between performances in private universities and further conduct will be adapted strategies for academic staffs to show more entrepreneurial and innovative behaviour.

Competitive Strategy: Competitive strategy is identified as the ability of an organization to achieve a higher achievement than its competitors in the same industry of business. An organization with a competitive advantage has always had the ability to understand the changes in the market structure and the ability to choose an effective marketing strategy for profit. Competitive strategy creates a defence position in similar industry as well as generates new ideas to last long in the market. Differentiation leadership, cost leadership, cost focus and differentiation focus are the types of competitive strategy in the organization.

Organizational Culture: Organizational culture is recognized as a shared set of values that induces societal values, perception, preference and response. Organizational culture includes also underpinning the beliefs, assumptions, values and ways of interacting. They altogether play a significant role in organizations' success. There are several types of organizational culture in the organizations.

Chapter Summary

This first chapter introduces in detail the introduction, study background, statement of problem, objective of the study, research question, hypothesis, conceptual framework of research, importance of the study, and operational definitions in implementing the study. The next chapter will discuss further studies on the response variable namely entrepreneurial orientation, competitive strategy, organizational culture and organizational performance in organization. The focus will be on correlating the variables in the performance in private universities.