

**ANTECEDENTS OF FIRM PERFORMANCE IN THE
SHARING ECONOMY: THE MEDIATING ROLE OF
ENTREPRENEURIAL ORIENTATION**

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***Antecedents of Firm Performance in the Sharing Economy:
The Mediating Role of Entrepreneurial Orientation***

by

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Certificate

This is to certify that the thesis titled “**Antecedents of Firm Performance in the Sharing Economy: Mediating Role of Entrepreneurial Orientation**” which is being submitted by **Harchitwan Kaur Lamba** to the Department of Management Studies, Indian Institute of Technology Delhi, for the award of the degree of **Doctor of Philosophy (Ph.D.)** is a record of bonafide research work carried out by her. She has worked under my supervision in conformity with the rules, and regulations of the Indian Institute of Technology Delhi. The research reports and results presented in the thesis have not been submitted in part or full for the award of any degree or diploma in any other university or institute.

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Abstract

The emergence of the sharing economy has resulted in significant shifts in traditional business models in multiple industries, enabling the efficient utilisation of underutilised resources and transforming the way goods and services are consumed. India, with its vast population and growing digital infrastructure, presents a unique context for studying the performance of companies operating in this type of economy. This thesis explores the performance of selected organisations in the sharing economy in India, examining the antecedents that contributed to it. For the study, we developed a comprehensive research methodology, integrating qualitative and quantitative approaches to fully represent the research model.

The mixed-methods research approach first entailed a meticulous literature review based on bibliometric techniques. Since this field is relatively new, only work published from 2016 through 2023 was included. The mixed methods analytical technique allowed us to compile a relatively complete picture of the scientific findings to date in this domain in order to build a firm foundation for the subsequent development of the thesis topic. Subsequently, a thematic cluster analysis was conducted to determine the antecedents that contributed to firms' performance in the sharing economy (SE). This establishes a strong theoretical foundation, from which we can examine the key concepts, framework, and theoretical perspectives related to the SE.

The literature review on the SE resulted in the identification of a number of constructs that affect firm performance, fulfilling the first objective of the study. These included competitive intensity, asset lightness, strategic flexibility, customer collaboration, business

partner collaboration, entrepreneurial orientation, technological orientation, innovation speed, and network effects.

To achieve the second objective, total interpretive structural modelling (TISM) was used. TISM creates hierarchical relationships for the analysis of a group of constructs. By graphically depicting which nodes and links are associated with which constructs, this methodology helps answer three primary questions: what, how and why? This technique identifies the constructs and their interpretations from established theories such as grounded theory, expert opinion, and extant studies. For the third objective, primary data was collected by questionnaire and studied using the PLS-SEM technique. Co-linearity was checked, and the hypotheses were tested for direct and indirect effects, mediation and moderation effects, and checked for validity of the conceptual model. The overall model fit was also evaluated.

Lastly, triangulation was performed on four organisations to validate the study's findings. Data was collected from different sources, such as interviews, surveys, company reports, newsletters, announcements, and external communication documents. The four organisations that were studied in this way were Urban Company, Uber, Zomato and Oyo Vacation Homes. The data triangulation results suggested that asset lightness, strategic flexibility, customer collaboration, business partner collaboration, network effects, entrepreneurial orientation, and technological orientation were the predominant constructs in the selected firms. While published studies indicate that the speed of innovation has a notable effect on a company's performance, the empirical analysis in this thesis found that the speed with which firms innovate does not significantly affect their performance. This was also validated by the data obtained from the triangulation of case studies. This study finds that practitioners must focus on building strong relationships and partnerships with their customers and stakeholders. By following the guidelines

implicit in studies like this one and adapting their strategies accordingly, managers can position their businesses to take advantage of this unique opportunity for success in the fast-moving sharing economy. More implications for academics, policymakers, and practitioners were discussed and, opportunities for future research were highlighted.

सार

साझा अर्थव्यवस्था के उद्भव के परिणामस्वरूप कई उद्योगों में पारंपरिक व्यवसाय मॉडल में महत्वपूर्ण बदलाव आए हैं, जिससे कम उपयोग किए गए संसाधनों का कुशल उपयोग संभव हो सका है और वस्तुओं और सेवाओं के उपभोग के तरीके में बदलाव आया है। भारत, अपनी विशाल आबादी और बढ़ते डिजिटल बुनियादी ढांचे के साथ, इस अर्थव्यवस्था में काम करने वाली कंपनियों के प्रदर्शन का अध्ययन करने के लिए एक अनूठा संदर्भ प्रस्तुत करता है। यह थीसिस भारत में साझा अर्थव्यवस्था में संगठनों के प्रदर्शन का पता लगाती है, प्रदर्शन में योगदान देने वाले पूर्ववृत्त की जांच करती है। अध्ययन में घटना को व्यापक रूप से समझने के लिए गुणात्मक और मात्रात्मक पद्धतियों को एकीकृत करते हुए एक संपूर्ण शोध पद्धति का उपयोग किया जाता है।

एक मिश्रित-पद्धति अनुसंधान दृष्टिकोण अपनाया जाता है। सबसे पहले, ग्रंथसूची विश्लेषण की सहायता से एक व्यापक साहित्य समीक्षा की जाती है। चूंकि यह क्षेत्र अपेक्षाकृत नया है, इसलिए इस समीक्षा में 2016 से 2023 तक के शोध को शामिल किया गया है। इस विश्लेषण की मदद से, इस थीसिस के लिए एक मजबूत आधार बनाने के लिए इस क्षेत्र में वैज्ञानिक ज्ञान को मैप किया गया है। इसके बाद, साझा अर्थव्यवस्था (एसई) में फर्म के प्रदर्शन को प्रभावित करने वाले पूर्ववृत्तों को निर्धारित करने के लिए एक थीम क्लस्टर विश्लेषण आयोजित किया जाता है। यह एसई से संबंधित प्रमुख अवधारणाओं, रूपरेखाओं और सैद्धांतिक दृष्टिकोणों की जांच करते हुए एक सैद्धांतिक आधार स्थापित करने में मदद करता है। एसई पर मौजूदा साहित्य के परिणामस्वरूप कई संरचनाओं की पहचान हुई जो फर्म के प्रदर्शन को प्रभावित करती हैं, जिससे अध्ययन का पहला उद्देश्य पूरा होता है। इनमें प्रतिस्पर्धी तीव्रता, परिसंपत्ति

हल्कापन, रणनीतिक लचीलापन, ग्राहक सहयोग, व्यापार भागीदार सहयोग, उद्यमशीलता अभिविन्यास, तकनीकी अभिविन्यास, नवाचार गति और नेटवर्क प्रभाव शामिल हैं।

दूसरे उद्देश्य के लिए, कुल व्याख्यात्मक संरचनात्मक मॉडलिंग (टीआईएसएम) का उपयोग किया जाता है। टीआईएसएम अध्ययन किए जा रहे निर्माणों के समूह के लिए पदानुक्रमित संबंध बनाता है। निर्माणों के बीच कुछ नोड्स और लिंक की व्याख्या करके, यह पद्धति तीन प्राथमिक प्रश्नों का उत्तर देने में मदद करती है: क्या, कैसे और क्यों। यह विधि अपना निर्माण और उनकी व्याख्या स्थापित सिद्धांतों (उदाहरण के लिए, जमीनी सिद्धांत), विशेषज्ञ राय और मौजूदा अध्ययनों से लेती है।

इसके बाद, एक प्रश्नावली का उपयोग करके प्राथमिक डेटा एकत्र किया जाता है, जिसके बाद पीएलएस-एसईएम तकनीक का उपयोग करके इसका अध्ययन किया जाता है। संरेखता की जाँच की जाती है, और वैचारिक मॉडल की वैधता की जाँच करने के लिए प्रत्यक्ष प्रभावों, अप्रत्यक्ष प्रभावों, मध्यस्थता प्रभावों और मॉडरेशन प्रभावों के लिए परिकल्पनाओं का परीक्षण किया जाता है। समग्र मॉडल फिट का भी विश्लेषण किया जाता है।

अंत में इस अध्ययन में, इस अध्ययन के निष्कर्षों को मान्य करने के लिए चार संगठनों पर त्रिकोणासन किया गया है। डेटा विभिन्न स्रोतों से एकत्र किया जाता है, जैसे साक्षात्कार, सर्वेक्षण, कंपनी रिपोर्ट, समाचार पत्र, घोषणाएं और बाहरी संचार दस्तावेज़। इस प्रक्रिया में जिन चार संगठनों का अध्ययन किया गया वे थे अर्बन कंपनी, उबर, ज़ोमैटो और ओयो वेकेशन होम्स। डेटा त्रिकोणासन से पता चलता है कि चर्चा की गई फर्मों में परिसंपत्ति हल्कापन, रणनीतिक लचीलापन, ग्राहक सहयोग, व्यापार भागीदार सहयोग, नेटवर्क प्रभाव, उद्यमशीलता अभिविन्यास और तकनीकी अभिविन्यास प्रमुख रूप से मौजूद हैं। जबकि प्रकाशित अध्ययनों से संकेत मिलता है कि नवाचार की गति का कंपनी के प्रदर्शन पर उल्लेखनीय प्रभाव पड़ता है, इस थीसिस में अनुभवजन्य विश्लेषण से पता चला है कि जिस गति से कंपनियां नवाचार करती हैं वह

उनके प्रदर्शन को महत्वपूर्ण रूप से प्रभावित नहीं करती है। इसे केस अध्ययनों के त्रिकोणीकरण से प्राप्त आंकड़ों द्वारा भी मान्य किया गया था। इस अध्ययन से पता चलता है कि चिकित्सकों को अपने ग्राहकों और हितधारकों के साथ मजबूत रिश्ते और साझेदारी बनाने पर ध्यान केंद्रित करना चाहिए। इस तरह के अध्ययनों में निहित दिशानिर्देशों का पालन करके और तदनुसार अपनी रणनीतियों को अपनाकर, प्रबंधक अपने व्यवसायों को तेजी से आगे बढ़ने वाली साझाकरण अर्थव्यवस्था में सफलता के इस अनूठे अवसर का लाभ उठाने के लिए तैयार कर सकते हैं। शिक्षाविदों, नीति निर्माताओं और अभ्यासकर्ताओं के लिए अधिक निहितार्थों पर चर्चा की गई और, भविष्य के अनुसंधान के अवसरों पर प्रकाश डाला गया।

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