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**BUSINESS STRATEGY, DISTINCTIVE CAPABILITIES,
BUSINESS ENVIRONMENT AND PERFORMANCE OF
MANUFACTURING COMPANIES IN NIGERIA**



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**BUSINESS STRATEGY, DISTINCTIVE CAPABILITIES, BUSINESS
ENVIRONMENT AND PERFORMANCE OF MANUFACTURING COMPANIES
IN NIGERIA**

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

Despite the contributions of manufacturing sector to economic and technological development of various countries, the sector is faced with many challenges leading to poor performance in many developing countries including Nigeria. Many factors are found to influence organizational performance of the sector. These include among others; poor electricity service, inadequate access to finance, competition from foreign goods and others. To address these challenges, strategic management academics and practitioners have conducted a lot of investigations focusing on business strategies, distinctive capabilities and organizational performance. However, it appears that very little empirical research efforts are available to address the issues in line with the peculiarity of the developing countries such as Nigeria. The objective of this study is to examine the relationships between business strategies, distinctive capabilities and performance of manufacturing companies with the moderating roles of electricity service and access to finance representing business environment. The study used adopted survey instruments to collect data from 309 selected manufacturing companies in Nigeria. Using SPSS 22.0, Multiple Regression and moderated analyses were employed to measure relationships between the predictor and criterion variables as well as determine the roles of the moderators. Results indicated that differentiation strategy, research and development capabilities and technological capabilities have significant positive relationships with organizational performance. Findings also revealed that both access to finance and reliability dimension of electricity service moderated only the marketing capabilities and organizational performance relationship. Whereas, responsiveness dimension of electricity service moderated marketing capabilities-performance relationship and technological capabilities-performance relationship. These results imply that manufacturing companies need to pay attention to access to finance and electricity service quality while implementing strategies and capabilities. Apart from contributing to the existing literature, this study also extended Resource Based View by incorporating finance and electricity as situational factors.

Keywords: Manufacturing, strategies, capabilities, Organizational performance and Business environment

ABSTRAK

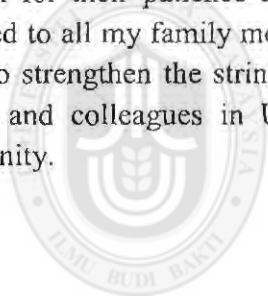
Sektor pembuatan yang menyumbang kepada pembangunan ekonomi dan teknologi di pelbagai negara masih menghadapi pelbagai cabaran yang menjurus ke arah kelemahan prestasi di kebanyakan negara membangun termasuk Nigeria. Terdapat banyak faktor yang didapati mempengaruhi prestasi organisasi sektor ini, antaranya adalah kelemahan perkhidmatan elektrik, kekurangan kemudahan kewangan, persaingan barangan asing dan lain-lain. Untuk menangani cabaran tersebut, ahli akademik dan pengamal pengurusan strategik telah menjalankan pelbagai penyelidikan yang menumpukan kepada strategi perniagaan, keupayaan tersendiri dan prestasi organisasi. Namun, hanya terdapat sedikit usaha penyelidikan empirik yang dijalankan untuk menangani isu-isu tersebut selaras dengan keunikan negara membangun seperti Nigeria. Objektif kajian ini adalah menyelidik hubungan antara strategi perniagaan, keupayaan tersendiri dan prestasi syarikat pembuatan dengan peranan penyederhana perkhidmatan tenaga elektrik dan kemudahan kepada kewangan yang mewakili persekitaran perniagaan. Kajian ini menggunakan instrumen kaji selidik untuk mengumpul data daripada 309 buah syarikat pembuatan di Nigeria. Dengan menggunakan SPSS 22.0, analisis Regresi Berganda dan penyederhana telah diguna pakai untuk mengukur hubungan antara pemboleh ubah peramal dan kriteria serta menentukan peranan moderator. Hasil menunjukkan pembezaan strategi, penyelidikan serta keupayaan perkembangan dan keupayaan teknologi mempunyai hubungan positif yang signifikan dengan prestasi organisasi. Dapatan kajian juga mendedahkan bahawa kemudahan kewangan dan kebolehpercayaan dimensi perkhidmatan elektrik hanya menyederhanakan hubungan keupayaan pemasaran dan prestasi organisasi. Manakala, dimensi responsif perkhidmatan elektrik menyederhanakan hubungan keupayaan-prestasi pemasaran dan keupayaan-prestasi teknologi. Hasil kajian ini menunjukkan syarikat pembuatan perlu memberi perhatian kepada kemudahan kewangan dan kualiti perkhidmatan elektrik semasa melaksanakan strategi dan keupayaan. Selain daripada memberi sumbangan kepada kajian literatur sedia ada, kajian ini juga memperluaskan *Resource Based View* dengan menggabungkan kewangan dan elektrik sebagai faktor keadaan.

Kata kunci: pembuatan, strategi, keupayaan, prestasi organisasi dan persekitaran perniagaan

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LIST OF ABBREVIATIONS

ATF	Access to Finance
CBN	Central Bank of Nigeria
CIP	Competitive industrial report
CLS	Cost leadership Strategy
DFS	Differentiation strategy
MAN	Manufacturers Association of Nigeria
MKT	Marketing Capabilities
NIPC	Nigerian investment promotion commission
OPF	Organizational Performance
RDC	Research and Development Capabilities
REL	Reliability
RSP	Responsiveness
TEC	Technological Capabilities
UNIDO	United Nations development organization

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Manufacturing sector is an important sector that is expected to play dominant role in shaping and defining the core path to industrialization not only in developing countries such as Nigeria but the world over. The sector has the reputation of being an important engine of growth, solution to unemployment, a source of wealth creation as well as a reliable driver of sustainable development (Mike, 2010). Improving performance of manufacturing sector in the emerging economies is of great importance as an attempt to improve the standard of living for their citizens and to attain the economic status of the advanced countries. One of the important characteristics of economic development in the traditional economy in which primary activities are prevalent, is the structural transformation of such economy into the one of high productivity activities in manufacturing (Naude & Szirmai, 2012). The transformation from traditional to industrialised economy becomes essential taking into consideration the comparative contributions of manufacturing sector to the world economy by broadly segregating the global economy into; advanced economies and developing economies.

The average contributions of manufacturing sector to the gross domestic product GDP in 21 advanced countries between 1950 and 2005 stood at 24.3%. While that of 68 developing economies within the same period is found to be 15.3% (Naude & Szirmai, 2012). Moreover, UNIDO report of 2002 cited in Olamide, Oyebisi, Egbetokun and Adebowale, (2011) indicated that in year 2000 alone, manufactured exports account for about 86% of the total world export for the year. As at 2009, the sector also, generated

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APPENDIX A

Academic Questionnaire Survey



University Utara Malaysia,
College of Business, 06010
UUM Sintok, Kedah,
DarulAman, Malaysia.

Dear Sir

Survey Questionnaire on “Business Strategy, Distinctive Capabilities, Business administration and Organisational Performance of Manufacturing companies”.

I am Muhammed Abdulrahman, a PhD research candidate of Business Management at Othman Yeop Abdullah (OYA) Graduate School of Business, University Utara Malaysia. I am currently conducting a graduate research titled: “Business strategy, Distinctive Capabilities, Business Environment and Organizational Performance of manufacturing companies in Nigeria”.

I would therefore like to ask a few questions about you and your organisation as a CEO, a member of the management team or the owner manager of a manufacturing company. Please endeavour to tick the appropriate box suitable for each of the questions. Kindly note that there is right or wrong answers to these questions, all information collected in this research will be treated as highly confidential and strictly meant for academic purposes.

Thanks for your anticipated cooperation.

Muhammed Abdulrahman
(Researcher)

Phone: +60164002276 or +2348038380805

E-mail: s94611@student.uum.edu.my or gracious65@hotmail.com

QUESTIONNAIRE

PART A: Background information about you and your organisation.

Instructions: Please tick (✓) in box in line with your choice from the available options.

1. Your gender

Male Female

2. Your academic qualifications

SSCE/WAEC/NECO
National Diploma
HND/BSc/BA or It equivalent
Postgraduate qualifications
Academic & Professional qualifications

3. Job positions

General manager/CEO
Senior manager
Manager
Owner manager
Others

4. Your company age

Less than 10 years
Between 10 and 19 years
Between 20 and 29 years
30 years and above

5. Your Industry classification/Nature of business;

Chemical and pharmaceuticals
Basic metal iron and steel/Fabricated metal products
Domestic/Industrial plastic rubber and foam
Pulp paper and paper products/ Printing and publishing
Electrical and electronics products
Textiles, wearing apparels, carpets leather and footwear
Wood products and furniture
Non-metallic mineral products
Motor vehicles and miscellaneous assembly
Food, Beverages and tobacco

6. Your organisation's gross annual income

Below N5 million
Between N5 million and N500 million
Above N500 million.

7. Number of employees in your organizations

- Not more than 10 employees
- Between 11 and 200 employees
- Above 200 employees

PART B.

Section A instructions: The questions in this section concerns measurement scale for **Access to finance:** Please answer the following questions by circling one that best suits your opinion in line with the listed scale below: 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Slightly Disagree, 4 = Neutral, 5 = Slightly Agree, 6 = Moderately Agree and 7 = Strongly Agree.

Code.	Statements	Scale						
ATF1	Our company has adequate credit/financial information	1	2	3	4	5	6	7
ATF2	Our company uses retained earnings as a source of finance	1	2	3	4	5	6	7
ATF3	Collateral requirement is not an obstacle to our company in securing Bank credit.	1	2	3	4	5	6	7
ATF4	Our company has access to other non-Bank finance.	1	2	3	4	5	6	7
ATF5	Our company has access to long-term for financing equipment	1	2	3	4	5	6	7
ATF6	High interest rate is not a challenge to our company in obtaining Bank loan.	1	2	3	4	5	6	7

Section B

Instructions: The questions in this section are based on your company **Business strategies.** Please answer the following questions by cycling one that best suits your opinion in line with the listed scale below; 1 = Very low, 2 = Low, 3 = Fairly low, 4 = Neutral, 5 = Fairly high, 6 = High and 7 = Very high.

Code	Statements	Scale						
BST1	Our company emphasis on efficiency of securing raw materials and components is.....	1	2	3	4	5	6	7
BST2	Our company emphasis on cost reduction in all activities is....	1	2	3	4	5	6	7
BST3	Our company emphasis on operating efficiency is.....	1	2	3	4	5	6	7
BST4	Our company emphasis on production capacity utilization is....	1	2	3	4	5	6	7

BST5	Our company emphasis on price competition is....	1	2	3	4	5	6	7
BST6	Our company emphasis on tight control of selling expenses, general expenses and administrative expenses is.....	1	2	3	4	5	6	7
BST7	Our company emphasis on new product development or existing adaptation for better customer service is.....	1	2	3	4	5	6	7
BST8	Our company place high importance to the rate of new product introduction to the market.	1	2	3	4	5	6	7
BST9	The intensity of our company advertising and marketing is high.	1	2	3	4	5	6	7
BST10	Our company emphasis on the development of utilization of sale force is...	1	2	3	4	5	6	7
BST11	Our company's' interest on building strong brand identification is...	1	2	3	4	5	6	7
BST12	Our company's interest in the number of new products offered to market is....	1	2	3	4	5	6	7

Section C

Instruction: This section relates to **Electricity service quality (ESQ)**. Please answer the following questions by cycling one that best suits your opinion in line with the listed scale below 1 = Strongly disagree, 2 = Moderately disagree, 3 = Slightly disagree, 4 = Neutral, 5 = Slightly agree, 6 = Moderately agree and 7 = Strongly agree

Code	Statements	Scale						
ESQ1	Our company has no access to high quality and regular electricity without interruption	1	2	3	4	5	6	7
ESQ2	Electricity service staff are not readily available to register complaint, enquiry and maintenance related issues	1	2	3	4	5	6	7
ESQ3	Applying for new electricity supply is not easy and it is not provided in time.	1	2	3	4	5	6	7

ESQ4	Accurate bills are not served based on power consumption and other acceptable charges	1	2	3	4	5	6	7
ESQ5	Our company is not informed in advance in case of power shutdown and shedding	1	2	3	4	5	6	7
ESQ6	Our company experiences electricity voltage fluctuation from time to time.	1	2	3	4	5	6	7
ESQ7	Accidental benefits and subsidies are not given to customers for damages due to abnormal supply	1	2	3	4	5	6	7
ESQ8	Additional demand for electricity is not promptly supplied	1	2	3	4	5	6	7

SECTION D

Instructions: This section concerns your company **distinctive capabilities**. Please answer the following questions by cycling one that best suits your opinion in line with the listed scale below; 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Slightly Disagree, 4 = Neutral, 5 = Slightly Agree, 6 = Moderately Agree and 7 = Strongly Agree.

Section D1: Research and development capabilities

Code	Statements	Scale						
RDC1	Our company has better abilities than our competitors in the development/acquisition of new technology.	1	2	3	4	5	6	7
RDC2	Our company has better abilities than our competitors in the development of new process through research efforts	1	2	3	4	5	6	7
RDC3	Our company has better abilities than our competitors in new product development.	1	2	3	4	5	6	7
RDC4	Our company has better abilities than our competitors in the improvement of the existing products.	1	2	3	4	5	6	7

Section D2: Marketing capabilities								
MK1	Our company has better abilities than our competitors in channel distribution	1	2	3	4	5	6	7
MK2	Our company has better abilities than our competitor in product recognition	1	2	3	4	5	6	7
MK3	Our company has better abilities than our competitor in logistics supports	1	2	3	4	5	6	7
MK4	Our company has better abilities than our competitor in developing and executing advertising programs Advertising management and creative skills Public relations.	1	2	3	4	5	6	7
MK5	Our company has better abilities than our competitor in responsiveness to customer needs.	1	2	3	4	5	6	7

Section D3: Technology Capabilities								
TEC1	Our company is among the first to introduce new products in the market.	1	2	3	4	5	6	7
TEC2	Our company is the industry leader in introducing new product.	1	2	3	4	5	6	7
TEC3	Our company is known for introducing break-through type products.	1	2	3	4	5	6	7
TEC4	Our company is one of the best in terms of product innovation in the industry.	1	2	3	4	5	6	7
TEC5	Our company is one of the best in terms of process innovation in the industry	1	2	3	4	5	6	7

SECTION E

Instruction: This section concern measures for **Organisational performance**. Please indicate the extent to which your company have been able achieve the following objectives by circling one option that best suits your opinion in line with the listed scale below; 1 = Not at all successful, 2 = Unsuccessful, 3 = Fairly unsuccessful, 4 = Neutral, 5 = Fairly successful, 6 = Successful and 7 = Very successful.

Section E1: Objective fulfillment

Code	Statements	Scale						
OPF1	Improvement in long-term performance	1	2	3	4	5	6	7
OPF2	Predicting future trends of your industry	1	2	3	4	5	6	7
OPF3	Evaluating alternatives based on relevant information	1	2	3	4	5	6	7
OPF4	Avoiding problem areas	1	2	3	4	5	6	7
OPF5	Resolving problems	1	2	3	4	5	6	7
OPF6	Enhancing management development	1	2	3	4	5	6	7

Section E2: Relative competitive performance

Please compare the performance of organization with that of your main competitors based on the following items. For each item please indicate your assessment by circling one number in line with the following scales. 1= Significantly deteriorated, 2= deteriorated, 3= fairly deteriorated, 4= neutral, 5= fairly improved, 6= improved and 7= Significantly improved

Code	Statements	Scale						
OPF7	Sales growth	1	2	3	4	5	6	7
OPF8	Growth in profit after tax	1	2	3	4	5	6	7
OPF9	Change in market share	1	2	3	4	5	6	7
OPF10	Return on Assets (ROA)	1	2	3	4	5	6	7
OPF11	Return in Equity (ROE)	1	2	3	4	5	6	7
OPF12	Return on sales (ROS)	1	2	3	4	5	6	7
OPF13	Current Ratio	1	2	3	4	5	6	7
OPF14	Overall firm performance and success	1	2	3	4	5	6	7
OPF15	Our competitive position	1	2	3	4	5	6	7

Thanks for your participation.

APPENDIX B

Replacement of missing data

Result Variables						
	Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	ATF1_1	3	1	313	313	SMEAN(ATF1)
2	ATF2_1	3	1	313	313	SMEAN(ATF2)
3	ATF3_1	2	1	313	313	SMEAN(ATF3)
4	ATF4_1	3	1	313	313	SMEAN(ATF4)
5	ATF6_1	5	1	313	313	SMEAN(ATF6)
6	BST1_1	1	1	313	313	SMEAN(BST1)
7	BST2_1	3	1	313	313	SMEAN(BST2)
8	BST3_1	2	1	313	313	SMEAN(BST3)
9	BST4_1	2	1	313	313	SMEAN(BST4)
10	BST5_1	3	1	313	313	SMEAN(BST5)
11	BST6_1	3	1	313	313	SMEAN(BST6)
12	BST7_1	3	1	313	313	SMEAN(BST7)
13	BST8_1	4	1	313	313	SMEAN(BST8)
14	BST9_1	2	1	313	313	SMEAN(BST9)
15	BST10_1	4	1	313	313	SMEAN(BST10)
16	BST11_1	3	1	313	313	SMEAN(BST11)
17	BST12_1	3	1	313	313	SMEAN(BST12)
18	ESQ2_1	4	1	313	313	SMEAN(ESQ2)
19	ESQ3_1	4	1	313	313	SMEAN(ESQ3)
20	ESQ4_1	1	1	313	313	SMEAN(ESQ4)
21	ESQ6_1	4	1	313	313	SMEAN(ESQ6)
22	ESQ7_1	2	1	313	313	SMEAN(ESQ7)
23	ESQ8_1	2	1	313	313	SMEAN(ESQ8)
24	MKT1_1	1	1	313	313	SMEAN(MKT1)
25	MKT2_1	2	1	313	313	SMEAN(MKT2)
26	MKT3_1	3	1	313	313	SMEAN(MKT3)
27	MKT4_1	1	1	313	313	SMEAN(MKT4)
28	MKT5_1	2	1	313	313	SMEAN(MKT5)
29	OPF1_1	3	1	313	313	SMEAN(OPF1)
30	OPF2_1	4	1	313	313	SMEAN(OPF2)
31	OPF3_1	3	1	313	313	SMEAN(OPF3)
32	OPF4_1	3	1	313	313	SMEAN(OPF4)
33	OPF5_1	6	1	313	313	SMEAN(OPF5)
34	OPF6_1	2	1	313	313	SMEAN(OPF6)
35	OPF7_1	2	1	313	313	SMEAN(OPF7)

36	OPF8_1	7	1	313	313	SMEAN(OPF8)
37	OPF9_1	8	1	313	313	SMEAN(OPF9)
38	OPF10_1	1	1	313	313	SMEAN(OPF10)
39	OPF11_1	3	1	313	313	SMEAN(OPF11)
40	OPF12_1	1	1	313	313	SMEAN(OPF12)
41	OPF13_1	4	1	313	313	SMEAN(OPF13)
42	OPF14_1	4	1	313	313	SMEAN(OPF14)
43	OPF15_1	4	1	313	313	SMEAN(OPF15)
44	RDC1_1	3	1	313	313	SMEAN(RDC1)
45	RDC2_1	3	1	313	313	SMEAN(RDC2)
46	RDC3_1	2	1	313	313	SMEAN(RDC3)
47	RDC4_1	3	1	313	313	SMEAN(RDC4)
48	TEC3_1	2	1	313	313	SMEAN(TEC3)
49	TEC4_1	3	1	313	313	SMEAN(TEC4)
50	TEC5_1	4	1	313	313	SMEAN(TEC5)



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APPENDIX C

Reliability for all variables

Reliability Statistics for Access to finance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.908	.910	6

Reliability statistics for Cost leadership strategy

Cronbach's Alpha	Cronbach's Alpha based on standardized items	Number of items
0.932	0.933	6

Reliability statistics for differentiation strategy

Cronbach's Alpha	Cronbach's Alpha based on standardized items	Number of items
0.927	0.928	6

Reliability statistics for electricity service reliability

Cronbach's alpha	Cronbach's alpha based on standardized items	Number of items
0.920	0.921	4

Reliability statistics for electricity service responsiveness

Cronbach's alpha	Cronbach's alpha based on standardized items	Number of items
0.850	0.853	4

Reliability Statistics for Marketing capabilities

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.930	.934	5

Reliability Statistics for Organizational performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.945	.945	9

Reliability Statistics for Research and development capabilities

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.914	.915	4

Reliability Statistics for Technological capabilities

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.884	.886	5

APPENDIX D

VALIDITY TEST FOR ALL VARIABLES

Factor analysis for Access to finance (ATF)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.850
Bartlett's Test of Sphericity	Approx. Chi-Square
	1224.883
	Df
	15
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.154	69.225	69.225	4.154	69.225	69.225
2	.536	8.941	78.166			
3	.520	8.663	86.829			
4	.364	6.074	92.903			
5	.263	4.387	97.290			
6	.163	2.710	100.000			

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
ATF1	1.000	.762
ATF2	1.000	.816
ATF3	1.000	.799
ATF4	1.000	.705

Extraction Method: Principal Component Analysis.

Factor analysis for cost leadership strategy (CLS)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.889
Bartlett's Test of Sphericity	Approx. Chi-Square	1479.524
	df	15
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.492	74.870	74.870	4.492	74.870	74.870
2	.462	7.701	82.571			
3	.357	5.953	88.524			
4	.304	5.059	93.584			
5	.239	3.991	97.575			
6	.146	2.425	100.000			

Communalities

	Initial	Extraction
CLS1	1.000	.776
CLS2	1.000	.793
CLS3	1.000	.809
CLS4	1.000	.760
CLS5	1.000	.669
CLS6	1.000	.686

Extraction Method: Principal Component Analysis.

Factor analysis for differentiation strategy

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.898
Bartlett's Test of Sphericity	Approx. Chi-Square	1414.409
	df	15
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.423	73.711	73.711	4.423	73.711	73.711
2	.502	8.360	82.071			
3	.388	6.464	88.535			
4	.286	4.774	93.310			
5	.231	3.846	97.155			
6	.171	2.845	100.000			

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
DFS1	1.000	.675
DFS2	1.000	.800
DFS3	1.000	.795
DFS4	1.000	.756
DFS5	1.000	.725
DFS6	1.000	.672

Extraction Method: Principal Component Analysis.

Factor analysis for electricity reliability (REL)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.826
Bartlett's Test of Sphericity	Approx. Chi-Square	952.218
	df	6
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.233	80.837	80.837	3.233	80.837	80.837
2	.382	9.559	90.396			
3	.223	5.573	95.968			
4	.161	4.032	100.000			

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
REL1	1.000	.827
REL2	1.000	.839
REL3	1.000	.839
REL4	1.000	.729

Extraction Method: Principal Component Analysis.

Factor analysis for electricity responsiveness (RSP)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.786
Bartlett's Test of Sphericity	Approx. Chi-Square	539.710
	df	6
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.778	69.452	69.452	2.778	69.452	69.452
2	.535	13.385	82.837			
3	.395	9.881	92.718			
4	.291	7.282	100.000			

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
RSP1	1.000	.724
RSP2	1.000	.694
RSP3	1.000	.734
RSP4	1.000	.626

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.423	73.711	73.711	4.423	73.711	73.711
2	.502	8.360	82.071			
3	.388	6.464	88.535			
4	.286	4.774	93.310			
5	.231	3.846	97.155			
6	.171	2.845	100.000			

Extraction Method: Principal Component Analysis.

Factor analysis for marketing capabilities (MKT)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.846
Bartlett's Test of Sphericity	Approx. Chi-Square	1370.771
	df	10
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.956	79.129	79.129	3.956	79.129	79.129
2	.464	9.288	88.417			
3	.274	5.483	93.900			
4	.183	3.654	97.554			
5	.122	2.446	100.000			

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
MKT1	1.000	.783
MKT2	1.000	.830
MKT3	1.000	.839
MKT4	1.000	.771
MKT5	1.000	.733

Extraction Method: Principal Component Analysis.

Factor analysis for research and development capabilities (RDC)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.774
Bartlett's Test of Sphericity	Approx. Chi-Square
	945.990
	Df
	6
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.189	79.736	79.736	3.189	79.736	79.736
2	.443	11.074	90.810			
3	.225	5.619	96.429			
4	.143	3.571	100.000			

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
RDC1	1.000	.770
RDC2	1.000	.843
RDC3	1.000	.807
RDC4	1.000	.769

Extraction Method: Principal Component Analysis.

Factor analysis for organizational performance (OPF)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.953
Bartlett's Test of Sphericity	Approx. Chi-Square
	2137.859
	df
	36
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.252	69.468	69.468	6.252	69.468	69.468
2	.462	5.132	74.601			
3	.436	4.847	79.448			
4	.411	4.569	84.017			
5	.366	4.068	88.085			
6	.344	3.817	91.902			
7	.298	3.315	95.217			
8	.242	2.693	97.911			
9	.188	2.089	100.000			

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
OPF3	1.000	.799
OPF5	1.000	.664
OPF6	1.000	.687
OPF7	1.000	.638
OPF8	1.000	.655
OPF9	1.000	.674
OPF10	1.000	.667
OPF12	1.000	.707
OPF13	1.000	.762

Extraction Method: Principal Component Analysis.

Factor analysis for technological capabilities (TEC)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.799
Bartlett's Test of Sphericity	Approx. Chi-Square	918.010
	Df	10
	Sig.	.000

Total Variance Explained

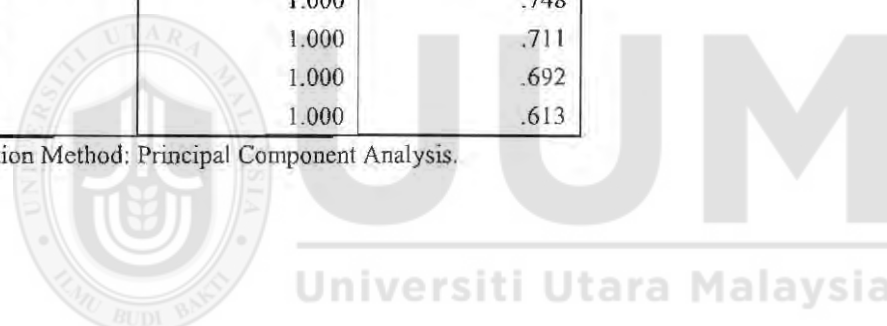
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	3.440	68.804	68.804	3.440	68.804
2	.689	13.779	82.583			
3	.408	8.169	90.752			
4	.279	5.578	96.330			
5	.183	3.670	100.000			

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
TEC1	1.000	.677
TEC2	1.000	.748
TEC3	1.000	.711
TEC4	1.000	.692
TEC5	1.000	.613

Extraction Method: Principal Component Analysis.



APPENDIX E

Multiple Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.896 ^a	.802	.799	.71481	.802	246.019	5	303	.000	1.918

a. Predictors: (Constant), M, MMKT, MTEC, MCLS, MRD

b. Dependent Variable: MOPF1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	628.520	5	125.704	246.019	.000 ^b
	Residual	154.819	303	.511		
	Total	783.339	308			

a. Dependent Variable: MOPF1

b. Predictors: (Constant), M, MMKT, MTEC, MCLS, MRD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-.039	.165		-.236	.814		
	MRD	.256	.071	.243	3.609	.000	.143	6.973
	MTEC	.137	.051	.104	2.672	.008	.432	2.316
	MMKT	.043	.028	.040	1.499	.135	.931	1.074
	MCLS	.083	.068	.079	1.223	.222	.158	6.331
	M	.534	.078	.506	6.890	.000	.121	8.278

APPENDIX F
Hierarchical Moderating Analyses for access to finance (ATF)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.896 ^a	.802	.799	.71481	.802	246.019	5	303	.000
2	.897 ^b	.804	.800	.71285	.002	2.670	1	302	.103
3	.901 ^c	.812	.805	.70487	.008	2.375	5	297	.039

a. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M

b. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MATF

c. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MATF, ATF.MKT, ATF.TEC, ATF.CLS, ATF.RDC, ATF.DFS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	628.520	5	125.704	246.019	.000 ^b
	Residual	154.819	303	.511		
	Total	783.339	308			
2	Regression	629.877	6	104.980	206.591	.000 ^c
	Residual	153.462	302	.508		
	Total	783.339	308			
3	Regression	635.778	11	57.798	116.332	.000 ^d
	Residual	147.561	297	.497		
	Total	783.339	308			

a. Dependent Variable: MOPF1

b. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M

c. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MATF

d. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MATF, ATF.MKT, ATF.TEC, ATF.CLS, ATF.RDC, ATF.DFS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.039	.165		-.236	.814
	MCLS	.083	.068	.079	1.223	.222
	M	.534	.078	.506	6.890	.000
	MMKT	.043	.028	.040	1.499	.135
	MRD	.256	.071	.243	3.609	.000
	MTEC	.137	.051	.104	2.672	.008
2	(Constant)	-.066	.165		-.398	.691

MCLS	.031	.075	.029	.417	.677
M	.519	.078	.491	6.650	.000
MMKT	.026	.030	.024	.862	.389
MRD	.243	.071	.232	3.429	.001
MTEC	.132	.051	.101	2.590	.010
MATF	.106	.065	.091	1.634	.103
3 (Constant)	1.214	.418		2.902	.004
MCLS	.092	.284	.087	.324	.746
M	.530	.283	.502	1.875	.062
MMKT	-.119	.070	-.111	1.690	.092
MRD	.001	.259	.001	.005	.996
MTEC	.044	.264	.033	.166	.868
MATF	-.333	.149	-.286	2.228	.027
ATF.CLS	-.010	.063	-.063	-.160	.873
ATF.DFS	-.012	.062	-.073	-.185	.853
ATF.MKT	.054	.023	.325	2.344	.020
ATF.RDC	.057	.057	.356	1.000	.318
ATF.TEC	.030	.057	.136	.524	.601

a. Dependent Variable: MOPF1

Hierarchical Moderation Analysis for electricity reliability (REL)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.896a	.802	.799	.71481	.802	246.019	5	303	.000
2	.896b	.802	.798	.71597	.000	.017	1	302	.898
3	.900c	.811	.804	.70675	.008	2.587	5	297	.026

a. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M

b. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MREL

c. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MREL, REL.CLS, REL.TEC, REL.MKT, REL.RDC, REL.DFS

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	628.520	5	125.704	246.019	.000 ^b
Residual	154.819	303	.511		
Total	783.339	308			

2	Regression	628.529	6	104.755	204.353	.000 ^c
	Residual	154.810	302	.513		
	Total	783.339	308			
3	Regression	634.990	11	57.726	115.571	.000 ^d
	Residual	148.348	297	.499		
	Total	783.339	308			

a. Dependent Variable: MOPF1

b. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M

c. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MREL

d. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MREL, REL.CLS, REL.TEC, REL.MKT, REL.RDC, REL.DFS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.039	.165		-.236	.814
	MCLS	.083	.068	.079	1.223	.222
	M	.534	.078	.506	6.890	.000
	MMKT	.043	.028	.040	1.499	.135
	MRD	.256	.071	.243	3.609	.000
	MTEC	.137	.051	.104	2.672	.008
2	(Constant)	-.088	.420		-.211	.833
	MCLS	.087	.075	.082	1.164	.245
	M	.535	.078	.507	6.863	.000
	MMKT	.044	.032	.041	1.404	.161
	MRD	.255	.071	.243	3.588	.000
	MTEC	.137	.051	.104	2.669	.008
	MREL	.006	.049	.006	.129	.898
3	(Constant)	-2.358	.836		-2.819	.005
	MCLS	.186	.191	.176	.972	.332
	M	.231	.201	.219	1.152	.250
	MMKT	.399	.122	.372	3.282	.001
	MRD	.495	.185	.471	2.670	.008
	MTEC	.232	.175	.176	1.321	.187
	MREL	.418	.142	.385	2.935	.004
	REL.CLS	-.028	.052	-.072	-.546	.586
	REL.DFS	.088	.056	.233	1.570	.117
	REL.MKT	-.068	.023	-.351	-2.979	.003
	REL.RDC	-.067	.050	-.190	-1.336	.183
	REL.TEC	-.015	.050	-.040	-.310	.757

a. Dependent Variable: MOPF1

Hierarchical Moderating Analysis for electricity responsiveness (RSP)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.896 ^a	.802	.799	.71481	.802	246.019	5	303	.000
2	.896 ^b	.802	.798	.71599	.000	.001	1	302	.973
3	.901 ^c	.812	.805	.70370	.010	3.129	5	297	.009

a. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M

b. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MRSP

c. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MRSP, RSP.DFS, RSP.MKT, RSP.TEC, RSP.RDC, RSP.CLS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	628.520	5	125.704	246.019	.000 ^b
	Residual	154.819	303	.511		
	Total	783.339	308			
2	Regression	628.521	6	104.753	204.340	.000 ^c
	Residual	154.818	302	.513		
	Total	783.339	308			
3	Regression	636.268	11	57.843	116.809	.000 ^d
	Residual	147.071	297	.495		
	Total	783.339	308			

a. Dependent Variable: MOPF1

b. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M

c. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MRSP

d. Predictors: (Constant), MTEC, MMKT, MCLS, MRD, M, MRSP, RSP.DFS, RSP.MKT, RSP.TEC, RSP.RDC, RSP.CLS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.039	.165		-.236	.814
	MCLS	.083	.068	.079	1.223	.222
	M	.534	.078	.506	6.890	.000
	MMKT	.043	.028	.040	1.499	.135
	MRD	.256	.071	.243	3.609	.000
	MTEC	.137	.051	.104	2.672	.008
2	(Constant)	-.025	.427		-.060	.953

MCLS	.082	.073	.078	1.121	.263
M	.534	.078	.506	6.847	.000
MMKT	.042	.030	.039	1.427	.155
MRD	.255	.071	.243	3.601	.000
MTEC	.137	.051	.104	2.666	.008
MRSP	-.002	.052	-.002	-.034	.973
3 (Constant)	-2.463	.889		-2.769	.006
MCLS	-.106	.240	-.100	-.440	.660
M	.381	.248	.361	1.536	.126
MMKT	.441	.129	.411	3.415	.001
MRD	.356	.203	.339	1.752	.081
MTEC	.622	.200	.473	3.116	.002
MRSP	.458	.154	.392	2.981	.003
RSP.CLS	.052	.058	.139	.893	.373
RSP.DFS	.032	.062	.089	.519	.604
RSP.MKT	-.076	.024	-.416	-3.175	.002
RSP.RDC	-.018	.050	-.052	-.355	.723
RSP.TEC	-.124	.053	-.326	-2.358	.019

a. Dependent Variable: MOPF1



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