INDUSTRY STRUCTURE AND RESOURCE CAPABILITIES AS DETERMINANTS OF PERFORMANCE AMONG THE GLOBAL SYSTEM FOR MOBILE-TELECOMMUNICATION OPERATORS IN NIGERIA

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FEBRUARY, 2014.
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A THESIS IN THE DEPARTMENT OF BUSINESS ADMINISTRATION SUBMITTED TO THE SCHOOL OF POST GRADUATE STUDIES, UNIVERSITY OF LAGOS.

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF DOCTOR OF PHILOSOPHY (Ph.D.) OF THE UNIVERSITY OF LAGOS.

FEBRUARY, 2014.
DEDICATION

This thesis is dedicated to my Lord and Saviour JESUS CHRIST for remaining faithful to His Covenant.

and

My academic benefactor Professor B.E. A. Oghojafor
ACKNOWLEDGEMENTS

I would like to take this opportunity to acknowledge those who have supported me throughout the course of my research study and contributed towards this thesis. Without them this thesis would definitely not have been possible.

First, I owe a great deal of Glory to Almighty God, my creator and the giver of wisdom and I would sincerely like to thank my supervisory team. I specially give thanks to my major supervisor, Professor B.E.A. Oghojafor, who opened my mind to new research horizon, inspired me, and set new standards of excellence. I benefitted immensely from his supervision in many ways including generosity of his time, invaluable advice and encouragement at different stages of the thesis. I am truly grateful for your guidance and encouragement. It has been a privilege to work with you and I look forward to future research collaborations.

Thank is also extended to my second supervisor, Dr. S.A. Adebisi for his helpful comments on an earlier version of final draft of this thesis. Many thanks to Dr. Segun Vincent, the one I always referred to as my co-supervisor for his pearls of wisdom which inspired me when times were tough. Appreciation is also due to Dr. J.O. Ige for his editorial review and Dr. I.A. Adeleke for his assistance on the data analyses of this thesis. My profound gratitude also goes to Prof. R.K. Ojikutu for his useful advice and guidance while this research work lasted.

My warm appreciation to my Head of Department, Dr .A.A. Sulaimon, and also to my former Departmental PG Coordinator, Dr. O.J. George for their valuable contributions. Also, my profound appreciation to all my colleagues at the Department of Business Administration especially Messrs Kenneth Ikenwa, Seye Sode, Femi Olayemi, Rasaq Bakare, Patrick Okonji, Olufayo Thadeaus, Charles Omoera, Glorious Adekoya, I.I. Iwuji, Sunny Edegwa, Mrs Ofuanl, Mrs.C.T. Ogunyemi, Dr. O.L. Kuye, Dr. P.K.A. Ladipo, Dr. Oluwafemi, Dr. E.O. Oyatoye, Dr. Alabi-Labaika, Dr. Ayo Oniku, Dr. (Mrs.) Bola Dixon-Ogbechie, Dr. (Mrs.) Uche Onakala, Dr. (Mrs.) C.B.N. Uche for their diverse contributions and critical comments. Thanks to all my colleagues in the Faculty of Business Administration, especially Dr.O.J. Otusanya, Dr. Chris Obisi, Abass Shiro, Luqman Ajijola, Paul Ogunyaomi, Aduloju, S.A., Chidi, O., Oke, B.O. and Okpy, others too numerous to mention, for their personal encouragement and friendship. To all the Secretariat staff of the Department/Faculty of Business Administration, especially Mrs. Omolara Jephthah, Mrs. T.B. Taiwo, Mr. E.A. Akinade, Mrs. Mercy Addah, Mrs. E.O. Adeola, Mrs. Kadiene, for their willingness to assist me always.

I am grateful to many friends who have made my life worth living wherever they are; in particular, Kenneth Ikenwa, Akin Baruwa, Mr. Bagshaw Karibo, Dr. G.I. Osifila, Mutiu Galubi, and Dare Fabiyi.

I also appreciate the authors of various materials used in the preparation of this thesis and the survey participants who patiently gave their time and shared their valuable experiences and knowledge with me. I sincerely appreciate your cooperation.
I am sincerely grateful to my parents, Mr. Haruna Dakare and Late (Mrs). Amoke Dakare; my brother and sister, Olawale and Motunrayo; my uncles, aunties, and parents in-law Mr & Mrs. Ajayi who provided moral cum emotional support all the way. Thank you all for this great journey to achieve this personal goal.

I am especially grateful to my wife Sola, for her great understanding and influencing support for my dreams.

I am eternally grateful to you all.

Dakare, Olamitunji
February, 2014.
ABSTRACT

This study investigates the relative importance of industry structure and resource capabilities as determinants of performance among the GSM network operators in Nigeria. A cross-sectional survey research design was adopted with the use of primary data, which were gathered with the aid of a questionnaire. The questionnaire was structured to elicit information from respondents. Three hundred and eight-five (385) copies of questionnaire were administered on the respondents using the stratified sampling technique. The strata comprised of the four GSM service providers operating in Nigeria as at when this study was carried out. The Pearson Product Moment Correlation and Multiple Regression Model were the statistical tools used to test the six formulated hypotheses at 5% level of significance. The findings revealed that: (i) the performance of the GSM network operators in Nigeria depends on industry structure; (ii) the performance of the GSM network operators in Nigeria depends on resource capabilities; (iii) there was significant relationship between industry structure and organisational strategies of the GSM network operators in Nigeria; (iv) there was significant relationship between resource capabilities and organisational strategies of the GSM network operators in Nigeria; (v) there was positive statistical significant relationship between the combination of organisational strategies variables and the performance of the GSM network operators in Nigeria and (vi) the regression co-efficient (Beta) established that resource capabilities factors contributed more to the GSM network operators’ performance than the industry structure factors. The main conclusion from the above-mentioned findings of this study suggested that organisational performance of the GSM network operators in Nigeria is significantly influenced by industry structure and resource capabilities factors. Based on the findings, the study recommended that, managers of the four sampled GSM service providers need to understand the relative effectiveness of the different combination of firm’s resource capabilities as these are central considerations on which competitive strategy and advantage can be built.
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