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MODERATING EFFECT OF MONOPOLISTIC COMPETITION ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CAPABILITY, SYSTEM CAPABILITY AND OPERATIONAL PERFORMANCE: IN THE TRANSMISSION COMPANY OF NIGERIA (TCN) NORTH-EASTERN NIGERIA.

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Abstract

The objective of this study was to examine the Moderating effect of monopolistic competition on the relationship between organizational capability, system capability and operational performance in the Transmission Company of Nigeria (TCN) north-eastern Nigeria. Simple random sampling was used in which samples were drawn from north-eastern Nigeria, geographical zones of Nigeria (i.e. Adamawa, Bauchi, Borno, Gombe, Taraba, and Yobe). Data was collected through the self-administrated method by sending questionnaires to 600 transmission company of Nigeria (TCN) offices within the six offices across north-eastern Nigeria selected. A total of 36 items were used in the questionnaire to examine all the variables illustrated in the theoretical framework. All the instruments were adapted from past literature. The partial Least Structural Model (SmartPLS) version 24 was used to test the hypotheses. The results provided support for some of the hypothesized relationships for the study. Specifically, organizational capability was positively related to operational performance, therefore, the significant positive influence of organizational capability, and system capability suggest that the variables are important in motivating employees' performance. As such, employees should be encouraged to exhibit this mechanism to enhance the operational performance of the company. This study recommends that future studies should consider the period of data collection in this study tends to be limited to within a short period of time. Hence, this study recommends that future researchers should consider longitudinal study to have enough time for data collection. This study is limited to the transmission company of Nigeria; therefore, future researchers should consider other electricity bodies. Furthermore, it is recommended that future researchers should consider other sectors other than the transmission company of Nigeria (TCN). As this study is conducted in Nigeria, which is an African country, it cannot be generalized to other countries with different culture and setting. Thus, future studies should be conducted in other societies. A comparative study is also recommended by this study i.e. the result of this study can be replicated in the Ghana context which will serve as a comparative study between Nigeria and Ghana. Another recommendation for the future is the use of mixed method; i.e. future researchers can consider the use of both qualitative and quantitative methods of data collection. Finally, this study recommends the use of STATA or AMOS as a tool of analysis to test the moderation model. Furthermore, future studies may extend this study to operational performance, to see whether effective organizational capability and system capability may moderate the monopolistic competitive and operational performance relationship.

Keywords: Organizational Capability, System Capability and Monopolistic Competition

1. Introduction

Company performance is a large enterprise with substantial capital and size has been viable due to the industrial sector's rapid growth in the modern age, which has also increased competition among businesses (Lubis 2022). There are two types of competition: healthy competition and harmful competitiveness that might destroy other parties. Barriers to market access or monopolistic practices are two examples of unfair competition. To be successful in this free economic competition, a company must work to achieve the goal of gaining and keeping customers. Businesses need to be creative to thrive in highly competitive markets (Lubis 2022). Rents or economic returns are necessary for businesses to have a long-term competitive edge. (Lubis 2022)

Improvements in operational performance also result in reduced expenses and higher levels of customer satisfaction. Therefore, to survive in a competitive environment, a company must be able to operate well (Zaidi & Ahmad 2020). Productivity and overall business success depend heavily on operational performance and manufacturing strategy. Manufacturing companies should be aware of how complicated product offers such as time, cost, quality, and delivery affect business performance. Measures of cost, time, quality, and dependability associated with manufacturing firms' operations will be used to compute and identify operational efficiency in manufacturing (Zaidi & Ahmad 2020).

Organizational capacities as a mediator could offer useful information on the relationship between ERP system implementation and business success, according to Suhendra et al (2019). When an organization's internal resources are integrated based on content, organizational capabilities are produced. Implementing Enterprise Resource Planning (ERP) is one way to increase organizational capabilities in the information technology sector. Rahayu, Putri, and Putra (2021). Similarly, according to Putra, Rahayu, and Putri (2021), organizational capability is the capacity to use both tangible and intangible firm

resources to carry out operations and generate goods or services. Businesses are innovative focused, which allows them to satisfy customer demands, and they build organizational skills to generate competitive advantage by utilizing organizational resources like information technology.

It is impossible to overstate the significance of electricity for the country's technological and socioeconomic advancement. On a larger scale, the three main functions of electricity operation are distribution, transmission, and generating. The aforementioned are the main activities of the energy sector and are listed despite their cyclical connections (Oloshola, 2024). Since 1951, when the ECN (Electricity Corporation Nigeria) was established and incorporated by a parliamentary act, until the establishment of the Niger Dams Authority (NDA) in 1962, the government of Nigeria has centralized the coordination of electricity generation and transmission activities.

Later, in 1972, the National Electric Power Authority (NEPA) was created by combining the NDA and ECN, which ultimately sparked an industry reform process that required NEPA to change its name to the Power Holding Company of Nigeria in 2005 (Oloshola, 2024). Even throughout the 2005 and 2013 reforms, which were supposed to guarantee the private sector's involvement in the energy producing industry, the electrical sector has unquestionably been functioning as a monopolistic institution (Oloshola, 2024).

Numerous issues have plagued the state-owned Power Holding Company of Nigeria's (PHCN) operations, such as insufficient generation capacity, outdated communication technology, inadequate staff dedication, low morale, inadequate transmission and distribution network system, and a failure to investigate all of the energy sources that are now accessible from the resources at hand. Therefore, resource waste results from the monopolistic structure of the Nigeria Power Holding Company, which

prevents economic maximizing for both producers and customers (Oloshola, 2024).

As TCN is the sole organization in charge of electricity transmission commission in Nigeria, it must also bear the responsible for its problems. TCN has been accused of underinvestment in building new infrastructure and expanding the transmission network, and with lack of current infrastructure in 2017, the TCN pledged to invest about \$800 million to improve its transfer capacity and reliability to more than 10,000MW (Atoyebi, 2024). However, it has not yet met this goal and continues to suffer system failure and grid collapse in 2022. A big challenge facing the TCN is that of revenue generation, as the TCN does not generate enough revenue to be self-sustainable and depends on government appropriation and financing from external sources. In addition, TCN is still owed a significant amount of money for its transmission services provided (Atoyebi (2024). Problem that making a company survive in intense competition, companies are required to be innovative Nurul (2022) One of the key challenges facing the performance of company can be described as concerns over managers' supervision and performance challenges in the company excellence (Coley et al., 2012; Silva & Oliveira, 2020).

Consequently, the managerial issues highlighted couple with the theoretical, literature, and logical, methodological gaps identified from the literature; this study intends to investigate the moderating effect of monopolistic competition on the relationship between organizational capability, system capability and operational performance.

Based on the above-mentioned research questions the main aim of this research is to look at the organizational capability, system capability and operational performance with the moderating influence of monopolistic competition, organizational capability and system capability. The objectives are as below:

- i. To examine the influence of organizational capability on the operational performance
- ii. To ascertain the Influence of system capability on the operational performance.
- iii. To determine the influence of monopolistic competition moderates the relationship between organizational capabilities on the operational performance.
- iv. To determine the influence of monopolistic competition moderates the relationship between system capabilities on the operational performance.

Research Hypotheses

The following hypotheses were formulated based on the study's objectives to guide the study:

- H0₁: Organizational capability positively related to operational performance.
- Ha₁: Organizational capability does not positively relate to operational performance.
- H0₂: System capability is positively related to operational performance.
- Ha₂: System capability is not positively related to operational performance.
- H0₃: monopolistic competition has positively moderated the relationship between organizational capability and operational performance.
- Ha₃: Monopolistic competition does not positively moderate the relationship between organizational capability and operational performance.
- H0₄: Monopolistic competition has positively moderated the relationship between system capability and operational performance.
- Ha₄: Monopolistic competition does not positively moderate the relationship between system capability and operational performance.

2. Literature Review

2.1 Conceptual Review

Concept of Operational Performance

Operational performance can be defined as the ability of a company to satisfy its customers through quick delivery, high product quality at low costs, and flexibility in operational activities (Hadikusu & Siagian, 2022) in the same vein operational performance is measurable from several viewpoints: managing demand, supply chain, customer relationships, and new product development (Chong & Lim, 2022). Also, Chong and Lim (2022) defined operational performance as the Demand forecast and supply chain is frequently combined in operations management. Related to DA this idea is based on the viewpoint that operations and the supply chain are intrinsically linked.

Concept of Organizational Capability

Organizational capability is an intricate and multi-dimensional construction within contemporary management literature, representing the collective capacity of an enterprise to meticulously orchestrate and deploy its diverse resources ranging from tangible physical assets to intangible intellectual capital to perform complex functional tasks and achieve a sustainable competitive advantage. Organizational capability in the modern research landscape is increasingly conceptualized as the "institutional intelligence" or the "social glue" that binds disparate operational assets into a coherent, high-performing system. According to Ibrahim and Mahmood (2022), within the Nigerian public sector, organizational capability is not merely an internal administrative metric but a measure of "process bundling," where human expertise is fused with technological hardware to create a functional system capable of overcoming systemic inefficiencies and infrastructural deficits. This perspective is deeply rooted in the Resource-Based View (RBV) and Dynamic Capabilities frameworks, which posit that while resources represent what a firm *possesses*, capabilities represent what a firm *performs* with those possessions,

focusing on the development of routines that are valuable, rare, and strategically difficult for competitors or external shocks to undermine (Barney, 1991; Obeidat et al., 2020). For a capital-intensive entity like the Transmission Company of Nigeria (TCN), organizational capability is manifested through the firm's inherent proficiency in managing complex administrative routines, inter-departmental technical coordination, and strategic leadership to maintain grid stability despite the persistent threats of infrastructure vandalism and environmental stress in regions such as North-Eastern Nigeria (Umar, 2025; Abubakar & Suleiman, 2022).

Concept of System Capability

System capability is an intricate and overarching construct within strategic management and engineering systems theory that defines an organization's proficiency in integrating its diverse technical components, automated processes, and infrastructure networks into a unified, high-performing system. The conceptualization of system capability has transitioned from a focus on individual equipment reliability to a dynamic framework emphasizing interconnectivity, real-time coordination, and systemic resilience. According to Adeyemi and Olubunmi (2023), system capability in large-scale utilities represents the "architectural intelligence" of an organization, where the synergy between disparate technical units such as control centers, substations, and transmission lines determines the overall efficiency of the service delivery network. This perspective is deeply rooted in General Systems Theory and the Resource-Based View (RBV), which posit that the true value of a firm's resources lies in how they are bundled into a cohesive system that is valuable, rare, and strategically difficult for external shocks or competitors to undermine (Barney, 1991; Akpan et al., 2022)

2.2 Theoretical Framework

This study incorporated Penrose (1959) resource-based view theory and Agency theory by Jensen and

Meckling (1979). These theories are suitable for explaining the research framework of this study.

Resource-Based View Theory

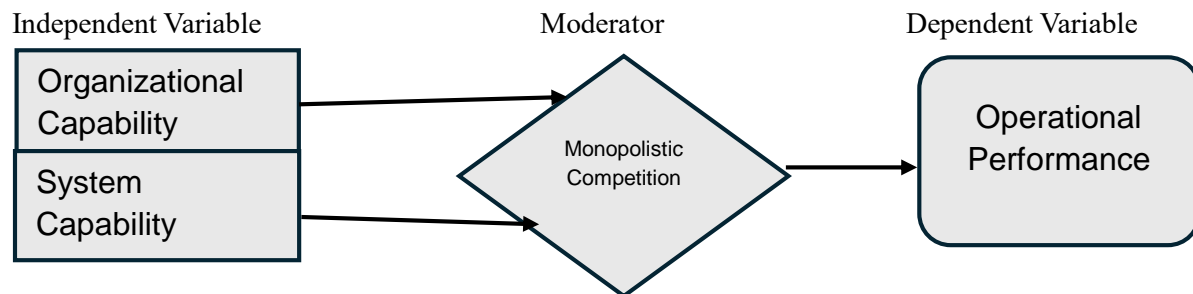
According to the model, firm profits are determined solely through external environmental indicators. As a result, Lippman and Rumelt (1982) have made significant contributions to resource-based perspective.

Agency Theory

Managers objective attitude and behavior at the firm level is an important determinant of the performance of the firm. Goals achievement at the firm level largely depends on the specific skills managers but this is in turn influenced by perception of the management of the firm (Gottschalg & Zollo, 2007).

Conceptual Framework

Based on the foregoing discussion and empirical evidence, a framework is developed to examine the relationship between organizational capability, operational capability and operational performance with moderating effect of monopolistic competition.



The above research framework is arrived at based on the problem statement that outlines the research gap and suggestions for future studies to see the relationship between organizational capability, system capability and operational performance.

3. Methodology

3.1 Research Design

Research design has been defined as a master plan identifying the methods and processes for collecting and analyzing the desired data (Zikmund, 2000). Descriptive design is conducted in situations where there is just a little knowledge of the nature of a problem. It is conducted, therefore, to provide a more specific description of a problem (Zikmund, 2000; Sekaran, 2003).

3.2 Population and Sample Size

The population of this study comprises the North-eastern Nigeria of the 6 states of Transmission Company of Nigeria (TCN) offices with their 1,421 Employees/staff across. A priori sample size calculator

for structural equation model by Soper (2020) used to calculate the sample size of the study which is 452.

3.3 Sampling Technique

This study uses simple random sampling. Simple random sampling is often utilized in surveys and quantitative research designs (Rahi, 2017). As in simple random sampling individuals get equal opportunity to participate in the study. It is favorable in studies where the population is homogenous, and population of the study is uniformly distributed.

3.4 Data Collection Procedure

Several ways can be used in collecting data; however, this study used the face-to-face method of data collection with the use of questionnaire. As earlier discussed, the questionnaires were structured into sections and were administered to the respondents on the field. The questionnaire generally centered on the variables considered in this study and some background information's that were also considered.

3.5 Pilot Study

Pilot study is carried out to find out which set-up best suits the respondents, because the main aim is to receive feedback and use it to improve and adjust data collection process. A pilot study was also conducted to confirm the reliability of the instruments in the study. According to Johnson and Brooks (2010) a total of 30 respondents is a reasonable minimum recommended for pilot study from the population of interest. Therefore, in-line with this, a pilot test of 30 questionnaires was administered to 30 employees of the Transmission company of Nigeria (TCN) that are located in Kano plateau and Abuja. These 30 questionnaires were distributed by the researcher personally and research Assistant were fully completed and returned, representing a response rate of 100%.

3.6 Content and face validity

Content validity ensures that the measure includes an adequate and representative set of items that tap the concept. The more the scale items represent the domain or universe of the concept being measured, the greater the content validity.

3.7 Reliability Test

The reliability test was conducted to check the internal consistency of the variables under study at this stage. This is done to make sure the items hang together as a set that can measure the same concept by correlating with each other.

Table 1: Analysis of Respondents

Details	Number	Percentage
Questionnaire distributed	600	100
Questionnaire retrieved	582	99
Questionnaire usable for further analysis	564	97

4.1 Demographic Analysis

A total of 582 respondents participated in the study. The demographic variables considered include gender,

3.8 Method of Data Analysis

This study uses SPSS software version 25 and Smart PLS for the purpose of analysis and hypothesis testing. In this case, several statistical tools/techniques will be used to perform in the analysis. However, the data from the questionnaire will be analyzed by using the Statistical Package for Social Sciences as referred to "SPSS" and Structural Equation Model-Partial Least Square as referred to "PLS-SEM" to test the research hypotheses constructed in this study.

4. Results and Discussion

This chapter presents the results from the data analyses which are carried out using both descriptive and inferential statistics. Descriptive analysis is used to describe demographic characteristics of the study, while the relationship among the independent variables (organizational capability, operational capability, system capability) and dependent variable (operational performance) as well as moderator variables (monopolistic competitive) was conducted using inferential statistics in particular Partial Least Square (PLS) and Structural Equation Modeling (SEM). Data collection process started with distribution of 600 copies of the questionnaire to Transmission Company of Nigeria (TCN) north-eastern, Nigeria; only 582 were returned. Out of the 600 questionnaires, Also 18 were invalid because of incomplete submission, which makes the total number of usable questionnaires to be 564 which gives a response rate of 97%. The data was computed with SPSS version 25 and Smart PLS version 4 for the analysis.

age, marital status, educational qualification, state office, nature of employment, and position.

Table 2: Gender Distribution

Gender	Frequency	Percentage (%)
Male	465	79.9
Female	117	20.1
Total	582	100

The table above showed that the gender distribution reveals that (79.9%) of the respondents are male, while (20.1%) are female.

Table 3: Age Distribution

Age Group (Years)	Frequency	Percentage (%)
20–29	47	8.1
30–39	210	36.1
40–49	215	36.9
50 and above	110	18.9
Total	582	100

The table above indicated that Most of the respondents are within the 30–49 age range which are (73%), representing the most productive age group, while the

20-29 and 50 above are the lowest with the (27%) of the respondents.

Table 4: Marital Status

Marital Status	Frequency	Percentage (%)
Married	367	63.1
Single	215	36.9
Total	582	100

Table above showed that the majority have the (63.1%) of respondents are married, while a single (unmarried) employee has the lowest with (36.9%) of respondents.

Table 5: Educational Qualification

Educational Level	Frequency	Percentage (%)
SSCE	99	17.0
Diploma/Certificate	140	24.1
Degree/HND	244	41.9
Masters/MBA	64	11.0
PhD	35	6.0
Total	582	100

The above data showed that the (41.9 %) of the respondents are Degree/HND holders has the highest

number of respondents, followed by the Diploma/Certificate with the (24.1 %) of the

respondents, Masters/MBA with representing (11.0%) of the respondents, SSCE Certificate holders representing (17.0%) of the respondents and the lowest

respondents are PhD holders with the (6.0) of the respondents.

Table 6: State Office Distribution

State	Frequency	Percentage (%)
Adamawa	105	18.0
Bauchi	128	22.0
Borno	81	13.9
Gombe	111	19.1
Taraba	81	13.9
Yobe	76	13.1
Total	582	100

Table above of the respondents is distributed across six states, with Bauchi (22%) and Gombe (19.1%) recording the highest representation while Adamawa with (18%) recorded as the moderate respondents and

Borno and Taraba with the same number of respondents which is (13.9%), and the lowest respondents with the (13.1%) of the respondents.

Table 7: Nature of Employment

Employment Type	Frequency	Percentage (%)
Permanent	483	83.0
Contract	99	17.0
Total	582	100

The above table indicated that Most of the respondents (83%) are permanent employees, while (17%) of the respondents are contract staff which is reflecting

workforce stability and long-term organizational engagement (Ogundele & Afolabi, 2023).

Table 8: Job Position

Position Category	Frequency	Percentage (%)
GM-AGM	64	11.0
MG-AM	105	18.0
PM-SM	192	33.0
Officer-Staff	221	38.0
Total	582	100

The table above indicates that the largest groups of the respondents are Officers and Staff, which is represented by the (38%), as well as the Principal/Senior Managers with the (33%) of the respondents.

4.2 Assessment of Measurement Model Results

The research has five major constructs which are reflected in the theoretical framework. The All of them are reflective in nature as illustrated in the research model earlier in Chapter Two. The assessment of the measurement model in smart PLS4 must be validated especially the assessment of validities in respect of convergent validity, discriminant validity and

reliability analysis both indicator and internal consistency reliability (Jarvis et al., 2003).

Table 9: Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
MOC	0.944	0.946	0.957	0.818
OPC	0.886	0.925	0.895	0.554
OPP	0.921	0.931	0.937	0.655
SYC	0.953	0.994	0.957	0.711

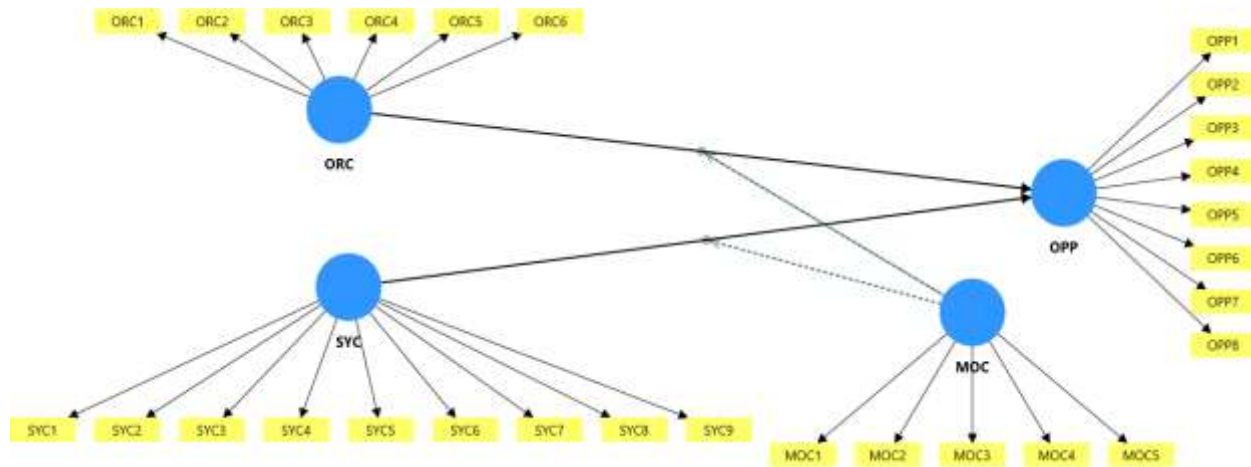
Table 10: Convergent Validity of Measurement Model

Construct	Item	Loadings	CA	CR	AVE
Monopolistic Competitive	MOC1	0.897	0.944	0.957	0.818
	MOC2	0.883			
	MOC3	0.926			
	MOC4	0.875			
	MOC5	0.940			
Operational Performance	OPP1	0.866	0.921	0.937	0.655
	OPP2	0.892			
	OPP3	0.826			
	OPP4	0.889			
	OPP5	0.834			
	OPP6				
	OPP7	0.845,			
	OPP8	0.558, 0.700			
Organizational Capability	ORC1	0.660	0.962	0.970	0.843
	ORC2	0.712			
	ORC3	0.731			
	ORC4	0.671			
	ORC5	0.777			
	ORC6	0.824			
System Capability	SYC1	0.891	0.953	0.957	0.711
	SYC2	0.798			
	SYC3	0.794			
	SYC4	0.819			
	SYC5	0.862			
	SYC6				
	SYC7	0.785,			
	SYC8	0.868,			
	SYC9	0.950, 0.811			

Source: Field Survey, 2026

4.3 Discriminant Validity (Fornell-Larcker Criterion)

The Fornell-Larcker criterion (1981) is one of the approaches broadly used in the literature to assess the discriminant validity. The analysis in Table 10 shows that discriminant validity exists among the construct using the Fornell-Larker approach as all the bolded diagonal AVE’s square roots values are greater than their corresponding values vertically and horizontally. This happens when the AVE is higher than the estimated correlations among each pair of constructs with other factors (Baharum et al., 2023).



4.4 Assessment of Measurement Model

In this study SmartPLS4 software was used to analyze the effect of resource capability on operational performance: The moderating effect of monopolistic competitive in the transmission company of Nigeria (TCN) north-eastern, Nigeria. The software was used to estimate the measurement model and the structural model in this study. The measurement models are outer models that describe the relationships between the constructs and their indicators (Anggraeni et al., 2023).

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is used in determining the predictive power of the model. The R^2 is also referred to as in-sample predictive power and it ranges from 0 to 1, with higher values indicating a

greater explanatory power (Lin & Huynh 2024). R^2 values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak. However, R^2 values must be interpreted in the context of the model and its complexity. Excessive R^2 values indicate that the model over-fits the data (Lin & Huynh 2024).

Table 11: Significance Effects of Direct (Path Coefficient)

Constructs	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision
ORC -> OPP	0.714	0.724	0.153	4.659	0.000	unsupported
SYC -> OPP	-0.086	-0.086	0.101	0.855	0.393	supported

Source: Extracted from SmartPLS 4 output, 2026.

4.5 Hypothesis testing direct relationship

Operational performance has received great attention from researchers in management sciences. However, this research is conducted to examine the Effect of

organizational capability on operational Performance: The Moderating Role of monopolistic competitive in Transmission Company of Nigeria (TCN) north-eastern Nigeria.

Table 12: Coefficient of Determination (R^2)

Constructs	R-square	Interpretation
Operational Performance	0.908	Large

Huang and Chang (2023): R^2 at 0.25 is large, at 0.10 is medium, and at 0.01 is weak

4.6 Hypotheses Testing

Previous studies had suggested that values from 1.65 be significant at 10%, while 1.96 and 2.57 are also considered significant at 5% and 1% significance levels, respectively, based on two-tailed tests (Ojoajogu et al., 2023). Similarly, the one-tailed test's critical values of 1.28 are significant at 10%, while 1.65 and 2.33 are significantly based on 5% and 1% significance levels, respectively (Hassan et al., 2025). Therefore, all the relationships hypothesized in this study are directional. Therefore, the one-tailed test was used to assess the path coefficient's t-values and the significant effect. Hence, the path with values from 1.65 and above was significant using the 5% significance level, and the hypotheses are accepted. However, the hypotheses are rejected for the path coefficient with t-values lower than 1.65. Hence, the result of the hypothesis of direct relationships is depicted in the table below.

Relationship between organizational capability and operational performance

The second objective of this study is to examine the influence of organizational capability on operational performance determine the effect of employee motivation on employee performance in the

transmission company of Nigeria (TCN) north eastern Nigeria, The results of standardized regression weights from Table 4.4.1 suggested a insignificant relationship between ORC and OPP ($\beta = 0.714$, $t = 4.659$, $p = 0.000$). In other words, the regression weight for ORC in the prediction of OPP is significantly different from zero at the p -value of 0.000. Based on the results, it can be concluded that ORC has positive relationship with OPP. has relationships, it can be concluded that ORC has positive but significant relationship with OPP. is hereby REJECTED

Relationship between system capability and operational performance

The third objective of this study is to find out the influence of system capability on operational performance in the transmission company of Nigeria in north-eastern, Nigeria. The results of Table 4.5.1 suggested a positive relationship between SYC and OPP ($\beta = -0.086$, $t = 0.855$, $p = 0.393$). In other words, the regression weight for SYC in the prediction of OPP is significantly different from zero at the p -value of 0.393. Based on the results, it can be concluded that SYC have positive but a significant relationship with OPP. is hereby Accepted.

4.7 Results of the Moderating Effect of Monopolistic competitive

Table 13: Moderating Effect Test Results

Constructs	Original sample mean (O)	Sample means (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision
MOC -> ORC -> OPP	0.101	-0.117	0.141	0.717	0.473	Accepted
MOC->SYC>OPP	-0.031	-0.039	0.094	0.332	0.740	Accepted

Source: Extracted from SmartPLS4 output, 2025.

Moderating effect of monopolistic competition on the relationship between organizational capability and operational performance

H1₅ presumed the moderating effect of monopolistic competitive on the relationship between organizational capability and operational performance (monopolistic competitive) x organizational capability -> operational performance: but the results ($\beta = 0.101, t = 0.717, p = 0.473$) also suggest that there is a positive moderating effect in the relationship between organizational capability and operational performance. Based on the results, it can be concluded that MOC has positive but a significant moderating the relationship between ORC and OPP and is hereby Accepted and is hereby Accepted.

Moderating effect of the monopolistic competition on the relationship between system capability and operational performance

H1₆ presumed the moderating effect of monopolistic competitive on the relationship between system capability and operational performance (monopolistic competitive) x system capability-> operational performance: but the results ($\beta = -0.031, t = 0.332, p = 0.740$) also suggests that there is a positive moderating effect on the relationship between system capability and operational performance. Based on the results, it can be concluded that MOC has positive but significant moderating the relationship between SYC and OPP and is hereby Accepted is hereby accepted.

5. Conclusion and Recommendations

Based on the foregoing findings of this research work, the study concludes that operational performance is significantly related to the dimensions of resource capability namely, operational capability, organizational capability and system capability. The study has found that operational performance is significantly related to operational capability, organizational capability and system capability. Similarly, monopolistic competition is also found to be significantly related to operational performance. The study has also found a significant moderating influence of monopolistic competition on the

relationship between organizational capability and system capability. Additionally, the study has found that monopolistic competitive moderates the relationship between organizational capability and system capability.

Recommendation and Suggestion for Further Studies

To overcome the limitations of operational performance highlighted in this research, recommendations and suggestions for future research are also provided. Future research should adopt a longitudinal study with enough time for data collection. Future research should also consider all the geo-political regions rather than selecting a single geo-political zone from the whole country to find if there are differences in the results. Researchers should also consider all the state of Nigeria to have full consideration from the respondents and to avoid the problem of political crisis in other states of Nigeria.

The study is limited to the transmission company of Nigeria (TCN); thus, future research should look at other regulatory body of electricity. Future research should look beyond the transmission company of Nigeria (TCN) and consider other sectors, such as Abuja Electricity Distribution Company PLC (AEDC), Benin Electricity Distribution Company PLC (BEDC), Eko Electricity Distribution Company PLC (EKEDC), Enugu Electricity Distribution Company PLC (EEDC), Ibadan Electricity Distribution Company PLC (IBEDC), Ikeja Electricity Distribution Company PLC (IKEDC), Jos Electricity Distribution Company PLC (JEDC), Kaduna Electricity Distribution Company PLC (KadEDC), Kano Electricity Distribution Company PLC (KEDCO), Port Harcourt Electricity Distribution Company PLC (PHEDC) and Yola Electricity Distribution Company PLC (YEDC). Since the study is conducted in Nigeria, an African country, it can be generalized to other countries with different settings and different cultures. Therefore, future studies should replicate this study in other countries to compare if there are some changes in the level of significance. Future research should also consider the use of

qualitative. Finally, future research should also investigate the use of STATA or AMOS to study the

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