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ASSESSMENT OF INTERNAL ORGANIZATIONAL INTEGRATION AND COMPETITIVENESS IN BGI ETHIOPIA PLC

BY

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DECLARATION

I, the under signed, declare that this thesis is my original work, prepared under the guidance of Dr. Merga Mekuria. All sources of material used while working on this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any type of degree.

Name	**Signature and Date**

ACKNOWLEDEGMENTS

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ABSTRACT

Internal organizational integration with other functional areas and suppliers is a key aspect for achieving sustainable competitive advantage. The study tries to identify that the internal integration with staffs and departments positively related to competitiveness and customer satisfaction when it occurs simultaneously in key internal activities. This study assesses and describes the degree of internal integration through assessing the building block of integration namely; Coordination, Communication, and Affection level of employees and departments with for the purpose of comparing customer satisfaction. To achieve this purpose interviews with selected management and staff members and a tested questionnaire framework comprising of general information data for background assessment and a Likert scale of 5 levels listing internal integration assessment questions were distributed to three BGI Ethiopia companies operated in the country namely; Addis Ababa St.George, Hawassa, and kombolcha factory The questionnaire responses were analyzed using SPSS version 20. The result is then presented in the form of tables and figures followed by discussion for further interpretation on the findings. All the independent variables of organizational integration were found to have a positive and significant correlation with the dependent variable which is organizational competitiveness. The Chi-square test result showed that, the model fits significantly with 17.09 and the value of R and R2 obtained under the model summary was statistically significant. The multiple linear regression analysis revealed that, all the independent variables (coordination and communication, and Affection) have statistically significant effect to predict organizational competitiveness. And more emphasis given for statistical tools of means and standard deviation as well as frequency tables and the findings of the assessment showed a relatively a moderate level of good practice in the area of integration dimension. Reliability testing has also been carried out to check the consistency of the responses. This study was limited to the effect of internal organizational integration on competitiveness in one organization. Therefore, the study recommends that the organization should enhance its internal organizational integration in order to become more effective in its competitiveness and overall productivity.

Key words – Coordination, Communication, Affection, and Customer satisfaction.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

 Because of the competitive challenges imposed by globalization, which has made firms adopt practices such as outsourcing and cooperation between companies (Harland, Lamming, & Cousins, 1999), literature in operations management has placed considerable attention in the supply chain phenomenon (Chen & Paulraj, 2004; Ireland & Webb, 2007; Ketchen & Hult, 2007; Krause, Handfeld, & Tyler, 2007; Li, Rao, Ragu-Nathan, & Ragu-Nathan, 2005; Storey, Emberson, Godsell, & Harrison, 2006). Organizations that want to succeed have to enhance their connections with other organizations in order to acquire and mobilize complementary resources for their core activities. In fact, there has been a growing consensus among researchers regarding the importance of integration between a given organization and its customers and suppliers (Bowersox, Daugherty, Droge, Rogers, & Wardlow, 1989; Eloranta & Hameri, 1991; Lee, Padmanabhan, & Whang, 1997; Morris & Calantone, 1991; Stevens, 1989) and recent studies have empirically demonstrated how integration positively impacts organizational performance (Frohlich & Westbrook, 2001; Koufteros, 2007; Vickery, Jayaram, Droge, & Calantone, 2003).

According to Wang, H. (2014). Competitive advantage is obtained when an organization develops or acquires a set of attributes (or executes actions) that allow it to outperform its competitors. Competitive advantage is the leverage that a business has over its competitors. This can be gained by offering clients better and greater value. Advertising products or services with lower prices or higher quality interest consumers. Target markets recognize these unique products or services. This is the reason behind brand loyalty, or why customers prefer one particular product or service over another.

Value proposition is important when understanding competitive advantage. If the value proposition is effective, that is, that the value proposition offers clients better

and greater value, it can produce a competitive advantage in either the product or service. The value proposition can increase customer expectations and choices. Michael Porter defined the two ways in which an organization can achieve competitive advantage over its rivals: cost advantage and differentiation advantage. Cost advantage is when a business provides the same products and services as its competitors, although at a lesser cost. Differentiation advantage is when a business provides better products and services as its competitors. In Porter's view, strategic management should be concerned with building and sustaining competitive advantage. The development of theories that help explain competitive advantage has occupied the attention of the management community for the better part of half a century. starting from the 1960s to formulations that were introduced in mid-2013. So, there is a need for organizational internal integration assessment that can explain its competitive advantage against their direct rivals.

In today's manufacturing industry, customers are becoming more and more demanding on timely deliveries, zero defects and short-lead times which are becoming the norm in almost all industries. Furthermore, market environment has come to be competitive; markets are becoming more international, dynamic and customer driven. According to Krumwiede, et al, (2007). customers are also want more variety, better quality goods and services, including both reliability and faster delivery. Technological developments are occurring at a faster pace, resulting in new product innovation and improvement in manufacturing industry processes. The resulting competitive environment requires low cost and high-quality products in increasing varieties. Walt, (2004), argue that, one way to achieve this is when well defined and integrated management control system constituting proper basis of result control is established.

Charles Lusthaus, Marie-Hélène Adrien on their study presented caplow's argument as follow; Caplow argued that "every organization has work to do in the real world and some way of measuring how well that work is done" (Caplow, 1976, 90). His conception of organizational performance was based on common sense and on the notion, that organizations need a way of concretely identifying their purpose and assessing how well they are doing in relation to it. According to Caplow, each organization did have a sense of what it was doing and ways of measuring success - in other words, it had an institutional definition of its own purpose. Since it was clear to most people and managers that organizations that did not make money went out of

business, private firms used the common-sense concept of profit as a way to judge their performance. Thus, at the simplest level, measuring financial growth was a way of assessing how 'well' work was being done. Since profit is, indeed, a significant and valid aspect of good performance, many managers in the private sector used profitability as a complete metaphor for understanding organizational performance and began to define their purpose above all in terms of monetary gain.

In view of these, this study narrows down to BGI Ethiopia Brewery Plc which can approximately be described as one of the most prominent and globally renowned company in the brewery and winery industry with 28 countries only in Africa and from these three (3) of them are here in Ethiopia.

1.2 Back ground of the Organization

BGI – the brewery and beverage production wing of Castel Group was established as BGI Ethiopia Plc. to facilitate private investments in the brewery sector, which was the first of its kind in Ethiopia. In the town of Kombucha, BGI Ethiopia established the first private owned brewery by acquiring 47 Hectares of land. The Kombolcha Brewery was officially inaugurated, producing two brands: Bati Beer, which was a mainstream local brand, and Castel Beer, an international premium brand. In conjunction with operating its own brewery and producing its own beer brands, BGI Ethiopia purchased the historic St. George Brewery and the iconic St. George Beer brand in December 1998. After privatizing the St. George Brewery, BGI Ethiopia invested heavily on several renovation, modernization, and expansion projects to bring the old brewery, the quality of its products and the competency of its workforce to international standards. BGI Ethiopia also invested considerably in conducting unique marketing campaigns and corporate social responsibility schemes, which were non-existent in the industry at the time. Several product innovations were also introduced, including the first pasteurized draft beer. In June 2011, BGI Ethiopia inaugurated its third and largest state of the art brewery in the town of Hawassa. BGI Ethiopia also continued to expand its product portfolio by introducing the Amber beer brand in 2012, which was and still is the first of its kind in the country. By mid-2012, BGI Ethiopia has also ventured into the winemaking business, building and operating the first

privately owned winery and vineyard in Zeway town with an initial investment of 22 Million USD.

1.3 Statement of the Problem

In today's dynamic world the ability to develop a sustainable competitive advantage is increasingly crucial. A competitive advantage can be achieved laboriously. Many organizations including brewery industries, Strategic decision makers are struggling on how to make a systematic technique for scanning their internal organization to gain competitive advantage against their rival companies. By paring down long lists of strengths and weaknesses and determining which ones are competitively relevant, they cannot understand precisely how each department relation will affect their potential for adding or subtracting value.

Giménez (2004) supported this evolution in her exploratory study of supply chain integration. Stank et al., (2001b) also supported the link between internal and external integration. Even though the study of internal supply chain integration is new and not numerous (Giménez, 2004; Gimenez & Ventura, 2003; Pagell, 2004), there have been many earlier studies in the area of inter-functional integration particularly in the context of new product development and production-marketing interface (e.g. Calantone et al., 2002; Kahn, 1996; Kahn & Mentzer, 1996; Mollenkopf et al., 2000; Stank et al., 1999).

Many brewery companies focus only on their current income generating activities. That means they give less attention for impact of internal organizational integration between their departments. The integration may be staff members with in the same department or with their customers, that enable them to outperform over their competitors. These all are the fundamental internal factors for any company to become a well competitive in all aspects it may be profitability or creating value chain. According to Heilman and Kennedy – Philips (2011) organizational effectiveness helps to assess the progress towards mission fulfillment and goal achievement. To improve organizational effectiveness management should strive for better communication, interaction, leadership, direction, adaptability and positive environment.

BGI Ethiopia is an international company engaged in the brewery business for years operating in several countries, and it's now operating in Ethiopia. It is one of the companies that introduced competition in the country breaking the traditional consus building approach on pricing and distribution of goods. It is because of the importance of improving the internal activity and performance of the company and it makes to know about its position in the market place/share that the researcher takes in critical look at the assessment of the impact of internal organizational integration factors on profitability and competitiveness of the brewery industry by considering a specific organization, BGI Ethiopia.

company has been expanding its business considerably during the past few years. And the threat of new entrant is another factor for the company; some of them are new to market and others are controlled by strong and advanced foreign companies emerging rapidly.

In the other hand in every annual staff meeting conducted at end of every year BGI Ethiopia staffs raised questions concerning about their job description and unity of command and this shows that the availability of integrational problem in the organization. Therefore, considering the issues raised in the meeting, the researcher noticed a gap between the employees' communication need and the management understanding on the subject matter. In response to this, the study has tried to analyze the effect of internal organizational integration factors on competitiveness in BGI Ethiopia. To address this issue, the study was focused on the impact of three variables of organizational integration: coordination, communication, and affection as an independent variables and organizational competitiveness as dependent variables.

1.4 Basic Research Questions

In line with the stated problems, the following questions were addressed.

1. How is the extent of internal integration and strength to cope up with competitors?

2. What factors determine the level of internal integration in the organization?

3. How is the effect of internal integration on organizational communication?

1.5 Objectives of the Study

1.5.1 General Objectives

The general objective of the study is to assess the internal integration and competitiveness the case of BGI Ethiopia.

1.5.2 Specific Objectives

In addition to the above general objective, the study has the following specific objectives:

- ➢ To examine internal integration and strength to cope up with competitor
- ➢ To identify factors that can determine the level of internal integration in the organization
- ➢ To assess the effect of internal integration on organizational communication

1.6 Research Hypothesis

The study used the following working hypothesis to be tested in the analysis:

H10: Coordination does not affect competitiveness in BGI Ethiopia;

H1a: Coordination affects competitiveness in BGI Ethiopia;

H20: Communication does not affect competitiveness in BGI Ethiopia;

H2a: Communication affects competitiveness in BGI Ethiopia;

H30: Affection does not affect competitiveness in BGI Ethiopia;

H3a: Affection affects competitiveness in BGI Ethiopia;

1.7 Significance of the Study

The study will provide important contributions to the literature of the relationship between internal organizational integration and BGI Ethiopia's competitiveness. The findings of the study will may have direct contributions to the brewery companies, regulators, investors or owners, management committee, or executive members, and other stakeholders in that it will find internal variables as the important indicators of competitiveness. Therefore, brewery companies may pay careful attention for both internal integration indicators as it will play potential role in enhancing the

confidentiality, reliability of the factors affecting internal factors those affecting competitiveness of the companies.

It will help management committee or members and investors or decision makers of the brewery companies by presenting which variable or factor more bring positive or negative impact on competitiveness of the brewery companies. The results will provide hint to the general regulators or appropriate authorities, shareholders or owners, management committee or executive committee and other stakeholders on how to establish effective competitiveness.

The result will may give due attention for stakeholders, and appropriate authorities to have a direction for the results pertaining for the study. Based on the results they may prepare strategies, monitoring and evaluation, and awareness creation for the investors and management committee and executive committee.

The study will also shed light on important aspect of internal organizational assessment practice and will also provoke future research on the subject in connection to brewery in the country. The study is not only an academic project; it will also have a substantial benefit to the researchers. It will widen the researcher's knowledge in research writing and internal organizational analysis.

The study will help as an input for any factories, mainly brewery companies that are making their assessment on internal organizational integration toward competitive analysis and start developing the strategy after reviewing its findings and conclusions.

The result of the study would contribute in the process of identifying the strength and weakness of the company relation. In addition, the study may unveil the value adding activities contributing to competitiveness of the company. More on, a sound assessment of internal organization integration would provide support to management's strategic decision.

1.8 Scope of the Study

BGI Ethiopia company operates its activity in Addis Ababa, Hawassa and Kombolch Town. It would have been comprehensive to include other breweries as part of the study, but because of the interest of time and logistics, this study only focused on

brewing company. Theoretically, there are many factors which affect organizations Competitiveness, but to cope up with the available time and resource constraints, the study's scope was limited to the effect of organizational integration factors (coordination, communication and affection) on organizational competitiveness at BGI Ethiopia.

The main objective of the study is to assess the internal organizational integration factors for competitiveness the case of BGI Ethiopia. The study would focus only those factors selected on this study only. The study would not cover all factors affecting competitiveness of the brewery companies.

This study would have confined itself to the BGI Ethiopia in Ethiopia only. The need to focus on one company alone is the fact that BGI Ethiopia has international experience to work in competition environment.

The researcher tries to accomplish the objective of the study successfully. But time concern and data limitation (the availability of the needed personnel for interview) are factors for the successful accomplishment of the paper.

1.9 Organization of the Study

The study is organized into five chapters. The first chapter starts with an introduction followed by the background of the study, statement of the problem, basic research questions, objectives of the study, Hypothesis test significance of the study, scope of the study and definition of basic terms. The second chapter deals with the literature review which covers concepts, theoretical and empirical literatures that are believed to aid in the attainment of the objectives of the study. The third chapter covered methods use for the study, design and approach of the study, target population of the study, sampling techniques, source of data, data collection instruments or tools, the procedure of data collection and the methodology of data analysis. The fourth chapter covered results and discussion of the study. The last chapter covered the summery of the finding, conclusion, recommendations, limitation and implication for further study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature Review

Internal integration is present (or should be present) when specialized functions or departments in a company are interdependent and when operations and procedures occur that enable and require cooperation. Hence, internal integration studies operations within companies. It aims to eliminate traditional silo functions and calls for a better co-ordination between function areas. Internal integration means that at least two (or more) complementary company functions operate as a unified entity, despite the fact that they are not integrated as such. Two departments (two function areas) in a company are complementary when they compete with each other and have a certain set of functions that are interconnected and need to be complemented with other functions from complementary departments.

Internal integration reduces uncertainty by improving communication between departments. Cross-functional teams composed of specialized employees with different background and knowledge can share information and improve the decision making process. Because of the early involvement of participants, this enriched decision-making process helps to clarify product requirements before money has been invested on a new product (Gupta & Wilemon, 1990). Information sharing and technology help teams to develop better product and new features, enhancing product performance (Rosenthal & Tatikonda, 1992). For example, interactions between marketing and manufacturing tend to have strongly effects on product design quality (Swink & Song, 2007). Other studies have demonstrated the positive impact of internal integration on delivery time performance (Brown & Eisenhardt, 1995; Clark & Fuji-moto, 1991; Swink et al., 2007; Tesarolo, 2007).

Previous literature characterizes inter-functional integration as interaction or as communication activity (Rinehart et al., 1989), (Griffin & Hauser, 1996, p. 191) maintaining that the high number of meetings and information flows between function departments results in more effective integration. Interaction philosophy for management of inter-functional relations possibly stems from a philosophy which is

based on various business theories and managerial procedures (Sheth & Parvatiyar, 1993). Managers define interactional philosophy as a system of contacts, interacting in form of transactions with other functions and departments. The transactional aspect of integration defines departments as mutually dependent entities that compete for the company's resources, whereas contacts between departments may be understood as temporary and present fiscal loss. In light of competitiveness and costs, managers view the process of holding meetings and information flow as negotiation system where each department or function aims to benefit in as much as possible from the meeting or the data exchange.

The interactional aspect of inter-functional integration thus presents behavior that includes information exchange. In this respect, (Bonoma, Slevin and Narayanan 1977) assert that integration between functions or departments depends on unimpeded data exchange. Monaert et al. (1994) found a positive link between integration aspect of data exchange and company success, whereas Gupta, Ray and Wilemon (1985), Ruekart and Walker (1987) identified lack of inter-functional contacts or integration as one of the more important reasons for poor company performance. In an empirical study, Kahn (1996) found that within the framework of interactional system of integration, data exchange and formal meetings display clear behavioral patterns. In situations, where direct communication cannot be achieved, information flow can only be one-sided, i.e. information flow comes from the logistics function into the marketing function and not vice versa.

Further literature defined integration as collaboration (Lawrence & Lorsch, 1967), (Lorsch, 1965) that facilitates team work, sharing of resources and achieving mutual goals between complementary functions which, again, is to result in a more effective integration. Further interesting is the fact that team work is important from other viewpoints as well, as argued by Knez et al. (2010), especially from the viewpoint of innovation management. Their main argument is that a successful company needs competence, creativity and creative collaboration.

Integration was further characterized as a sum of interaction and collaboration (Gupta et al., 1985), (Song & Parry, 1993). Such aspect of integration can be an attractive

philosophy given that it defines inter-functional or inter-departmental integration as a multi-dimensional approach. Souder and Sherman (1993,) defined integration as a state of high-level value, mutual goals and collaborative behavior. Lorsch (1965,) defined it as a process of mutual efforts between different subsystems in the process of implementing company tasks. In his research of integration of the department of research and development and department of marketing, Song (1991) discovered that the level of integration was only partially achieved. It is, therefore, clear that companies are struggling in achieving the highest possible level of integration.

According to O'Leary-Kelly et al. (2002, p. 229), integration refers to the level to which certain functions co-operate in order to achieve mutual goals. Integration is thus a puzzle that depends on the level of co-operation, co-ordination, interaction and collaboration and is likely to influence the company's performance.

2.1.1 Internal integration of logistics and marketing functions and their influential Factors

Logistics is seen by some people as the other half of marketing. The basis for this may be in the underlying assumption that logistics concerns physical distribution, is responsible for moving and storing of goods for consumers and plays an important role in product sale. In some cases, physical distribution and carrying out orders play a key role in product sale. (Coyle et al., 2003)

There are different interpretations of integration. In this respect, the integration of logistics and marketing functions may be defined as: a process of interaction and collaboration in which logistics and marketing functions co-operate with the objective to achieve results for the company.

Today, a large number of companies have already integrated logistics and marketing functions to a certain extent. However, Bowersox et al. (2008, p. 90) argue that there are two catalysts or initiators that place logistics into the system of key strategic

resources, time and competitiveness, which are based on quality, efficiency and success. But what can influence the level of integration of logistics and marketing functions? Barki and Pinsonneault (2005, pp. 172–173) assert that standard procedures, work results, norms, planning and mutual adjustment can have a positive impact on integration. On the other hand, separated function areas and separated frames of operation reduce the level of integration. Moreover, Mol-lenkopf et al. (2000, p. 97) maintain that education, learning and co-operative be-haviour have a positive impact on integration whereas conflicts between these two functions hinder it (cf. Ellinger et al., 2000, p. 13). As already mentioned, collabo-ration plays an important role if the level of integration of logistics and marketing functions is to be increased (Ellinger et al., 2000, p. 18), (Mollenkopf et al., 2000, p. 93). In their research, Stank et al. (1999, p. 16) present positive and negative aspects that influence the integration of logistics and marketing functions; positive aspects are communicative activities, sharing of information, informal operation and team work. In a similar vein, Kahn and Mentzer (1996, p. 147) found out that interaction hinders the integration of logistics and marketing functions. A research by Topolšek et al. (2010) also investigates factors that influence the integration of logistics and marketing functions. 192 D. Topolšek and S. Orthaber the findings revealed that the level of internal integration has an impact on collaborative behavior (whereby a linear link be-tween the two functions has been identified).

However, whether and to what extent cultural characteristics which refer to nationality can influence the level of internal integration of these two functions or vice versa, has, to our knowledge, not yet been investigated and has not yet been tackled by similar researches. The aim is not to study whether and to what degree culture can influence the success of relationships within a single company. Rather, the aim is to examine the link between the degrees of internal integration in individual subsidiaries that belong to larger companies. The most important characteristic of subsidiaries that we have been observed is the fact that they are located in countries other than the company's headquarters. Hence, the level or degree of internal integration in individual subsidiaries is likely to have implications for in-tricultural communication, which occurs when employees from different subsidiaries communicate with each other,

whether it be face-to-face or through mediated forms of communication (telephone, e-mail, video-conferencing etc.)

2.1.2 Core Points of integration

There are a number of core points or dimensions of integration in studying about a given organization and they encompasses other different measuring variables to show their availability or practice in the firm under study. Thus, the researcher chooses three dimensions for the study namely Coordination, Communication, and Affection.

2.1.3 Coordination Dimension

"According to Brech, Coordination is balancing and keeping together the team by ensuring suitable allocation of tasks to the various members and seeing that the tasks are performed with the harmony among the members themselves."

In every organization, different types of work are performed by various groups and no single group can be expected to achieve the goals of the organization as a whole. Hence, it becomes essential that the activities of different work groups and departments should be harmonized. This function of management is known as 'co-ordination'. It ensures unity of action among individuals, work groups and departments, and brings harmony in carrying out the different activities and functions so as to achieve the organizational goals efficiently.

In other words, coordination is the orderly arrangement of individual and group efforts to provide unity of action in the pursuit of a common goal. In an organization, for example, the purchase department buys raw materials for production, the production department produces the goods, and the marketing department to procures orders and sells the products. All these departments must function in an integrated manner so that the organizational goal is duly achieved. Thus, coordination involves synchronization of different activities and efforts of the various units of an organization so that the planned objectives may be achieved with minimum conflict.

2.1.4 Communication Dimension

It has been recognized that effective and appropriate communication is a vital ingredient in the success of any change program (Kotter, 1995; Lewin, 1951; Erickson, 1992). Internal communication represents the communication and interactions between the employees and members of an organization. Traditionally, internal communication was defined as "communication with employees internally within the organization" (Cornelissen, 2008). Innovative technologies have made it easier to generate, develop, distribute and accumulate written documents, to exchange messages, work together and organize meetings despite of space and time proximity. Electronic mails, intranet and video conferences are few of the communication tools used to inform employees in relation to news and activities of organization. Deetz defines internal communication as "a way to describe and explain organizations" (Jublin & Putnam, 2001). It specifies that communication is the central process through which employees exchange information, create relationship, and build meaning, values, and an organizational culture. Smythe (1996) argues that the challenge is not only managing media and using more media, but reducing communication pollution and discipline the torrent of information from management in order to increase individual understanding.

2.1.5 Affection Relationship Dimension

The concept of employees' affection is similar to that of human relationship, affection and organization climate. Employee affection mainly refers to the cognitive perception on justice, support, human relationship and employee status approval. Scholars at aboard empirically find that employees' turnover intention and satisfaction with job correlates highly with organization affection, which can have effect on the employee perception of work environment and job satisfaction description. Research on employee affection mainly focuses on individual emotion character, which generally believes can be divided into positive emotion and negative emotion [10]. Zhaoyong (2006) describes that in a certain compensation range, compensation satisfaction level with highly active affection is greater than that of the low active level [11]. However, when the compensation level is extremely low, compensation satisfaction level with active affection is less than that of the low level [12]. Individual affection will influence job satisfaction and happiness [13]. Besides, good organization climate can

significantly facilitate company innovation, organization change and team invisible knowledge sharing.

2.1.6 Internal Supply Chain Dimension

According to several authors, internal cross-functional integration is difficult to implement in practice (Ralston et al., 2015; Fawcett et al., 2015; Cook et al., 2011). One of the dominant reasons is divisionalization of organizational structure leading to different ways of thinking and divergent values of the functional areas (Piercy and Ellinger, 2015; Stank et al., 2011).

to enhance a firm performance and competitiveness, an integration of the supply and demand side is advocated by several authors (e.g. Piercy and Ellinger, 2015; Min and Mentzer, 2000; Stank et al., 2012). To attain a successful internal integration, alignment of functions such as sales, marketing and operations is advocated in order to serve the customer in a way that ensure product availability at a least cost and assets investments (Stank et al., 2011). The process that is directly involved in integrating the demand and supply side of an organization, and thus

represents a tool in achieving internal integration is the Sales and Operations Planning (S&OP) process (Thomé et al., 2012a; Stank et al., 2011; Ling and Goddard, 1988).

In modern world of intense competition conditions, emerging economic crisis, dynamic markets, demand volatility the key issue of competition is determination of the market place of organization, retaining and increasing its competitive advantage. It is not enough to qualitatively assess the level of the organization and its products competitiveness in the market (the current competitiveness level) for retaining their competitive positions. In the modern dynamical markets, it is necessary to manage the process of creating competitive advantages, having the complete information about the strengths and weaknesses in terms of their departmental as well as between individual integration with in and outside the organization and its products from the point of view of competitiveness, the causes of the current competitive position of the organization. Improvement of management mechanisms, in our opinion, should be based on deep market monitoring, forecasting, industry economy, modelling economic and production parameters (one of these parameters are integration) of the organization

state, the application of economic mechanisms for the creation of competitive advantages of the organization and its products.

Firms should analyze their competitive environment, choose their strategies, and then acquire the resources needed to implement their strategies. Firms are assumed to have the same resources to implement these strategies or to have the same access to these resources.

A competitive advantage exists when the firm is able to deliver the same benefits as competitors but at a lower cost (cost advantage),or deliver benefits that exceed those of competing products (differentiation advantage). Competitive advantage is a theory that seeks to address some of the criticisms of comparative advantage.

Competitive advantage theory suggests that states and businesses should pursue policies that create high-quality goods to sell at high prices in the market. Porter (1995) emphasizes productivity growth as the focus of national strategies. Competitive advantage rests on the notion that cheap labor is ubiquitous and natural resources are not necessary for a good economy. Competitive advantage is necessary for satisfied customers who will receive higher value in delivered products for higher income what the owners request from management and such requirements can be fulfilled with organization of production, higher application and as low as possible production costs (Ranko, Berislav, and Antun, 2008). Barney (1991) suggested that the resources that are scarce and valuable at the same time can create competitive advantage, and if these resources are also difficult to duplicate, substitute and hard to deliver, they can sustain the advantage. Competitive advantage occurs when an organization acquires or develops an attribute or combination of attributes that allows it to outperform its competitors. These attributes can include access to natural resources, such as high-grade ores or inexpensive power, or access to highly trained and skilled personnel human resources. To deliver products by creating highly integrated environment with the key role players or intermediator (suppliers and distributers).

2.2 Empirical Literature Review

Empirical studies have found positive effects of internal communication on a variety of organization outcomes, including inter-functional integration (Gupta, Raj, & Wilemon, 1985), harmony between functions (Souder, 1988), coordination (Gupta & Wilemon, 1990), and market orientation (Kohli & Jaworski, 1990). Much research in supplier integration is also based on the assumption of internal communication as a way to properly make use of suppliers' knowledge and achieve superior performance (Koufteros et al., 2007; Swink & Song, 2007; Vickery et al., 2003). Conceptualizing about customer integration competence, Jacob (2006) demonstrates that communication is an important competence that organizations must possess in order to successfully integrate with their customers.

Literature has strongly suggested the relationship between organizational integration and organizations' performance outcomes (Ettlie & Reza, 1992; Frohlich & Westbrook, 2001; Koufteros et al., 2007; Koufteros et al., 2005; Paulraj & Chen, 2007; Sarah & Stock, 2003; Tesarolo, 2007). Organizations with high levels of internal and external integration are more likely to regularly examine their performance compared to other competitors that are not integrate because they are constantly interacting and receiving information from their external partners. Also, these organizations can identify customers' needs more quickly because they are more likely exposed to feedback. In addition, integration with suppliers helps improvement of innovation, cooperation, and problem solving (Frohlich & Westbrook, 2001), allowing organizations to acquire and mobilize complementary knowledge resources (Koufteros et al., 2007). In fact, the lack of internal and external supply chain integration has been recognized by many authors as sources of potential problems such as cost increase as well as quality and delivery problems (Clark 1996; Flynn, Schroeder, & Flynn, 1999; Wheelwright & Bowen, 1996).

2.3 Conceptual Framework

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquires and used to structure a subsequent presentation (Bogdan and Biklen2003).

Based on the literature review, a conceptual frame work for this study was developed as shown in Figure 1 below. The major objective of the study is to assess the effect of organizational integration on competitiveness at BGI Ethiopia. Organizational Competitiveness is a function of several variables presented as dependent variable and internal integration traits as independent variables comprised of coordination, communication, Affection And Internal supply chain integration.

The conceptual framework below illustrates the relationship between the independent variables on one hand and the dependent variable on the other.

Figure 1: Schematic diagram showing the relationship between variables

BGI Ethiopia specific variables

- ✓ Coordination dimension
- ✓ Communication dimension
- ✓ Affective r/ship dimension
- ✓ Internal Supply chain integration

Increased level of

- ✓ Customer satisfaction
- ✓ Organizational competitiveness
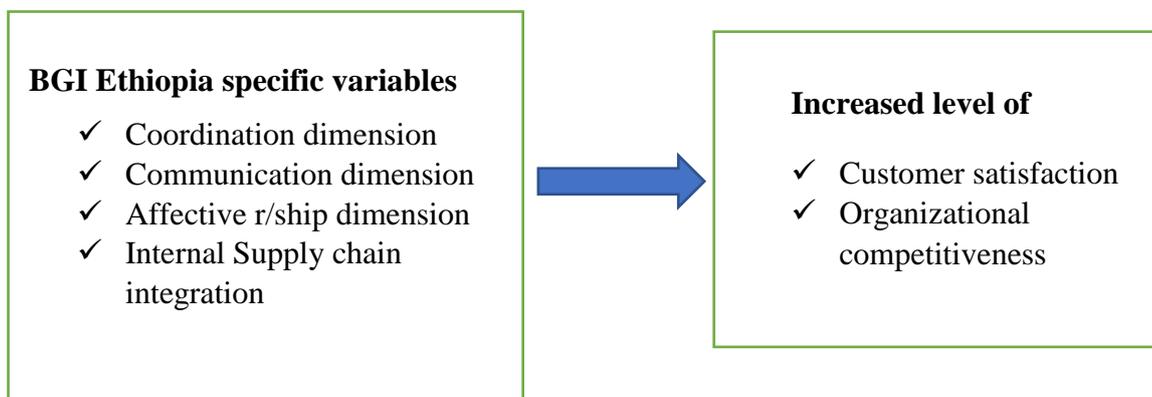
Source: this model is adapted and modified from Kiage, J.O. (2013).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Introduction

In this chapter, the methods and procedures of data collection and analysis were presented. This is followed by focusing on the research design, population under investigation, sample size and sampling techniques, data collection methods and instruments, measures were used to ensure validity and reliability of the instruments, research procedures, methods of data analysis and ethical considerations were considered.

3.1 Research Design

Research design needed because it facilitates the smooth sailing of the research operations, thereby making research as efficient as possible yielding maximal information with minimal expenditure of efforts, time and money (Kothari, 2004). From the money types of non-experimental designs, quantitative, survey designs, inferential approach to the research were applied to form a database from which infer characteristics or relationships of population.

The primary aim of this study is to investigating/evaluate the case on internal integration between departments and external environment mainly focuses on customers of the company based on the research questionnaires and its impact on competitiveness by taking Bgi Ethiopia Plc for a case study. To achieve this objective

Inferential type of research design to explore the relationship between the variables through a correlational analysis and multiple regression analysis as well as descriptive type of research designed for quantitative approach were employed. Therefore, the research is able to capitalize the strength of quantitative approach and remove any

biases that exist in any single research method (Creswell, 2003). The exploratory type of research design helps to identify and evaluate the causal relationships between the different variables under consideration (Marczyk et al., 2005).

Thus, the researcher were adopted an exploratory and correlation for the study. Correlational type of research design intends to explore the relationship between the variables through a correlational analysis while an exploratory design intends to show the relationship existing between the independent and dependent variables of the study. In this regard, data for this study were collected on the independent variable which is internal organizational integration and that of the dependent variable which is organizational profitability/competitiveness. The relationship between the two variables will be investigated in order to determine the strength of their relationship.

3.2 Data Collection Methodology

The researcher was mainly used Primary data because getting secondary data for this kind of study may be quite difficult the reason is they may not be volunteer to show their written business strategy since they are involving in a high market competitive environment, However Secondary data will also be used to analyze the outcome of the study. Both qualitative and quantitative methods were used in this study.

By qualitative data, the description is in words rather than numbers and the researcher believes this helped him to go beyond the statistical results reported in the quantitative research. As well the researcher used quantitative research designs, techniques and measures to produce numerical quantifiable data.

Quantitative data was collected through distribution of a questionnaire which is believed to give respondents the freedom to reply to questions genuinely. The questionnaires were hand delivered to the three branches including head office located at Mexico square the involved staffs were finance, supply chain, Sales and marketing and human resource departments. to obtain information relevant for this study.

Qualitative data was collected from interview held with Finance Managers/Heads and 1 Senior supply chain staff. The interview process helped to clarify issues that were not addressed through the questionnaires.

3.2.1 Primary data

Primary data were collected through developing questionaries' and conducting interviews with the concerned individuals or departments. Those staffs were the focal source of the data for the study and this process has helped secure first-hand information about their perception, practical experience and comments on the process of internal integration in each department. In addition, Heads of departments were interviewed to gain additional insight into the level of integration with in and between departments and to get information on the process as well as any challenges. The questionnaires were designed and tailored to fit the research questions and were enriched from guidelines for internal organizational integration.

3.2.2 Secondary Data

Secondary data were collected through reviewing the company's annual report, financial reports, marketing and sales reports, historical background of the company and others related document.

3.3 Population of the study

The populations that were identified to conduct the research were mainly including both the management and staff of BGI Ethiopia Brewery and Customers (Agents) specifically those working or interacting with the Company's day to day operations. According to the data obtained from BGI Ethiopia Human resource department (HRD), there were 2134 workers and from other documents we were found agents and distributers considered for the study. The Head Office located at Addis Ababa, around Mexico and sales and marketing office located around Bulgaria Embassy.

3.4 Sample Size, and Sampling Technique

To determine the sample size from a population of 297, the Slovins's (1960) formula $n=[N/1+N(e)2]$ was applied. (Where: n is sample size, N is total population and e is

0.095 sample error). The choice of this formula was based on the recommendation of Avwokeni (2005) that if the knowledge of population size is available, the Slovins's formula will be used.

The reason for sampling is the difficulties to cover all the sample size and time, resource constraint and the researchers believe on the representativeness of the sample on sample size. Subsequently the appropriated sample size using the above formula were 167 and questionnaires to these respondents were distributed to different departments namely, marketing and promotion, sales and distribution, Finance, Human Resource and Supply chain staff members as well as Agents and Suppliers were communicated depend on their closeness to the study matter.

3.5 Data collection instruments

The necessary data for this study were collected from only primary and Secondary sources. The primary data were collected using structured questionnaires.

The secondary source of data were documents including strategic and development plans, mission statements, financial statements and other official documents from BGI Ethiopia Plc and other sources if any. Books on assessment on internal organizational integration and business profitability, journal articles, dissertations, newspapers, Internet works, statistics and papers written by prominent scholars were also perused by the research.

3.6 Method of Data Collection procedures

The researcher were get letter of permission from the university were the task of the study then depending on the letter getting permission from the organization the first task of the researcher taking relevant data and lastly collecting and analyzing of data were implemented.

3.7 Validity and reliability of Data

The main purpose of validity is to increase the accuracy and usefulness of findings by eliminating or controlling as many confounding variables as possible, which allows for greater confidence in findings of a given study (Marczyk, 2005)

In this study the researcher were tried to include the major factors of the internal organizational integration and external factors those affecting the competitiveness of BGI Ethiopia based on the existing theories and empirical evidence. And also, in selecting variables, the social, economic, and political situations of the study area will be considered.

As Joppe defines, as cited in Golafshani (2003), reliability is the extent to which results will be consistent overtime and an accurate representation of the case study under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, the research instrument will be considered to be reliable.

3.8 Reliability Testing

For this research Cronbach's alpha is used to test the consistency or reliability of the responses. Cronbach's alpha is a measure of internal consistency. A reliability coefficient test of .70 or higher is considered "acceptable" in most social science research situations Cronbach (1951).

Accordingly, reliability testing in order to check the consistency of the responses was made using the data collected in SPSS and the following table provides the result of the test

Scale: All variable Case Processing Summary

Table 3.1 Case Processing Summary

		N	%
Cases	Valid	161	96.4
	Excludedᵃ	6	3.6
	Total	167	100.0

Table 3.2 Reliability Statistics

Cronbach's Alpha	N of Items
0.805	16

As stated above a minimum result of reliability coefficient test of .70 was set as an acceptable range for this research and result shows a 0.805 reliability test result as shown in table 4.2. This assessment is concluded with this high rate consistency rate though 6 exclusions identified in the case variable deletions which is accepted as 96.4% or 161 responses out of 167 collected questionnaires of the all variable case assessment are valid.

3.9 Method of data analysis

Analyzing data involves examining it in ways that reveal the relationships, patterns, trends, etc. that can be found within it. That means subjecting it to statistical operations that can tell you not only what kinds of relationships seem to exist among variables, but also to what level you can trust the answers we are getting. It may mean comparing our information to that from other groups (a control or comparison group, state-wide figures, etc.), to help draw some conclusions from the data. The point, in terms of our evaluation, is to get an accurate assessment for better understanding of the work and its effects on those we are concerned with, or to better understand the overall situation

The paper will use both qualitative and quantitative data types for the study. Content analysis will be used for the qualitative data that will be collected through interviews, questionnaires, and document analysis. To identify the relationship between internal organizational integration and competitiveness / profitability. The researcher believes

this enabled the study to compare results against acceptable standards. Likert scale of 5 stages from strongly disagree to strongly agree was used to analyze the

3.10 Ethical considerations

There are a number of ethical issues that has to be considered by the researcher. There is a need to consider which rules are necessary for conducting research at the beginning of the study. The research project was approved by the department of General Management and Business Administration, Saint Mary's University. And letters were sent to the selected company to seek their consent for primary and secondary data and they were informed that the purpose of the paper were for the academic fulfilment.

There is also a need to consider ethical issues from the beginning to the end. In this regard all, cited research works of other authors were properly acknowledged in the reference list. Proper procedures of data collection and keeping secrets of company and individual opinions from the research were made.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS

AND INTERPRETATION

This study was done to assess the internal organizational integration and competitiveness of BGI Ethiopia Plc and this chapter presents the findings of the collected data and analysis and interpretation performed based on the findings. One hundred sixty-seven (161) questionnaires were distributed to all departments within the company and selected Customers (Agents and Suppliers) and out of the distributed questionnaires one hundred sixty-one (161) were collected. These represent about 96.3% percent response rates which is acceptable given 100 percent of the population were targeted. In addition, according to gridlines given in the article "Small Sample Techniques" published by the NEA Research Bulletin, at the minimum 150 responses are acceptable as representative out of the opinion of 167 targeted population and researcher has been able to collect 161. In addition, comparing against the study made by Fiador (2011), which focused on finding the determinants of financial governance practices made in Ghana, 42 out of targeted 60 NGO's responded which represents about 70% response rate and this rate was accepted for the study and based on this background findings, researcher has continued with 88% representation percentage.

This analysis incorporated Correlation, regression and descriptive statistics methods of frequencies, mean and standard deviation in order to give meaningful interpretation to the data. As well, interviews carried out to complement the questionnaire findings are incorporated in the analysis.

4.1 Respondent's information.

The respondents back ground presented as follow which includes their demography as a whole. Work experience with in and outside the company, gender, level of education and possession in their respective department. These helps the researcher to understand

the building up of the team in every section and to what extent the company prepares himself for the competition awaits in the forthcoming.

Table 4.1 Work Experience with BGI

Years of Experience		Frequency	Percent	Valid Percent	Cumulative Percent
	1-5	24	14.4	14.9	14.9
	6-10	95	56.9	59.0	73.9
Valid	11-15	35	21.0	21.7	95.7
	16-20	7	4.2	4.3	100.0
	Total	161	96.4	100.0	
Missing	System	6	3.6		
Total		167	100.0		

Source: Survey data (2018)

As per the table above most of respondents under this study worked between 6-15 years signifying 77.9% response ratio. 14.4% responded that they worked between 1-5 Years, 4.2% indicated they worked for 16-20 years. As a result, the respondents are quite informed about the purpose of the study because much of them worked for more than 6 years for the company under study.

Table 4.2 Education Level of Respondants

Level of Education		Frequency	Percent	Valid Percent	Cumulative Percent
	Certificate/Diploma	22	13.2	13.7	13.7
Valid	1st Degree or Above	139	83.2	86.3	100.0
	Total	161	96.4	100.0	
Missing	System	6	3.6		
Total		167	100.0		

Source: Survey data (2019)

The table above shows that majority of the respondents (83.2%) have at the minimum of first-degree qualification and master's qualification. It can be observed that attention has been paid to the Human Resource element for the minimum level of qualification

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required by the Company under study because the majority of responder holds a bachelor's degree. As well this information has enabled the researcher to proceed with the study as the respondents have the best educational background and qualification to address the questions on the questionnaire which needed in-depth knowledge of integration.

4.3 Gender of Respondents

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	131	78.4	81.4	81.4
	Female	30	18.0	18.6	100.0
	Total	161	96.4	100.0	
Missing	System	6	3.6		
Total		167	100.0		

The table above shows that majority of the respondents (78.4%) are males and 18% are females. It can be observed that males are more dominant than females in the company as we have identified by the study. several studies show that females are more careful and tenacious than males in take caring of businesses. The management must give attention to equalization of Gender issues to get the best out of a diversified work force.

4.4 Age of Respondents

Age of Respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25	10	6.0	6.2	6.2
	26-30	28	16.8	17.4	23.6
	31-35	60	35.9	37.3	60.9
	36-40	39	23.4	24.2	85.1
	41-45	13	7.8	8.1	93.2
	46-50	11	6.6	6.8	100.0
	Total	161	96.4	100.0	
Missing	System	6	3.6		
Total		167	100.0		

Possible explanations for negative effects of age diversity can be derived from the concept of compositional demography, which draws heavily on theories of social identity and self-categorization. This theory suggests that individuals tend to classify themselves and others into certain groups on the basis of dimensions that are personally relevant for them. These dimensions often include demographic categories such as gender, age, or ethnicity (Kunze et al., 2011; Tajfel and Turner, 1986). As we can see on the above table high weight is reflected age between 31-35 so, we can say that that company holds or build up by a high productive staff.

4.5 Marital Status of Respondents

Marital Status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never married	43	25.7	26.7	26.7
	Married	111	66.5	68.9	95.7
	Divorced	2	1.2	1.2	96.9
	Widowed	5	3.0	3.1	100.0
	Total	161	96.4	100.0	
Missing	System	6	3.6		
Total		167	100.0		

Possible explanations for negative effects of age diversity can be derived from the concept of compositional demography, which draws heavily on theories of social identity and self-categorization. This theory suggests that individuals tend to classify themselves and others into certain groups on the basis of dimensions that are personally relevant for them. These dimensions often include demographic categories such as gender, age, or ethnicity (Kunze et al., 2011; Tajfel and Turner, 1986). as we can see on the above table the

4.2 Analysis of collected data

4.2.1 Descriptive analysis

To descriptively analyze the data gathered, 167 questionnaires were distributed and 161 of them were administered and collected. So, collected data indicated the nature of the employees, the sex, the qualification, experience and other related issues. Moreover, the findings indicated that coordination, communication and affection in the organization positively affect Organizational competitiveness.

4.2.1.a Coordination Review

Coordination is considered as one of the building blocks of internal or external organizational integration. Bgi Ethiopia Plc as part of the country's Brewery sector are required to practice sound integrational practices. In order to assess the scale of their co-ordinational practices the sample staff members were asked five key questions and analysis of their responses is listed below Table 4.5 and Table 4.6. The analysis for the Likert questions are analyzed using the mean and standard deviation values processed through SPSS.

Researcher has selected the use of analysis using Mean values as the mean is considered as a better tool   to describe an entire set of observations with a single value representing the center of the data and many statisticians use the mean as a standard reference point. Also, the use of Standard Deviation (SD) is selected as it is used frequently to measure how spread out responses are. It provides an indication of how far the individual responses to a question deviate from the mean. The distribution of responses is important to consider, and the SD provides a valuable descriptive measure as compared with evaluation using mean alone. Accordingly, the results of the data on the five questions asked with focus on Coordination are listed below in Table 4.6

Table 4.6 Summary of Coordination Dimension Frequency

Valid & missing	Level of Coordination	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To Very High Extent	76	9%	9.4%	9.4%
	To High Extent	333	41%	41.4%	50.8%
	To Medium Extent	299	37%	37.1%	88.0%
	To Low Extent	95	12%	11.8%	99.8%
	To Very Low Extent	2	0%	0.2%	100.0%
	Total	805	99%	100%	
Missing	System	6	1%		
Total		811	100%		

Table 4.7 Coordination Assessment Result(descriptive)

Determinants of Coordination level	N	Minimum	Maximum	Mean	Std. Deviation
Share information regarding own department with other departments.	161	1.00	5.00	3.3106	1.10247
Consult with each other before making decisions affecting other departments.	161	1.00	5.00	3.5714	.89940
Work frequently in informal cross-departmental teams.	161	1.00	5.00	3.6708	.92720
Understand the pressures and concerns of each other.	161	1.00	5.00	3.6087	.84538
Synchronize their activities with each other.	161	1.00	5.00	3.6025	.77685

The above table shows the mean responses of the five variables have a mean response value greater than 3.00 and SD of less than 1.00 except for the first question meaning the majority of the respondents are in agreement with the constructs for each variable. This is a very good result given a mean value of 3.42 to 4.21 is considered as "good result" and 4.22 to 5 is considered as "very good" according to (Best, John W., Kahn James V. 1998) Research in Education, 8th Ed.

As per the data listed in table 4.6 above the mean value to the question Share information regarding own department with other departments, responses showed a mean of 3.31. As well the SD result of 1.10247 is not acceptable as it is greater than 1 and it describes the variation of distribution in relation to the mean. The exchange of information between one's own department to the other departments are slightly less as we can see on the above table and SD is greater than 1.00. So, this implies that the variability on the response is more than the expected outcome these happened because of the number of responses given to Very high extent are slightly less than the response given to Very low and low extent and much weight is given for medium scale meaning 3 points.

For the question Consult with each other before making decisions affecting other departments. the mean value shows 3.57 with a SD value of .899. This means the majority of the respondents agree with the existence of consulting each other before making decisions affecting other departments would contributed the strength of internal integration between departments. When the value for SD gets bigger and gets

closest to 1.00 it means that the values in the data are farther away from the mean on average.

The existence of consult between departments before taking actions is very important in any aspect of the organization activity and vouching each other will help them to avoid wastages or exaggerated/under planning problems and also improve inter departmental communications.

Respondents were asked if the organization Work frequently in informal cross-departmental teams. Table 4.8 above shows respondents having mean value of 3.6708 and a SD value of .92 agree that working frequently in informal cross-departmental teams will enhance coordination among inter related departments as well as employees. But the SD value reflects a red light on the respondent's flow of answers they gave meaning the variability of response is high, but it fulfils the acceptable level of scale since SD is less than 1.00.

For the question that shows the extent of understanding the pressures on their task and concerns of each other this was used to know how they help each other when there is a work pressure on one party and how they react to undertake the load arise. as we know all employees might not have equal pressure at the same time. To measure this, it's important to analyze the response given on the table above. Therefore, the mean of 3.61 and SD of 0.845. this means the desire of members in helping each other during such situations was happened are good and acceptable since a mean value of 3.42 - 4.21 are considered as "good" according to best (1998). the response reflects a positive relationship with the one of a building blocks of internal integration.

The last questions on the assessment of coordination, are they Synchronize their activities with each other? This question enables us to know the extent of how activities are integrated to produce a meaningful output for the organization. As we can see the mean and SD on the above table 3.60 and 0.776 respectively. Meaning they agreed on integration of with less SD with compared to other parameters used to measure coordination and with acceptable mean value. Synchronization is expected from companies like Bgi Ethiopia since they are originated from developed country.

Over all Coordination assessment framework mean value provides a result of 3.31-3.67 which shows the overall attention paid to coordination is good. But, the result is not much far from the ideal arithmetic mean. So, the company must focus on its inter

departmental and as well as among employee's coordination. Because coordination produces a significant impact in every business entity, especially for high scale manufacturing company like Bgi Ethiopia.

4.2.1.b Communication Review

Communication is also considered as a base for any kind of interaction. If there is an interaction between parties, there must be a communication. The big deal is how is the communication installed within the organization when we say communication it may be formal or informal that can create a positive or negative implication between individuals or legal entities because the massage intended to pass is interpreted or perceived by individual is vary according to the time, context and readiness of a person. Bgi Ethiopia Plc as part of the country's Brewery sector are required to practice sound integrational practices using communication as a tool. In order to assess the scale of their communicational culture a sampled staff from different department were asked Six separate but interrelated key questions. and analysis of their responses is listed below Table 4.7 and Table 4.8. The analysis for the Likert questions were analyzed using the mean Value and standard deviation and frequency over viewed for supporting the result of mean values processed through SPSS.

Table 4.8 Summary of Communication Dimension Frequency

Level of Communication		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To Very Low Extent	11	1.1%	1.1%	1.1%
	To Low Extent	56	5.8%	5.8%	6.9%
	To Medium Extent	234	24.1%	24.2%	31.2%
	To High Extent	456	46.9%	47.2%	78.4%
	To Very High Extent	209	21.5%	21.6%	100.0%
	Total	966	99.4%	100.0%	
Missing	System	6	0.6%		
Total		972	100%		

Table 4.9 Communication Assessment Result (Descriptive) Statistics

Determinants of Communication Dimension	N	Minimum	Maximum	Mean	Std. Deviation
Share ideas, information, and resources between them	161	1.00	5.00	3.8075	.95207
Conduct joint planning to anticipate and resolve supply chain problems.	161	1.00	5.00	3.7578	.85715
Spend time developing a mutual understanding of responsibilities.	161	1.00	5.00	3.9503	.92061
Strive to maintain a good working relationship with each other.	161	2.00	5.00	3.8075	.76252
Interact with each other through meetings or phones or emails.	161	1.00	5.00	3.6894	.83842
Interact with each other through the exchange of forms, reports, or documents	161	1.00	5.00	3.9317	.88122

As well as the above table shows a result of a mean value of 3.81 and SD of .952 for the question to what extent they Share ideas, information, and resources between them. The responses indicate clearly the level of agreement and importance given to share ideas, information and resources which can enables them to build a significant impact regarding internal organizational communication. It has been recognized that effective and appropriate communication is a vital ingredient in the success of any change program (Kotter, 1995; Lewin, 1951; Erickson, 1992). The mean value in the study shows more than the needed level of 3.00. SD on the study for a particular study is 0.952 which is acceptable because it is less than 1.00 but it doesn't mean that the position of respondents are perfect, rather it is moderately proportion.

A majority of respondents with a mean response of 3.75 and SD 0.857 were in agreement while analyzing the question Conduct joint planning to anticipate and resolve supply chain problems. As compared with the other three questions the mean value is lower showing there were some diverse responses to this question. This is a

one area management will need to focus on as lower mean value as compared to other construct variables means some of the respondents felt the needed level of joint planning coverage considerations were minimal. The reason for less mean value is less participation by employees in building budgeting process.

A question asked to what extent does they Spend time developing a mutual understanding of responsibilities reflects a strong agreement where recorded with a mean value of 3.95 and SD of 0.92 with compared to other constructs even if the SD is much closer to one point, but still it lays at acceptable level. since it is less than 1. As we know understanding is a key factor to get a high scale of communication. apparently, a mean value is much closer to point four which means the respondents are in agreed state of mind or consensus in understanding the responsibility of each other. Ones the departments and individuals within the company will know very well, they can understand what is going in their compounds, and the result would bring a positive outcome. Then we can say that the study found the time that they spend is fruitful in creating synergy among them which drives to the intended level of communication.

The response given for the question to what extent are they Strive to maintain a good working relationship with each other reflects on the table 4.8 above a Mean value of 3.80 SD of 0.802.

the researcher believes studying of the level of their working relationship with each other enables the degree of integration on the working task force and gives an extra engine for the company for its dream of continuous competitiveness with beside its rivals. As we can see on the SPSS generated table result a mean value is above expected mean value of 3.00 a SD less than 1.00 which is acceptable for further analysis. A mean value of 3.80 and a frequency of respondents heavily lays at high extent of agreement with half of respondents in agreement of high extent rate. This gives as a clue of their working relationship at good level but not mean that they are at the optimum level of integration and needs attention to work on it.

When we see the extent of Interaction with each other through meetings or phones or emails, we found a mean value of 3.69 and SD of 0.838. as we can observe the standard deviation value, it is less than one. meaning acceptable value generated through SPSS regarding SD. As we know the variability among respondents are high because if there is such facility SD 0.838 was not expected but acceptable since the value is less than 1. According to the observation made by a researcher Bgi Ethiopia possess a high-level internet accessibility and different types of computer software as an example: enterprise resource planning for controlling over all business activity at virtual level, Optimaint for controlling spare part related materials, and maraki for sales related transaction and additionally, skype, emails, outlooks for communication purpose to integrate its activity. Having all this facility and the majority of staff members educational back ground are first degree and above. the mean value of response given for the question about their level of interaction through phones or emails does not reflect the reality on the ground.

The last question on the level of internal communication to what extent are they Interact with each other through the exchange of forms, reports, or documents. As reflected on the above descriptive table a mean value of 3.9317 and SD 0.88. exchange of forms, reports, or document is obvious in every organization because whatever they respond the exchange of documents is mandatory for every organization.

4.2.1.c Affection Dimension

Affection is considered as one of the building blocks of internal organizational integration. Bgi Ethiopia Plc as part of the country's Brewery sector are required to practice sound integrational practices. In order to assess the scale of their level of Affection practices the sample staff members were asked five key questions and analysis of their responses is listed below Table 4.5 and Table 4.6. The analysis for the Likert questions are analyzed using the mean and standard deviation values processed through SPSS.

Table 4.10 Summary of Affection Dimension Frequency

Level of Affection		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To Very Low Extent	36	4.4%	4.5%	4.5%
	To Low Extent	104	12.8%	12.9%	17.4%
	To Medium Extent	263	32.4%	32.7%	50.1%
	To High Extent	284	35.0%	35.3%	85.3%
	To Very High Extent	118	14.5%	14.7%	100.0%
	Total	805	99.3%	100%	
Missing	System	6	0.74%		
Total		811	100.0%		

Table 4.11 Affection Assessment Result (Descriptive) Statistics

Descriptive Statistics

Determinants of Affection	N	Minimum	Maximum	Mean	Std. Deviation
Spend time discussing future customer needs	161	1.00	5.00	3.5217	1.03130
Are quite accessible to each other in case of emergency	161	1.00	5.00	3.5155	.93612
Share the same vision for the company.	161	1.00	5.00	3.7205	.92338
Establish joint objectives.	161	1.00	5.00	3.0559	1.07383
Get along well with each other.	161	1.00	5.00	3.3230	1.07589

As we can see from the above table 4.10, concerning the affection result, five factors were presented to the respondents and according to their responses the total mean result is rounded to 3.42 while which means that the majority of respondents highly agreed that existence of relatively good affective relationships among departments and also between employees. On the other hand, standard deviation (SD) results around 1.00 meaning the variability of response are very high since SD is above one.

The above interpretation shows the general overview of respondents towards existence of strong affective relationships among departments and employees. Now let's see individual variables results in detail.

Concerning employees time spent discussing about their customers future need table 4.10 shows that respondents' mean value of 3.52 which means employees are indifferent whether there exists a discussion between employees about customers future needs. the SD value of 1.03 strengthens these facts.

When we see employee's accessibility to each other in case of emergency, the mean value of respondents shows 3.51 while SD valued 0.93. this implies that the extent to which employees help each other in case of any emergency is still in good position.

The other variable is having company's shared vision among employees. According to table 4.10 respondents' mean and standard deviation values 3.72 and 0.92 respectively which justifies that employees are well aware of the company's vision and and sharing the vision among each other in the same manner.

After having a clear vision stablishing the same objectives comes next. In this regard respondents were asked whether they have the same objective or not and according to table 4.10 the mean value of 3.05 and SD of 1.07 implies even if employees shared the same vision there is a difficulty to set up same objective which may results difficulty to interpret their vision.

The last variable is getting together to know each other well which will help employees to make friendly relationships. In this regard respondents' mean value and SD results 3.32 and 1.07 respectively. This shows social life among employees is relatively weak.

In General, from the above table respondents' result for the first three variables depicted that there exists positive affective relationship among employees while the last two

variable results weaken their relationship. However, the total result lies more than average which is positive affective results.

4.2.2 Correlation Analysis

The study used Pearson correlation analysis. Its coefficient is the most common tool to measure the relationship between variables. It measures the linear dependence between two variables. The coefficient is a value between $+1$ and -1 inclusive. A value of 1 implies that a linear equation describes the relationship between the two variables perfectly, i.e. the first variable increases in the same proportion as the second one. A value of -1 implies that all data points lies on a line for which if the first variables increases the second have a perfectly proportional decrease. A value of 0 implies that there is no linear correlation between the variables. The other values are a mean term between these results. An important aspect to be considered is that the Pearson correlation coefficient presupposes that the variables are normally distributed. So, in order to verify if this is valid for the studied sample test for normality was made for each of the variables.

Table 4.12 Pearson Correlation analysis of the study variable

	Pearson Correlation	O.C	Comm.	Cord.	Affec.
O.C	N	161	161	161	161
		1	412**	.312**	.402**
	Sig.(2-tailed)	.001	.005	.007	.005
Comm(Q1-6)	N	161	161	161	161
		.412**	1	0.191*	0.359**
	Sig.(2-tailed)	.005	.001	.019	.008
Cord.(Q12-16)	N	161	161	161	161
		.312**	.191*	1	.369**
	Sig.(2-tailed)	.007	.019	0.001	.008
Affec. (Q7-11)	N	161	161	161	161
		.402**	.359**	.369**	1
	Sig.(2-tailed)	.005	.008	.008	0.001

Source: stat, 2019

The correlation analysis reveals (Q2) conduct joint planning has a positive relationship with (Q1) share ideas, information and resources with correlation coefficient of above 0.4 for sampled population. The result suggests that the better joint planning may be associated with better share of information, ideas and resources and the rivers is true. It indicates that the sharing of information and ideas is strongly linked with high capability of future for casting ability results increase competitiveness.

The correlation analysis between striving to create a good working relationship and share ideas, information and resources has also a positive relation. With a correlation coefficient of above 0.4. so, the result suggests that the more the share information the better they create a good working relationship. The above two questions have shown a moderate correlation result while studying of the integrational block communication.

The other factors used to measure the extent of communication is Q5. Interact with each other through meetings or phones or emails, and Q6 Interact with each other through the exchange of forms, reports, or documents have a direct correlational r/ship between them. This indicates that when they communicate with emails or phones the extent of having meetings, forms, reports or documents goes

with the same direction which drives them to high communicational environment and strength their strength. The high the communication the more integration yields.

In overall communicational correlational coefficient of 0.412 were generated while studying the relation with organizational competitiveness.

The correlation between factors used to measure coordination are (Q14) work frequently in informal cross-departmental teams, (Q15) understand the pressures and concerns of each other and (Q16) synchronize their activities with each other has positive relation with correlation coefficient of 0.312. this shows their relation on each other has weak correlation.

The questions used to measure inter dependence of Affection variables on each other are (Q7) Spend time discussing future customer needs, (Q8) Are quite accessible to each other, and (Q9) Share the same vision for the company. As we can see on the table above a correlation coefficient of 0.402. meaning the three questions has a positive relation with the affection level of the Bgi staff members this leads to ward a high integrational level as well as to make the business competitive as long as their relation flows together. But the magnitude is still less or weak.

Table 4.13 Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	112.965			
Final	95.875	17.090	15	.00314

Link function: Logit.

As we can see from the above table 4.13 chi square is above 5 level so its acceptable of significant below the needed result these happens because the predictors intercept on 112 from 167 respondent's response.

4.2.3 Regression Analysis Results

Regression analysis is a powerful statistical method that allows you to examine the relationship between two or more variables of interest. While there are many types of regression analysis, at their core they all examine the influence of one or more independent variables on a dependent variable.

4.2.3.a Normality Distribution Test

Multiple regressions require the independent variables to be normally distributed. Normality test helps to determine whether the data used is normal or not, and this assumption is met for statistical tests.

Frequency distribution comes in many different shapes and sizes. Therefore, it is quite important, to have some general description for common types of distributions. In an ideal world our data would be distributed symmetrically around the center of all scores. As such, if we draw a vertical line through the center of the distribution then it should look the same on both sides. This is known as a normal distribution and is characterized by bell-shaped curve. This shape basically implies that the majority of scores lie around the center of the distribution. So, the largest bars in the histogram are all around the central value (Field, 2006). The normal distribution graph was shown on figure 2 below.

Figure 2 Normal Distribution

Histogram

Dependent Variable: Timely Delivery of Product&Service (Customer)

Mean = -5.18E-16
Std. Dev. = 0.991
N = 161
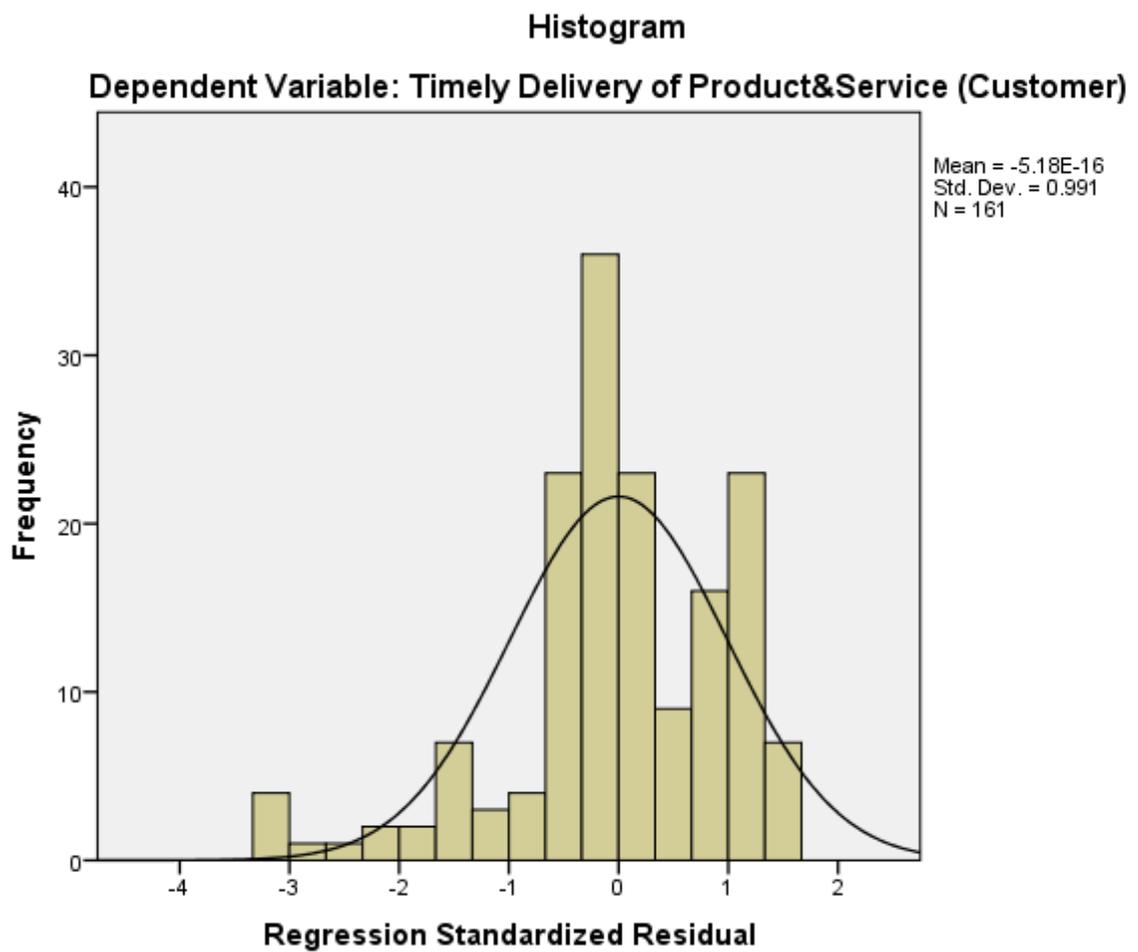
4.2.3.b Linearity Test

The second assumption for computing multiple linear regressions is test of the linearity of the relationships between dependent and the independent variables. As depicted in

the figure 3 below graph of the visual inspections of the p-p plot there exist the linear relationship between the organizational Integration and Competitiveness.

Figure 3 Linearity of the relationship

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Timely Delivery of Product&Service (Customer)
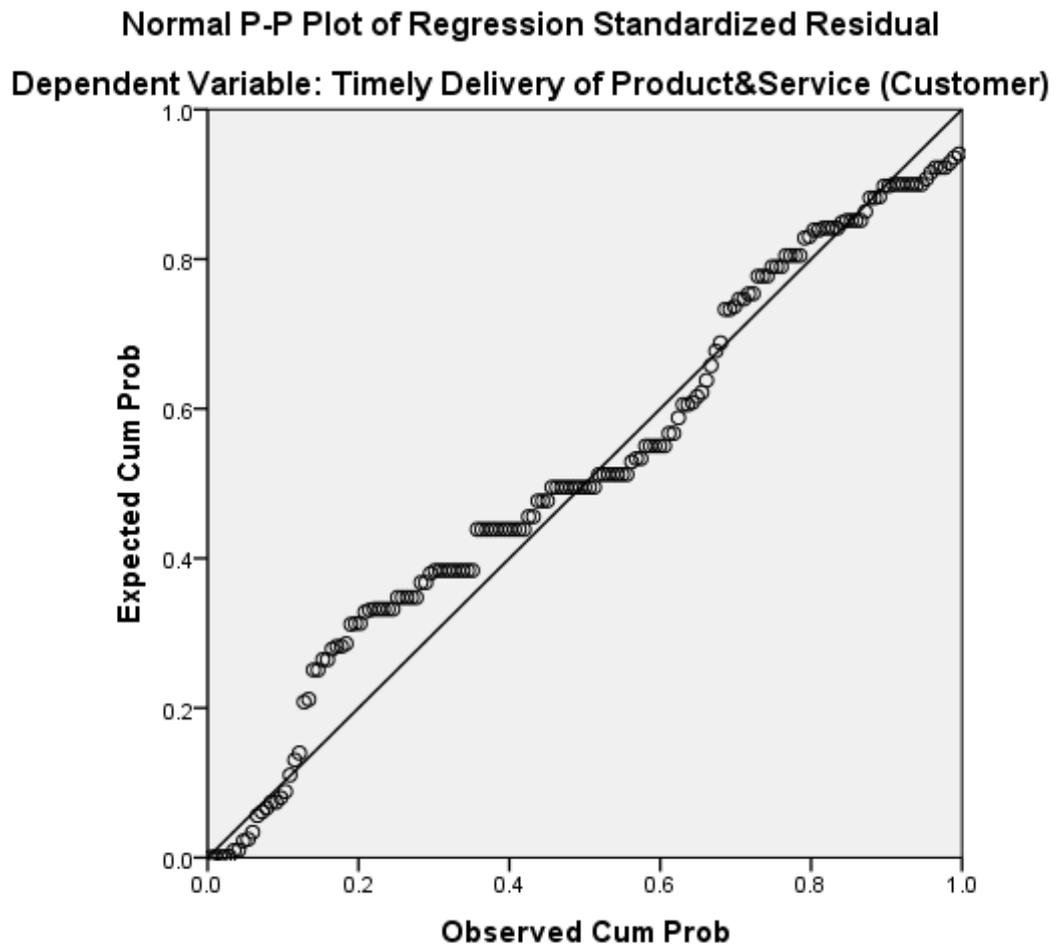
Table 4.14 Model Summary

Model	R	R Square	Std. Error of the Estimate	F Change	Sig. F Change	Durbin-Watson
1. Continuous Improvement	.471ª	0.465	0.6479	7.5	0.000	1.865
2.Timely Delivery of Product &Service	0.381	0.357	0.667	20	0.005	1.65
3: use of modern IT	.649a	0.421	0.593	13	0.000	1.700
4.Well managed procurement	0.694	0.482	0.667	21	0.000	1.775
5.Efficient firm infrastructure	0.492	0.242	0.728	12.5	0.002	1.506
6.Waste reduction	0.694	0.482	0.673	21	0.000	1.775
7.Effective human Resource	0.464	0.215	0.755	18	0.001	1.550

a. Predictors: (Constant), Synchronize their activities with each other., Interact with each other through the exchange of forms, reports, or documents, Share information regarding own department with other departments., Strive to maintain a good working relationship with each other., Establish joint objectives., Spend time developing a mutual understanding of responsibilities., Share the same vision for the company., Get along well with each other., Conduct joint planning to anticipate and resolve supply chain problems., Interact with each other through meetings or phones or emails., Consult with each other before making decisions affecting other departments., Understand the pressures and concerns of each other., Share ideas, information, and resources between them, Spend time discussing future customer needs, Work frequently in informal cross-departmental teams., Are quite accessible to each other.

b. Dependent Variable: Use of Modern IT, Continuous Improvement, Timely delivery of product & service, use of modern IT, Well Managed procurement, Waste reduction, Effective Human Resource

R squared in the model is 0.471 indicates that 47 percent of variability in the continuous improvement is explained by the changes in the independent variable used in the model. Moreover, the significance of the model, when measured by their respective F statistics

of 9.02 with P-values of 0.064, indicate that the model is well fitted at 10 percent significance level. The result of the regression analysis in the above table indicates that, the independent variables are not strongly related but, around 40 percent and above R-result indicates the power of studied variables have an impact on the internal integration as well as for customers satisfaction.

but it is not significant as the p value is greater than 5 percent. This result is not fully in line with the question that there is strong positive relationship between continuous improvement and competitiveness resulted from integrational operation. However, more continuous improvement expected from the organization as it indicates the percentage of agreement is less than 50%. This implies that managers to some extent work for continuous improvement to meet customers need

the response of customers for Timely Delivery of Product Service are very less with compared to other factors with a R-square result of 0.37 meaning 37 %. This indicates that they are not happy with time taken in accordance with their expectation of delivery. This is the core point of every company to become a competitive and customer favorite or the chosen one. But the study found that only 37 percent of internal integration would have implication on customers satisfaction. So, the management would strive to fill the gap between customer expectation and company's activity.

The other variable under studied are efficient firm infrastructure and effective human resource. The R square value for this two-independent variable are 0. 242 and 0.215 meaning 24.2% and 21.5% respectively the relation of customers response on these two variables are much less than the others. There are different reasons for the weak relation between the variables as I interviewed around four (4) respondents they clearly did not know about human resource department activity because human resource department mostly focuses on the internal or within the company's interaction. since they are mostly interacting with sales personnel.

4.3 Hypothesis Test Result

According to Weiers (2008), if P value is less than the specified level of significance (α), reject the null hypothesis; otherwise, do not reject the null hypothesis. The hypothesis result of organizational culture which is shown above in table 4.13 Pearson correlation and table 4.14 Model Summary, for all alternative hypothesis P value is less

than 0.01, and this means reject the null hypothesis. Therefore, the regression analysis agreed to accept alternative hypothesis, as a result all alternative hypothesis are accepted. Hence, internal organizational integration (coordination, communication and affection) have positive correlation with employee commitment.

The researcher used Pearson's correlation coefficient to test the hypothesis. The result of the Pearson's correlation presented in table 4.13, interpreted by using the Pearson's correlation coefficient relationship between the predictor and outcome variable. Correlation is an effect size we can verbally describe the strength of the correlation using the following guide for the absolute value from 0 to 0.19 is very weak relationship, from 0.20 to 0.39 is weak, 0.4 to 0.49 is moderate, 0.5 to 0.79 is strong and 0.80 to 1.0 shows very strong relationship while the positive and negative sign tells us the direction of their relationship (Stastutor.ac.uk, 2015).

Table 4.15 Hypothesis Test Result

Hypothesis No.	Hypothesis	P-value	Effect	Result
H1a	Coordination affects Competitiveness in BGI Ethiopia	0.005	Positive	Reject H1o
H2b:	Communication affects Competitiveness in BGI Ethiopia	0.007	Positive	Reject H2o
H3c:	Affection affects Competitiveness in BGI Ethiopia	0.005	Positive	Reject H3o

The above Correlation table 4.13, shows that the correlation relationship between predictor variables and dependent variable. Accordingly, Internal organizational integration has moderate and positive correlation with all internal integration determinant at Pearson correlation (r) value of 0.312, 0.412, 0.402, respectively as coordination, communication and Affection with significant value of P <0.01.

In general, the entire null hypothesis is automatically rejected, and all alternative hypotheses are accepted. This shows the company has to work in these factors and other factors like motivation, micro and macro level factors in general to increase the company competitiveness.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCULUSION AND RECOMMENDATION

5.1. Summary of Findings

Out of the 167questionnaire distributed to the respondents, 161 questionnaires were filled and returned with a response rate of 96%. The sum of the independent variables and dependent variable Cranach's alpha value is ($\alpha = 0.805$) and the reliability test of the study is reliable.

In general, the majority of the respondent were male and when it comes to the education level first Degree will take the major place with 83.2%. Regarding to their work experience most of the respondent have experience between 6-10 years.

As mentioned earlier, the study was aimed to evaluate the effect of internal organization on competitiveness in BGI Ethiopia. The specific objectives of the study included, analyzing the effect of coordination, communication, and Affection on organizational competitiveness. The researcher had developed and adopted a questionnaire from the relevant literature to collect and analyze the data gathered from respondents. Descriptive and inferential statistical analysis correlation as well as multiple linear regressions were used to identify the effect of organizational integration and competitiveness. Therefore, the following findings were obtained:

The first question presented for the respondents was about how coordination affects an organizational competitiveness in BGI Ethiopia. The Pearson's correlation analysis revealed that there is positive correlation and significant relation between competitiveness and coordination with a correlation coefficient of 0.312, at $P<0.01$. a mean value rests 3.31 to 3.67 and at SD <1. And over all model summary indicates 0.55 this shows the relation between dependent and the three independent variables are moderate and R2 of the study is 0.38 which means the independent variables

determines 38% of the organizational competitiveness. Therefore, the findings indicated that coordination in the organization affects employee commitment positively.

The second question presented for the respondents was about how communication affects an organizational competitiveness in BGI Ethiopia. The Pearson's correlation analysis revealed that there is positive correlation and significant relation between competitiveness and communication with a correlation coefficient of 0.412, at $P<0.01$. a mean value lays 3.69 to 3.95 and at SD <1. And over all model summary indicates 0.55 this shows the relation between dependent and the three independent variables are moderate and R2 of the study is 0.38 which means the independent variables determines 38% of the organizational competitiveness. Therefore, the findings indicated that communication in the organization affects employee commitment positively.

The third question presented for the respondents was about how Affection affects an organizational competitiveness in BGI Ethiopia. The Pearson's correlation analysis revealed that there is positive correlation and significant relation between competitiveness and affection with a correlation coefficient of 0.402, at $P<0.01$. a mean value lies between 3.056 to 3.721 and at SD 0.92 to 1.07. And over all model summary indicates 0.55 this shows the relation between dependent and the three independent variables are moderate and R2 of the study is 0.38 which means the independent variables determines 38% of the organizational competitiveness. Therefore, the findings indicated that affection in the organization affects employee commitment positively.

5.1 Conclusion

Better organizational integration can be achieved if an overall integrational activity building blocks namely Coordination, communication, and affection exists and works together for the success of the company.

The Co-ordinational level of an organization shows a moderate link between the departmental activity and employees themselves with 0.312 correlational coefficient. As we know coordination is a key factor for any types of business integration

especially a company with various department and inter dependent for each other. The study found there is a medium agreement of coordination and these results would not be a satisfactory for such kinds of business who struggle with a highly competitive environment.

One of the parameters used to measure a coordination is the level of information between departments are got less level of mean with high SD. So, to produce a high coordination the company must focus on the information flow between the department.

But, their informal cross departmental integration shows a better result. So, keeping their informal cross department activity at these paces are advisable to create a good co-ordinational environment. because informal communication is another mechanism of coordination.

Communication is the key factor in creating a useful integration between staffs, department, customers both suppliers and distributers or agents. The study found that a best level of communication with a mean value of above satisfactory and with less SD and also 0.412 of Correlational coefficient. As we can observe the communicational questions are interact with emails documents, share ideas before making decision and the likes and the response for these are constructive. Over all the response shows a positive and high extent. But it doesn't mean that they are in a possession of everything is good for example when we evaluate the level of communication through emails, telephone the result shows a mean value of around 3.6 these is not reflecting the fact on the ground as we have seen physically the internet and telephone access are beyond the necessary level.

The last building block of Organizational integration is affection. Most studies would not consider affection while they are studying internal integration for competitiveness. So, the researcher believes that affection is one of the strength side of an organization to maintain its organizational integration. If there is a high degree of integration with in the company the better understanding of each other will be gained. These enables the company to possess a high motivated and integrated employee which makes it a better goods producer and competitive company.

As the result shown above on table 4.10. more than the average respondents agreed that there is a high affection and it would bring or create a positive integration with

0.402 correlational coefficient in the company. Affection measured by the belongingness between employees when there is an event like mourning, wedding and other socially acceptable practice. But, the variability between the answer were given is high meaning around SD of 1.00. these means the perception for affection for the use of organization are less, but they practice it frequently. So, these conditions make the variability rate high.

Even though it might be difficult to conclude BGI Ethiopia Plc have the best internal integrational level with in employees, departments and customers. By looking at a result obtained through study correlation coefficient of BGI Ethiopia is in the possession of at high in some circumstance or area of study and at medium in another focus area. A company who work in a highly integrated environment will generate a profit for the company by satisfying customers' needs and becoming a highly competitive firm.

5.2 Recommendation

Based on the study analysis and findings the following recommendations are listed

As compared to the other ratings in the Co-ordinational level even though result is above average but less with compared to other parameters.so this indicates that the level of sharing information regarding own department with other are a focus area for managements to deal with and they must have to create additional informational tools to increase the level of coordination between departments. Other measurements are in a good possession but needs encouragement and additional empowerment for staffs.

When we see communicational variables except their level of interacting through meetings, phones or emails the other factors are in a good possession in facilitating communication potential of the company. Even the interaction through mails and phones are above mean value but not reflect the level of the company's capacity on the accessibility of internet facility because, as the researcher observed the level of the company in terms of IT we can rate it the best. but the response given to us is not pretty much with this. The management with the IT personnel must discuss on why the satisfaction of users and the availability of internet are not matched.

Affection is the last but not the least building block of integration. As we observed from the study affection also has a great contribution for the wellbeing of organization and used as a tool in constructing a smooth and harmonies integration. As the result reflects the level of establishing joint objectives are less than expected mean value of 3.42. these shows that there is a gap between them in understanding to each other to the level of creating an objective.

Generally, the management should strive to strength the level of integration among employees, departments and customers formally or informally and physically and psychologically. If this done the desired competitiveness of a company through customers satisfaction will simply acquire.

5.3 Limitation and Implication for Further Study

The study was limited to one brewery company found in Addis Ababa, Hawassa and kombolcha due to geographic proximity and logistic simplicity. The researcher recommended that other researchers may include other brewery company as part of their study. It is also better to incorporate beverage and other manufacturing companies to deeply understand their level of integration. The study was also limited to some organizational integration which affect competitiveness. Further study is recommended to be conducted by including the factors affecting internal organizational integration in this study and even factors other than this study.

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APPENDIX

Appendix

Questioners for Staffs and Customers

Questionnaire for the BGI staff Members

Dear Respondents,

This survey is designed to assess the level of Internal integration to ward Organizational Competitiveness in the case of BGI Ethiopia Plc. Following are statements about your organization, as well as yourself. Please circle/write the response that best indicates the current reality of your organization.

Thank you in Advance!!

I.   Demographics (Put a tick mark (√) in the boxes of your choice)
1. Region   1. North ☐ 2. Northwest ☐ 3. West ☐ 4. Southwest ☐ 5. Central/Addis Ababa ☐ 6. Northeast ☐ 7. Eastern ☐ 8. Southeast ☐   9. South ☐
2. Gender?   1. Male   ☐   2. Female ☐
3. Age? _____
4.   Marital status?   1. Never married ☐   2. Married/Living together ☐   3. Divorced ☐   4. Widowed ☐
5. Job level?   1. Top Management ☐   2. Middle Management ☐   3. Lower Management ☐   4. Expert ☐

6. What is the highest level of education you have completed?
    1. Illiterate ☐   2. Traditional/ read and write ☐
    3. Primary school ☐   4. Senior secondary school ☐
    5. College Certificate or Diploma ☐   6. 1st degree or above ☐

7. What is your field of specialization? _____
8. How long (in years) have you worked as an employee? _____
9. How long (in years) have you worked for the BGI? _____

Level of Internal integration

Where (VH = To Very High extent, H = To High extent, M = To Medium extent, L = To Low extent, VL = To Very low extent)

S.No.	Variables	VH	H	M	L	VL
A.	**Communication**					
1.	Share ideas, information, and resources between them.	1	2	3	4	5
2.	Conduct joint planning to anticipate and resolve supply chain problems.					
3.	Spend time developing a mutual understanding of responsibilities.					
4.	Strive to maintain a good working relationship with each other.					
5.	Interact with each other through meetings or phones or emails.					
6.	Interact with each other through the exchange of forms, reports, or documents					
B.	**Affection**					
7.	Spend time discussing future customer needs.					
8.	Are quite accessible to each other.					
9.	Share the same vision for the company.					
10.	Establish joint objectives.					
11.	Get along well with each other.					
C	**Coordination**					
12.	Share information regarding own department with other departments.					
13.	Consult with each other before making decisions affecting other departments.					
14.	Work frequently in informal cross-departmental teams.					
15.	Understand the pressures and concerns of each other.					
16.	Synchronize their activities with each other.					

17. If you have any suggestion

_____
_____
_____

ለ ቢጃኦይ ኃ.የተ.የግ.ኩ ወኪል አባላት የተዘጋጀ መጠይቅ

ውድ ምላሽ ሰጪዎች

ይህ የዳሰሳ ጥናት የተዘጋጀው የቅዱስ ጊዮርጊስ ፋብሪካን ተናቦ የመስራት እና ውህደት ደረጃን ለመገምገም ነው። የተዘረዘሩት መጠይቆች ስለ ድርጅትዎ እና የእራስዎ ቅንጅታዊ አሰራር የተጻፉ መግለጫዎች ናቸው። እባክዎ የርስዎን ድርጅት አሁን ያለውን እውነታ በምን መልኩ ያየዋል

አመስግናለው!!

<table>
<tr><td colspan="2">I. የስነ ሕዝብ አወቃቀሮች (በመረጡት ሳጥኖች ውስጥ (√) ምልክት ያስቀምጡ.</td></tr>
<tr><td colspan="2">1. ክልላዊ   1. ሰሜን ☐ 2. ሰሜን ምዕራብ ☐ 3. ምዕራብ ☐ 4. ደቡብ ምዕራባዊ ☐ 5. ማዕከላዊ / አዲስ አበባ ☐

        6. ሰሜናዊ ኡ.ቱ 7. ኡቱ ☐ 8. ደቡብ ምሁራን ☐ 9. ደቡብ</td></tr>
<tr><td colspan="2">2. ፆታ?   1. ወንድ ☐   2. ሴት ☐</td></tr>
<tr><td colspan="2">3. ዕድሜ? _____</td></tr>
<tr><td colspan="2">4. የጋብቻ ሁኔታ? 1. ያላገቡ. ☐   2. ያገቡ / አብረው የሚኖሩ   ☐   3. የፈታ/ች ☐</td></tr>
<tr><td colspan="2">5. የሥራ ደረጃ? 1. ከፍተኛ አስተዳደር ☐ 2. ማዕከላዊ አስተዳደር ☐   3. ከፍተኛ ባለሙያ ☐ 4. ባለሙያ ☐</td></tr>
<tr><td colspan="2">6.የትምህርት ደረጃ ? 1. ማንበብና መጻፍ ☐ 2. የመጀመሪያ ደረጃ ትምህርት ቤት ☐ 4. የሁለተኛ ደረጃ ትምህርት ቤት ☐
5. የኮሌጅ የምስክር ወረቀት ወይም ዲፕሎማ ☐ 6. 1 ኛ ዲግሪ ወይም ከዚያ በላይ .. ☐</td></tr>
<tr><td colspan="2">7. የስራ መስክዎ ምነድነዉ?_____</td></tr>
<tr><td colspan="2">8. እንደ ተቀጣሪ ስንት ጊዜዎ ነው? _____.</td></tr>
<tr><td colspan="2">9. ከ BGI ጋር ምን ያህል ርተዋል _____.</td></tr>
</table>

ደንበኞችን መሰረት በማድረግ የእሴት ሰንሰለት የተጠናከረ እንቅስቃሴዎችን የሚመለከቱ የሚከተሉት ነገሮች ናቸው። በድርጅቱ ውስጥ በሚተገበሩበት መጠን ደረጃ መስጠት.

(5 = በጣም ከፍተኛ, 4 = ከፍተኛ 3 = መካከለኛ, 2 = አነስተኛ, 1 = በፍጹም)

No	ሁኔታዎች	1	2	3	4	5
1	በወቅቱ እቃዎችን እና አገልግሎቶች የማቅረብ ብቃት					
2	ቆሻሻ/ብክነትን ከመቀነስ አንጻር					
3	በሚገባ የተደራጀ የግገር ዋጋዎች ሰንሰለት					
4	የዘመናዊ የመረጃ ቴክኖሎጂን አጠቃቀም ደረጃ					
5	ውጤታማ የሰው ሀይል አስተዳደር					
6	ውጤታማ የድርጅት መሠረተ ልማት					

7	ቀጣይነት ያለው መሻሻል					

8. ማንኛውም አስተያየት ካለዎት _____ .

_____ .

_____ .