THE EFFECT OF SUPPLY CHAIN AGILITY ON BUSINESS PERFORMANCE: A CASE OF FOUR-STAR HOTELS, ADDIS ABABA.

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Declaration

This is my original research project, which has never been submitted to any other university or institution for the award of a master's degree or any other qualification. All sources of materials utilized in the thesis have been properly credited.

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Statement Of Certification

This is proof of the thesis entitled **"The Effects of Supply Chain Agility on Organizational Performance: A Case Study of a Four-Star Hotel in Addis Ababa."** The dissertation prepared and submitted by Kaleab Demere in partial fulfillment of the criteria for the Master of Arts degree in logistics and supply chain management conforms with university regulations and meets the approved standard in terms of originality and quality.

			Addis Ababa, Ethiopia
Advisor	Signature	Date	Place

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

The effect of supply chain agility on business performance: A case of four-star hotel Addis Ababa

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ADDIS ABABA, ETHIOPIA

ABBREVIATIONS AND ACRONYMS

FSCA=FIRM SUPPLY CHAIN AGILITY

GSCF=GLOBAL SUPPLY CHAIN FORUM

SCM=SUPPLY CHAIN MANAGEMENT

SCP=SUPPLY CHAIN PERFORMANCE

SMES=SMALL AND MEDIUM SIZE ENTERPRISES

F&B=FOOD AND BEVERAGE

SCPM=SUPPLY CHAIN PERFORMANCE MEASUREMENT

ASC=AGILE SUPPLY CHAIN

INT'L =INTERNATIONAL

LSC=LEAN SUPPLY CHAIN

SC=SUPPLY CHAIN

SCA =SUPPLY-CHAIN AGILITY

SCM=SUPPLY CHAIN MANAGEMENT

SCOR =SUPPLY-CHAIN OPERATIONS REFERENCES

SPSS =STASTICAL PACKAGE FOR SOCIAL SCIENCE

SMF =SAMPLE REGRESSION FUNCTION

OP=ORGANIZATIONAL PERFORMANCE

SCA= SUPPLY CHAIN AGILITY

FOUR-STAR = HOTEL GRADING

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ABSTRACT

The purpose of this thesis is to investigate the effect of supply chain agility on business performance at four-star hotels in Addis Ababa. This thesis conceptualizes and explores the links between five aspects of supply chain agility (Alertness, Accessibility, Decisiveness, Swiftness, and Flexibility). The target population for this proposal will be 1200 employees from four hotels in Addis Ababa; from those, the researcher will draw a sample for this study from those with a degree or higher and those professionals who are directly or indirectly related to supply chain, which could be around 120, based entirely on stratified and simple random non-probability sampling. The data was analyzed using statistical approaches such as descriptive statistics, correlation, and multiple regressions. Based on the five aspects of supply chain agility, it is possible to conclude that the impact of supply chain agility on the company's business performance is significant. The investigation also revealed a somewhat favorable and statistically significant association between Alertness, Accessibility, Decisiveness, Swiftness, Flexibility and business performance. The findings also implies that accessibility, decisiveness, and swiftness had a highly positive effect on business performance. As a result, the study proposes introducing and upgrading the five components of supply chain agility simultaneously to improve company performance because they are interconnected.

Keyword: Supply chain agility, Alertness, Accessibility, Decisiveness, Swiftness, Flexibility, four-star hotel and business performance.

CHAPTER-ONE:

INTRODUCTION

1.1 Background of the study

According to Christopher 2000, Agarwal et al. 2007, Almahamid et al. 2010, the modern business climate is characterized by rapid change, turbulent and volatile markets, shorter product life cycles, and higher demand unpredictability. Business organizations and scholars have both resorted to the idea of agility in their hunt for a long-lasting source of competitive advantage as these circumstances have become the norm. According to Van Hoek et al. (2001) and Ismail and Sharifi (2006), agility has been identified as a strategy for managing change, improving customer response, and controlling market instability. It has also been hailed as the business paradigm of the twenty-first century and has become the primary means of competition for firms in a volatile and constantly shifting business environment (Tseng and Lin 2011).

The theoretical foundation for comprehending supply chain agility is fragmented (Li et al. 2008), and it has been noted as one of the most crucial concerns in modern supply chain management (Lee 2004). The shifting units of analysis inside and between research publications on the issue is one of the difficulties in creating a coherent theoretical foundation for understanding supply chain agility. Speaking specifically, some publications (Christopher 2000; Lee 2004; Swafford et al. 2006; Li et al. 2009) explore the idea of an agile supply chain, while others (Christopher 2000; Lee 2004) examine the idea of firm supply chain agility. Although it has been acknowledged as a widespread issue in several earlier research studies in the field of supply chain management, this unit of study ambivalence is not specific to agility research (Braun-scheidel and Suresh 2009). The word firm supply chain agility best defines the focal business's capacity to be flexible by rearranging resources within its supply chain, whereas the term agile supply chain best characterizes the total level of agility of respective supply network members regarded as a unit (e.g., sup-ply chain).

According to Gligor and Holcomb (2012), the idea of agility is wide and multifaceted, spanning numerous fields. Researchers have provided several theoretical conceptualizations as the benefits of agility have come to be better understood. It is crucial to provide a basic definition before developing a thorough

supply chain agility definition in later sections. working definition. In essence, a firm's supply chain agility can be defined as the firm's ability to quickly adjust tactics and operations within its supply chain to respond or adapt to changes, opportunities or threats in its environment.

1.1.1 Supply chain (SC) agility

Supply chain (SC) agility is an essential capability in high-level personalization systems to overcome the trade-off between product variety (e.g., frequent new product introduction) and SC performance (see Stavrulaki and Davis 2010). Agility is essential for the organizational competitiveness for it boosts the capability of a firm to offer high-quality products. Agility definition by Tallon and Pinsonneault (2011) is "the ability of an organization to swiftly change or adapt in response to changes."

Also, Stavrulaki and Davis (2010) emphasized the alignment of a product's basic features and its SC processes based on four SC strategic focuses (e.g., from build-to-stock to design-to-order), as well as the links between SC processes (e.g., production and logistics) and the SC strategy (e.g., lean, leagile, and agile). The alignment of the organizational focus with an appropriate SC strategy yields a business advantage. However, by lowering lead times and reducing inventory, agility can assist in minimizing total cost. Maintaining SC flexibility and agility, on the other hand, is a critical need for managing product diversity and innovation concerns in high-level customized situations (see Agarwal et al. 2006; Stavrulaki and Davis 2010).

1.1.2 Business performance/Organizational performance

A major goal in a firm's management is to evaluate organizational performance. To measure the performance of the organization is an essential aspect of the improvement of the performance of an organization. Due to the criticisms, the organization could undergo, such as lack of focus in strategy implementation, the incapacity of quality data provision, short-sighted perspectives, and inflexibility on customer needs and "competitor performance assessment" (Yauch, 2011).

According to Jusoh and Parnell (2008), the traditional measurement of organizational performance has been done using qualitative, market-based and financial measures. The financial indicators used over time consist of return on assets (ROA) and return on investments (ROI), which are accounting indicators. One of the modern financial measures is economic value added (EVA), which is intricate to the understanding

and use of the firm managers. The financial measures are known to objective associations of firm performance based on standardized indicators.

According to Al-Ababneh (2018), performance may be defined as a gauge of the results attained by a company, a team, or an individual. A firm's performance, according to Gong and Janssen (2012), indicates a condition in which the mission is achieved, the work is completed, and the outcome is the consequence of the actions.

Morin and Audebrand (2013) challenge the standard evaluation of organizational performance in terms of financial metrics in a broader sense. They contend that this is a limited viewpoint that influences how managers handle employees and their jobs. They also suggest that people, processes, and the environment be included as additional performance measurement factors for organizations. Performance is understood to be the satisfaction of duty in a way that frees the actor from all contractual commitments.

1.1.3 4-star rated hotels

Hotel rating systems are in place in almost all countries in one or another form. Millions of hotels around the world possess star ratings. New projects come up with the intended star rating in mind, and similarly, existing hotels prepare for inspections by the regulatory authorities for re-confirming their star ratings. Managers, policy makers, and researchers take the star rating process seriously, and the contribution of all these stakeholders is visible. Hotels invest a lot for getting the desired star ratings from the hotel rating authorities. The regulatory authorities also make the star rating systems more relevant by upgrading it after every few years based on feedback from hotel associations, industry experts, travellers, and changes taking place due to legislation.

As per “criteria hotel stars union: excerpt of the catalogue of criteria” April 2022. Hotel stars are a rating system that evaluates the features and amenities available at a hotel to help guests choose the best hotel for their stay and budget. Whether a customer is looking for a bed for the night or a luxurious experience, comparing hotels based on their star ratings can narrow down one’s search according to the features they desire and available price points. They also provide an idea of the level of service to expect upon arrival. Hotels can receive a rating of 1 to 5 stars, with 1 being the most basic and 5 being the most extravagant.

1.2 Statement of the Problem

To the best of the researcher's knowledge, no empirical research has been conducted on how supply chain agility (SCA) affects business performance from the perspectives of Alertness, Accessibility, Decisiveness, Swiftness, and Flexibility on organizational performances that integrated forward and backward integration of the service industry on four-star hotels in Addis Ababa. Because of this, this research aims to contribute a clear insight by identifying the relationship between Supply chain agility (SCA) metrics and organizational performance inside the case firm in an effort to implicate the causal connection between SCA and organizational performance by raising Few research questions**.**

In addition, there has been limited theory development in the firm supply chain agility area, as researchers are still at an early stage in identifying supply chain agility determinants (Li et al. 2008; Gligor and Holcomb 2012). For the most part, supply chain agility antecedents have been addressed at an operational level (e.g., Swafford et al. 2006; 2008). More research is needed to identify the strategic-level determinants of firm supply chain agility to further develop agility theory within the supply chain domain. This research took a few points from the work of Braunscheidel and Suresh (2009) who explored the role of different managerial orientations in achieving supply chain agility.

Furthermore, the huge supply chain disruptions caused by the Covid-19 pandemic and unprecedented internal conflict highlighted the fact that most supply chains are incredibly static. As manufacturing centres in Asia closed down and shipping ground to a halt, most company's supply chains went into freefall as they struggled to near-shore or desperately tried to onboard new suppliers. Even outside of sudden global pandemics, the way that customers are influencing supply chain logistics is changing. Companies like Amazon have grown exponentially based on their ability to provide unparalleled customer choice and rapid response delivery. In turn, customers have come to expect companies to fulfil their demands, rather than simply making do with what has already been brought to market.

An agile supply chain allows companies to be both internally and externally flexible. Internally, businesses are able to transform their supply chain when the need arises. Externally, they are able to rapidly deliver on customer demand and take full advantage of short profit windows, giving them a significant competitive advantage. As the researcher observed and was tested in the previous three years, most hotels

were challenged to survive, closed or Partially-inactive due to conflict in Ethiopia and Covid-19 subjected to inflexible approach.

organizational agility is a proactive approach that explains how an organization can anticipate the changes that can occur in the future and be able to adjust and be ready for future changes. If an organization does not adapt appropriately to anticipate future changes, it may incur significant losses that have the potential of making the institution terminate its operations. Organizational agility may also refer to not only changing with times but also coming back to the original goal of an organization is required to do so. In case of an unsuccessful realization of change implementation, a company should have the ability to revert back to its original state.

Based on the above perspective the early tries of empirical studies in SCM were constrained to growing units able to measure SCM practices. Most recently, Gibson et al., (2006), Alvarado et al., (2011), and Handfield, (2002) have centered their studies efforts on exploring the connection between practices of SCM and organizational overall performance. They have used economic and marketplace standards to operationalize organizational overall performance (go back on investment, marketplace share, earnings margin on income, the boom of go back on investment, the boom of income, and the boom of marketplace share). Traditional supply chain performance measurements included lead times, inventory turns, weeks of stock, defect rates, and service levels" (Ramdas & Spekman, 2000: 4). These conventional approaches are aimed at lowering transaction costs or increasing efficiency. They do not, however, assess the benefits associated to end-customer satisfaction (Ramdas et al., 2000). Simatupang and Sridharan (2005) expand on Ramdas et al. (2000) and propose that supply chain performance criteria include fulfillment, inventory, and responsiveness measurements.

A few latest types of research have taken into consideration of each the upstream and downstream aspects of the supply chain concurrently discovered the relationships among supplier control practices, client members of the family practices, and organizational overall performance. Tan et al. (1998) discovers the relationships among supplier control practices, client members of the family practices and organizational overall performance; Frohlich and Westbrook (2001) check out the consequences of supplier-client inte-

gration on organizational overall performance; Gyaneshwar, (2012) examine operational overall performance thru SCM Practices and Moslem (2013) examine the effect of deliver chain control practices on aggressive advantage.

However, the connection of SCM with overall performance cannot be appeared as conclusive (Cousins, Lawson, & Squire, 2006). Despite the boom of empirical studies within the previous few years, essential variations in studies layout undermine comparability: loss of consensus approximately the definition and dimensionality of the SCM practices, use of various devices of analysis, and one-of-a-kind techniques to overall performance measurement.

1.3 Objectives of the Study

1.3.1 General Objective

- The general objective of this study is to measure the Effect of supply chain agility on business performance in the case of Addis Ababa 4-star hotels.

1.3.2 Specific Objectives

- To measure the effect of supply chain agility on the organization's performance;
- To measure the effect of accessibility on organizational performance.
- To measure the effect of alertness on organization's performance;
- To measure the effects of decisiveness on organizational performance;
- To measure the effect of swiftness on organizational performance;
- To measure the effect of Flexibility on an organization’s performance.

1.4 Research Questions/Hypothesis

1.4.1 Research Questions

- What is the effect of SC agility on organizational performance?
- What is the effect of Accessibility on organizational performance?
- What is the effect of Alertness on organizational performance?
- What is the effect of Decisiveness on organizational performance?
- What is the effect of Swiftness on organizational performance?
- What is the effect of Flexibility on organizational performance?

1.5 Scope of the study

This study aims to identify the impact of supply chain agility (SCA) practices on business performance. To do this, the researcher leveraged the supply chain agility (SCA) practice of 4-star hotels, in Addis Ababa. This study is limited to the practices of supply chain Agility on organizational performance only. Supply chain agility practices included in the study are Accessibility, Alertness, Decisiveness, Swiftness and Flexibility. due to limited resource and partial liquidation, it was impossible to cover all four-star hotels, so that it is confined in a chosen four relatively similar four-star hotels named Jupiter International hotel, Intercontinental hotel, Ellily hotel, and Grand palace hotel**,** located in Addis Ababa.

1.6 Significance of the Study

This study will support the high-level management of these four 4-star hotels in Addis Ababa, in particular operational managers and the department heads in the supply chain management of the organization, in their decision-making and strategy formulation. The study will provide the researcher with extensive knowledge of supply chain management practices and their impact on business performance. The study will be useful for laying the groundwork for future research in the same field or in other related fields.

1.7 Limitations and Delimitations of the Study

The proposed study encountered setbacks under the research design chosen and it was confined in a chosen four hotels due to resource and accessibility. A low response rate was likely to be experienced. However, this challenge was mitigated by conducting follow up with the respondents after the questionnaires were administered. The follow up was done by telephone calls and emails to ensure that the respondents satisfactorily filled in the questionnaires. Several respondents did not feel freely volunteer information due to confidentiality issues. To alleviate this problem, the researcher provided a consent letter indicating that the information sought is for purely academic purposes.

1.8 Organization of the Study

The rest of the document organized as follows: The second chapter deals with literature reviews, which include theoretical literature, empirical literature and conceptual frameworks. The third chapter deals with the methodology of the study, which includes a description of the study area, research design, data source and collection method, sampling techniques and sample sizing, data analysis method, reliability analysis and validity, and ethical consideration.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.1 Introduction

This section outlines the key theoretical underpinnings of the research as well as the key empirical investigations into the ideas of organizational agility and business success. These theories mostly speak to the research problem. Resource-based theory and dynamic capabilities theory have been selected as the theories that will drive this investigation. By creating a conceptual framework, the link between the independent and dependent variables is described.

2.2 Literature review

2.2.1 Resource-based theory

Barney (2004 & 1991) created the resource-based hypothesis. The model outlines those resources that may be used by contemporary businesses that must deal with a variety of corporate environment dynamics while formulating, overseeing, and implementing organizational plans. According to the hypothesis, a company's competitive behavior is influenced more by unique and internal characteristics of the company than by how it is positioned in relation to its larger environment. The theory holds that resources serve as the foundation for value-creation methods, which in turn produce competitive advantage. According to Pearce and Robinson (2013), this model offers a method for assessing and creating crucial organizational incentives by looking at a firm's main advantages and competencies. This, however, will de-pend on the availability of assets and abilities to innovate and advance in the technological dimension.

The resource-based theory is a crucial point of view for comprehending how forms acquire competitive advantages and maintain them over an extended length of time. A business should always be aware of its resources, competitiveness, and capabilities. The firm's resources may be matched with the external environment and achieve a sustainable advantage depending on the resources already in place (Grant, 1991). The aim of every firm should be to continually adapt to changes in its internal resources, capabilities, and environment in order to gain a lasting competitive edge.

Any company that wants to perform better must have a competitive edge, which may be attained by finding, purchasing, and managing a group of essential resources (Jones & Hill, 2009). Information technol-

ogy, reputation, culture, and human capital are strategic intangible resources that are important and indispensable, giving a firm a long-term competitive edge. Physical resources, including as property, plant, and equipment, are prone to depreciation, which can result in lower returns and erode a firm's competitive edge. A firm is similar with a diverse array of resources under its possession, according to Das and Teng (2000). As a result, the company should strive for a strategic match between its internal qualities and the outside world.

This idea is essential to the research since the adoption of Strategic Management Information Systems by any business is one of the most important strategic resources for enhancing overall firm performance. Investing in contemporary technology gives you a distinct advantage and gives you a competitive edge in the fast-paced world of business. Due to its perspective on the superiority of resources on organizational performance, which directs a corporation toward its competitive advantage, the theory is also pertinent to this study. Organizations should be aware of their internal capabilities via the resources spent in them in order to gain a competitive edge.

2.3 Dynamic capabilities theory

The Dynamic Capabilities Theory (DCT), also known as the dynamic capabilities theory, was first presented by Teece, Pisano, and Shuen in 1997. Successful businesses in the global marketplace, according to Teece et al., may demonstrate a prompt reaction to market changes to speed up product and service innovation. Additionally, they have the ability to efficiently direct and restructure both internal and external capabilities. The DCT illustrates how businesses develop company-specific competencies that derive from environmental business dynamics. These differences communicate market positioning, business prospects, and industry procedures.

A model known as the appropriability regimes was created by the Dynamic Capabilities Theory to explain how a corporation may prevent others from copying its innovations. It is incorrect to say that dynamic skills are a "isolated source of long-term competitive advantage." They serve as a technique of achieving resource configurations that aid in the transition of market opportunities and provide short-term advantages (Wheeler, 2002). Thus, dynamic capabilities lead to the production of resources that develop value-adding methods. Their advantages come from swift, clever, and fortunate applications that the competitors lack (Eisenhardt & Martin, 2000).

The combination of replicability and attribute is appropriateness. It depends on how simple it is to duplicate and how well intellectual property protections work as a deterrent to copying. Regarding replication, it might be simple or difficult to duplicate a good or service that a business is providing. There are several degrees of intellectual property rights. The strength of patterns, trademark protection, design protection, etc., are all relevant. A company's level of innovation protection can be seen in model 18 as poor, moderate, or high. All businesses should work to establish and keep a dominant position in their respective markets. Companies must possess dynamic capabilities in their positions, processes, and pathways for agility (Teece, 2014).

According to Nooteboom (2009), "Dynamic capabilities mirror a company's capability to" implement "novel and cutting-edge systems of competitive advantage." In order to provide a theoretical foundation for capturing the evolution of the capabilities, the notion of dynamic capabilities was developed from the "inert resource-based theory of competitive strategy." A worldwide acceleration of the company's market entry is provided by the incorporation of "the dynamic capabilities view," which enables the capture of developing skills."The people shape the mode of dynamic capabilities within the company." Liesch, Knight, Weerawardena, and Mort (2007).

Creating capabilities in an organization does not just imply assembling a team of resources. Capabilities include the intricacies of patterns in persons as well as resource coordination. Learning via repetition is required to develop coordination. The durability of the competitive advantage that resources and capabilities confer on the business, as well as the firm's capacity to appropriate the returns gained from its resources and capabilities" (Grant, 1991). Because of the unexpected shifts in the business environment that an organization must face in order to make the required modifications in its internal structure to ensure that the firm stays nimble, the Dynamic Capabilities method is addressed in this research. The theory also adds to the resource-based theory by incorporating accessible resources employed to facilitate company agility.

2.4 Supply Chain Management

As a management concept, supply chain management uses a system approach to viewing the supply chain as a single unit. This indicates that the partnership idea has been expanded to include a multi-firm effort to control the flow of goods from suppliers to the final client. Each business in the supply chain has an

impact on the performance of the other firms in the supply chain, as well as the overall performance of the supply chain (Cooper, Lambert, and Janus, 2008).

(2013) Christopher, the supply chain is a network of several companies engaging in various activities and processes via both upstream and downstream relationships. Its mission is to link organizational units throughout a supply chain and coordinate material, information, and financial flows in order to satisfy customer requirements, with the goal of enhancing the supply chain's overall competitiveness. According to these definitions, the fundamental aspects of the supply chain and its management are the upstream parties, the downstream parties, and the integration of all organizations involved, as well as the internal functioning of a company itself.

According to (Handfield, 2005), the upstream elements of an organization comprise of its functions, processes, and supplier network, whereas the downstream function refers to the distribution routes, processes, and suppliers via which the product goes to the ultimate consumer. Where there are external downstream and upstream channels and suppliers, the managers involved in each upstream and downstream function are accountable for ensuring that products and services arrive on time. When delays are unavoidable, managers must ensure that the impact on the SC and related value is as little as possible.

While managers in a supply chain with external organizations engage with people outside of their own firm, mutual understanding amongst department heads inside the company itself is required in this case. However, the phrase supply chain management has been used to encompass the planning and control of material and information flows, as well as logistical operations, not just within a firm but also between organizations (Cooper, Lambert, and Janus, 2008). Because of the growing number of individuals and pressures, a supply chain can evolve into a supply network, necessitating a more sophisticated and complicated management system.

Mentzer (2010) defines supply chain management as the systematic and strategic coordination of traditional and tactical business tasks inside a specific organization and across enterprises in the supply chain. To improve the long-term performance of individual companies as well as the overall supply chain. Supply chain management (SCM) is concerned with how firms use their suppliers' procedures, technology, and skills to gain a competitive edge. Supply chain management (SCM) increases competitive performance

by closely integrating internal cross-functional tasks inside a company and efficiently extending them to external partners' external operations to be successful (Kim, 2019). The supply chain is made up of three or more businesses that are actively involved in the upstream and downstream flows of products, services, finance, and information from a source to a customer (Handfield, 2002).

Managers must interact with other companies in the supply chain to improve goods and services through supply chain management, including lowering production time and costs without sacrificing product quality (Handfield, 2005).

Finally, improved efficiency in production processes may be accomplished via mutual understanding and the capacity to limit the risks of uncertainty. Despite the fact that supply chain management was originally used primarily in the manufacturing industry to improve responsiveness and flexibility, and has been shown to improve organizational competitiveness (Gunasekaran, Patel, and McGaughey, emerald group 2015), supply chain agility is an important strategic tool for organizational efficiency and competitive advantage.

2.5 SC agility

Agility is defined as an organization's ability to adapt to or respond to market changes (Froehlich, D.E., Liu, M.-Y., and Van Der Heijden, B. (2018). Agili-ty is a competency and capacity that focuses on business speed. Reduced product development cycle time, shorter delivery and manufacturing lead times, and high degrees of customisation and service are all examples. Businesses may differentiate themselves from the competition and increase revenue by improving daily operations and customer service. SC agility implies how rapidly these results may be adjusted, and this study describes supply chain agility using seven parameters. The result that a supply chain agile system is negatively related to a cost-leadership strategy demonstrates the gap between lean and agile systems.

Firms utilize supply chain tactics to outperform their competition in terms of customer satisfaction. The decisions involved in this guarantee that organizations' marketing objectives are met. A typical supply chain strategy aims for a seamless flow at the lowest possible cost. On the other side, personalization is becoming increasingly crucial in products and services. Firms choose methods such as outsourcing to build supply chain strategies that are compatible with value propositions in a globally competitive market

(Meyer.P. et al., 2022). Agility as a supply chain strategy entail taking advantage of economic possibilities in a turbulent market by leveraging market information and virtual organizations.

Cooperation to promote inter-organizational competitiveness is suggested by agility (Ambe, 2010). Firms assist external specialists as supply chain management outsourcing to thrive under the effect of globalization and cost-cutting demands (Skender et al., 2017). The strategy involves decisions on supplier selection, facility location, and distribution channel selection. All of these decisions guarantee that organizations' marketing objectives are met. Agility is all about consumer sensitivity, collaboration between people, information, and businesses, and change adaption. The agility of the supply chain is the ability to swiftly align members, networks, and activities in response to customers' dynamic and turbulent requirements. Supply chain agility necessitates market sensitivity, process integration, network and virtual-based structure. In order to accomplish customer-oriented goals, collaborative partnerships, process integration, information integration, and customer sensitivity must be used.

2.6 Alertness

Alertness is the first dimension of supply chain agility. Alertness is by far one of the most significant, if not the most important, components in sports and the military. According to military research, attentiveness is an important component of agility since early detection of threats allows for a faster reaction. It is similar to sports, where you must be constantly aware of what is going on within a competition or game. A similar notion exists in business and industry, where a company may adapt to changes in its environment, but first, it must detect the changes. Agile businesses are hyperaware of market trends, listen to consumers, share information with suppliers, monitor demand, and so on.

Alert businesses may predict industry changes, impending disruptions, competitor threats, and chances for development. The more aware and sensitive your business is to these facts, the faster it will be able to respond to changes in product demand, supplier trends, material procurement, consumer feedback, market price, and a variety of other challenges.

2.7 Accessibility

The accessibility dimension is the following. Once a business has used its alertness capabilities to identify changes in a particular aspect or element, it must be able to quickly obtain pertinent information and make a decision on how to proceed. A crucial component of supply chain agility is information availability throughout the whole chain. Supply chain managers should be able to exchange real-time information on inventory, production, and other topics. When industrial organizations want to achieve supply chain agility, accessibility is crucial. Changing an organization requires access to tools and knowledge. All decision-makers have quick access to the specific industry data in pertinent historical logs when an alert business identifies a pattern or trend.

According to research, firms need to have access to pertinent data in order to decide how to respond quickly after changes are detected through the alertness capability (Gunasekaran 1998; Sharp et al. 1999; Jain et al. 2008; Vinodh and Prasanna 2011; Tseng and Ling 2011; Lu and Ramamurthy 2012). Access to information across the whole supply chain is acknowledged as a crucial component of supply chain agility (Vinodh and Prasanna 2011; Gligor and Holcomb 2013). Christopher (2000) makes a number of key points in his foundational paper about the need for agile supply chains.

Agile supply chains must be virtual, meaning that information rather than goods must be the foundation of them. Real-time information on demand, inventory, and production must be shared by supply chain participants (Ahn et al. 2012). By establishing virtual supply chains, all supply chain participants have access to pertinent information and may decide for themselves how to react to environmental changes. According to Lin et al. (2007), information integration is the ability to utilize information technology to transfer data between buyers and suppliers, and it is referred to as the capacity to access information.

The infrastructure required to establish a virtual supply chain is information integration (Christopher et al. 2004; Jain et al. 2008). According to manufacturing research, one necessity for creating agility is the construction of an environment in which important information can be retrieved. One of the four basic concepts of agility, according to Goldman et al. (1995), is the establishment of virtual partnerships. Other manufacturing research articles support this viewpoint, identifying virtual enterprises, information technology, and communication as key enablers of agility (Gunasekaran 1998; Sharp et al. 1999; Khalil and Wang 2002; Cao and Dowlatshahi 2005; Eshlaghy et al. 2010; Zhang 2011; Costantino et al. 2012). Information systems and information system development studies also give significant empirical evidence for taking information into account.

2.8 Decisiveness

Decisiveness, defined in this study as the capacity to make judgments firmly, was shown to be the third aspect of firm supply chain agility. According to research in sports science and military science, agility depends on the capacity to make decisive judgments based on the facts at hand. Researchers that study motor learning have identified the importance of judgment in agility tests. They were able to separate players' decision-making processes in order to assess how that affected their agility performance (Sheppard and Young, 2006). The amount of time that passes between the player being provided with a stimulus and starting to move is the decision-making time (Bradshaw et al. 2010). By providing the stimulus to the player (limited need for detection) and providing instructions on how to respond to the stimulus (limited requirement for information accessibility), researchers may manage the alertness and accessibility components of agility.

Supply chain networks grow as businesses get bigger, and more functions are engaged in decision-making. In the end, this causes the decision-making process to lag. Eliminating complexity will let you make decisions faster, which will make your supply chain far more flexible and effective.

If your business is nimble, put any industry move in the accompanying material into action as soon as possible. Your company has leaders that have the skills and resources necessary to swiftly implement changes to business processes and explain the how and why to downstream stakeholders. The most decisive businesses are those that have streamlined or unified change-of-command to lessen the quantity of touchpoints needed to reach a hasty conclusion.

In a number of sports-related circumstances, the relationship between decision-making skills and agility has been studied (Chelladurai 1976). Soccer players of different skill levels were shown life-size video displays of various tactically oriented patterns of soccer workouts by Helsoen and Pauwels in 1988. When the ball looked to be kicked toward them in the video, the participants were instructed to physically react by shooting, passing to a teammate, or dribbling past an opponent. The simulation showed that compared to novice players, elite players have better decision-making abilities.

Effective decision-making abilities, according to research, are ultimately what lead to higher success in open-skilled sports (Abernethy 1991). In reaction to the movements and body postures of the opposing defenders, offensive players with excellent agility use greater decision-making abilities (Sayers 1999).

Rugby players were used in Wheeler and Sayers' (2010) study to examine the importance of decision-making skills in completing agility tasks.

The authors came to the conclusion that agility training programs needed to include decision-making exercises (Wheeler and Sayers 2010). Their results are consistent with recent studies (Farrow et al. 2005; Sheppard and Young 2006; Bradshaw et al. 2010) that have demonstrated that the addition of decision-making aspects leads in varied degrees of agility performance. Decision-making abilities were proven to be crucial agility enhancers in Australian Rules football as they help offensive players successfully evade opponents (Bradshaw et al. 2010). The two primary elements of agility, according to Young et al. (2002)'s definition, are change of direction speed and decision-making characteristics. The relevance of decision-making skills to agility performance in sports is acknowledged by several conceptualizations of agility (Chelladurai 1976; Abernethy et al. 1999; Sheppard and Young 2006).

2.9 Swiftness

Once a choice has been taken to respond quickly to changes, a company's agility is based on its speed. The essence of supply chain agility is speed. If a corporation recognizes possible change in the environment, obtains relevant data, and makes a firm choice on how to proceed, but lacks the capacity to swiftly implement the decision, the agility cycle is broken. The importance of speed within an operation in terms of efficiency cannot be overstated in agile operations.

Swift businesses Quickly put their plans into effect. When introducing any process modifications to pertinent value chain operations, there aren't many obstacles to overcome, and there aren't many communication silos or technologies that need to be reconfigured. Your firm will be more lucrative the quicker modifications are implemented since the whole supply chain will become more cost-effective. The fact that all of the work up to this point has been data-driven and in preparation for execution further supports the reality of your agile cycle.

Information systems and information systems development studies both highlight the importance of awareness in obtaining the appropriate level of agility. While other authors (Tseng and Lin 2011; Lu and Ramamurthy 2012; Tallon and Pinsonneault 2011) emphasize the critical role of sensing market opportunities and threats, Sarker and Sarker (2009) argue that agility lies in environmental scanning and sense-making routines for anticipating and recognizing potential or imminent crises. Christopher (2000) was the first to recognise that a supply chain has to be able to read and react to actual demand in order to

be genuinely agile within the framework of supply chain management. He calls this skill "market sensitivity."

Christopher's perspective has a flaw in that, although acknowledging the significance of interpreting customers' requirements, he lumps it in with the power of responding to actual demand rather than conceptualizing it as a separate competence. Another drawback of Christopher's research is that it solely emphasizes the value of reading information about demand, making no mention of supply. Other supply chain studies (Lin et al. 2006; Agarwal et al. 2007; Jain et al. 2008) have adopted Christopher's market sensitivity dimension and agree that agility necessitates timely knowledge of change.

However, Li et al. (2008) were the ones to introduce attentiveness as a separate aspect of supply chain agility. According to these writers, agile supply chains need to be aware of changes in both the immediate environment and the supply chain itself. This aspect of agility is demonstrated through recognizing developing market trends, paying attention to customers, and tracking actual demand using point-of-sale data every day (Li et al. 2008; 2009).

There is some agreement among researchers in the field of sports science regarding what agility is. While Farrow et al. (2005) define agility as fundamental movements requiring the player to make quick changes in body direction, Sheppard and Young (2006) define it as a fast whole-body movement with a change of velocity or direction in response to a stimulus. Consistently, research in sports science has highlighted the significance of awareness as a component of agility. According to many studies (Chelladurai 1976; Abernethy et al. 1999; Young et al. 2002; Sheppard and Young 2006), players' capacity to carry out agility tasks is influenced by variables such visual-scanning strategies, visual-scanning speed, visual processing, perception, and anticipation. The players' on-field agility reflects these elements (Gore 2000). According to Abernethy and Russell (1987), top performers are better at anticipating the moves of their rivals than non-elite performers.

According to several agility tests, elite athletes anticipate the movements of their teammates and adjust their course before the opponent releases the ball (Sheppard and Young, 2006). High-level athletes are capable of accurately anticipating an opponent's move before it is taken, according to visual search and anticipation studies (Bradshaw et al. 2010).

2.10 Flexibility

Flexibility is the capacity to alter a variety of strategies and activities as necessary. The fifth dimension of firm supply chain agility was identified as this component. According to research, a company's ability to adapt to changes depends on how adaptable its supply chain operations and tactics are (Hong et al. 1996; Christopher and Towill 2002; Swafford et al. 2006; Kumar and Deshmukh 2006; Swafford et al. 2008; Eshlaghy et al. 2010; Jacobs et al. 2011; Costantino et al. 2012).

In a sporting environment, an athlete's joint mobility (also known as flexibility) regulates the variety of fast modifications the athlete is capable of making. The flexibility of the individual body components used in the exercise will determine the sort of direction change (agility) that is done. The adaptability of a firm's supply chain (i.e., the ability to change tactics and operations) is also limited by the spectrum over which it works. The company's supply chain, for instance, is unable to swiftly generate more things than its set production capacity permits.

The literature on supply chain agility acknowledges the need of flexibility in delivering an agile response. According to empirical study, supply chain agility and manufacturing and procurement flexibility have a direct beneficial link (Swafford et al. 2006). Swafford et al.'s concept views supply chain agility as an externally focused capacity that results from supply chain processes' flexibility (an internally focused competency).

According to research, supply chain agility is immediately and favorably impacted by supply chain flexibility (Swafford et al. 2008). Other supply chain academics are aware of flexibility's importance. Flexibility is a key component of the construct according to Li et al.'s (2008; 2009) definition of supply chain agility. A variety of supply chain agility frameworks (Christopher 2000; Lin et al. 2006; Jain et al. 2008) also support this viewpoint. Flexibility has long been recognized in industrial studies as a crucial aspect of agility. In reality, flexible manufacturing methods are where the term "agile" as a business idea originated (Nagel and Dove 1991).

The concept of agility as an organizational feature emerged as a result of the expansion of the manufacturing flexibility idea into a larger corporate environment (Christopher and Towill 2002). Several definitions of agility emphasize the importance of flexibility in delivering an agile response. Eshlaghy et al. (2008) define agility as a model that offers flexibility, whereas Hong et al. (1996) define it as flexibility and quick reaction to market needs.

Flexibility is suggested as one of the qualities that an agile business must have by Sharifi and Zhang (1999), authors of one of the most widely used frameworks for industrial agility. Numerous empirical study publications in the field of manufacturing (Yusuf et al. 1999; Gunasekaran and Yusuf 2002; Kumar and Deshmukh 2006; Eshlaghy et al. 2010; Jacobs et al. 2011; Costantino et al. 2012) provide support for this viewpoint. Researchers in sports science believe that flexibility is a crucial component of agility. The effect of flexibility on agility is highlighted by Sporis et al. 2010 in their study on agility training.

According to research (Wong et al. 2011), flexibility training can help people perform better in agility tests. Additional proof that flexibility is a key component of agility is provided by study in the field of military science. According to this body of work (McNaughter et al. 2000; Atkinson and Moffat 2005), flexibility must be embedded into military systems. Five aspects of the notion have been determined after reviewing the literature on agility. The division of these qualities into two higher-echelon groups—physical and cognitive—was also influenced by an analysis of earlier studies. According to research, company supply chain agility has physical and cognitive components. The physical components are speed and flexibility; the cognitive components are attentiveness, accessibility, and decisiveness.

When a fresh opportunity arises, agile businesses have the authority and buy-in to alter the current processes. Without affecting the entire business, it is possible. Action plans will inevitably alter, even when they are started under a smooth data back cycle that meets a current value chain demand, according to those who are skilled at adaptability and flexibility. Blockquote: "Supply chains differ from one business to the next. These companies are not rigid in their attempts to modify day-to-day operations based on outdated information from the past. There is no one strategy that works for all businesses; instead, every company should have a guiding vision for how to run.

2.11 Defining performance measurement

Assigning a particular quantitative or numerical indication to a process or activity is the process of measurement (Fleisher, 2003). According to Seang (2003:1), performance measurement is the process of assessing an organization's or an individual's progress in achieving its goals. This definition is a suitable one that most companies might accept; yet, a quick look at how this term is understood in business and government revealed the wide variety of tailored meanings that exist for performance assessment today.

However, it will become clear how various organizations provide their own understanding of the term and reflect this in the type of performance measurement system implemented in their respective organizations. Comprehensive examination of all these definitions is outside the scope of this study.

First of all, according to Interoperability Clearinghouse (2005), performance measurement is the process of creating quantifiable, measurable indicators that are tracked regularly in order to evaluate the progress being made toward the fulfillment of predetermined goals. The definition makes it clear that this company's performance measuring system has a quantitative focus and is frequently reviewed over a certain period of time.

This system adheres to the conventional positivistic method of inquiry, ignoring significant contributions that might otherwise be captured through constructivist approach. Another industrial perspective is offered by Daimler Chrysler (2005), which defines performance measurement as "a method of analysis that compares performance." The choice of time frame can have a significant impact. Good performance evaluations have to include:

- A review of performance across a business cycle (usually 3-5 years);
- A confirmation that similar things are being compared;
- A review of the causes of any severe out-or-underperformance.

This concept emphasizes the significance of measuring performance over a longer period of time for benchmarking reasons. It also cautions against comparing variables that aren't similar only for the purpose of comparing them. Finally, and most significantly, it suggests that extreme outcomes be investigated for validation reasons. The two definitions provided above begin to paint a picture of the concept's complexities.

Furthermore, governmental perspectives broaden performance assessment; for example, the United States Department of Transportation (2005) defined it as a practice that aids decision-making processes. This perspective adds a whole new layer to our knowledge of performance measurement. In this context, performance measurement is defined not only as the capacity to detect whether activities are effectively completed, but also as whether performance measurement contributes to decision-making.

In this case, performance assessment must deliver important and informative information that is both universal and complete. Despite being regulated by a nomothetic approach, this interpretation may show a gap for the practical theoretical approach, when the requirement for rich information outweighs the necessity for generality. The following interpretation discrepancies give valuable insight into how firms understand their performance assessment systems. However, four conclusions may be drawn from these definitions:

- Performance measurement is used to provide information to decision makers;
- Performance measurement is used to measure strategies and ensure their efficacy;
- Performance measurement is used to measure continuous improvement; and
- The indicators are generally quantitative or numerical in nature.

From the above it is evident that the most important function of performance measurement is to evaluate whether or not the organizational strategy is attained. It should also assist in implementing the strategy by actually measuring the strategy. This in turn fulfils other important roles of performance measurement such as providing information for decision making purposes; creating competitive advantage; systematically integrating and aligning all levels within the organization; enforcing continuous improvement; implementing best practices throughout the organization as well as creating a performance culture (Robson, 2005:137-145; Seang, 2003:1-5; Zhang, 2003:613-615).

2.12 **Agility and Flexibility**

Although the relationship between agility and flexibility has been addressed in the previous section, a few additional comments are needed. The Merriam-Webster (2012) dictionary describes the term agile as "nimble", "able to move with quick ease", while flexible is defined as "capable of being flexed". The divergence in the two definitions centers on two key terms: speed and elasticity. Despite these differences, researchers use them interchangeably (Giachetti et al. 2003). This can be explained by the fact that attributes have been added to agility and flexibility that have little to do with the core meaning of these terms. Most definitions of organizational flexibility emphasize the ability to adapt and respond to change (Sherehiy et al. 2007). This aspect of flexibility is also associated with agility. However, there is no mention of speed within conceptualizations of flexibility while agility is centered on speed. For example, Reed and

Blunsdon (1998) describe organizational flexibility as an organization's capacity to adjust its internal structures and processes in response to changes in the environment.

On the other hand, organizational agility represents the firm's capacity to 39 quickly adjust its structures and processes in response to changes in the environment. This leads to the conclusion that an organization can be flexible and not necessarily agile. Consistent with the dictionary definitions and the literature reviewed in the previous section, this dissertation suggests that the two terms are distinct concepts, with flexibility being a dimension of agility.

2.13 Agility and responsiveness

Supply chain management academics initially used the word responsiveness to describe particular customer service procedures. According to La Londe et al. (1988), effective handling of information requests, after-sales support, and error rectification are all aspects of responsiveness. While Stank et al. (1996) view responsiveness as including flexibility, the capacity to provide emergency services, and the ability to manage changes, Davis and Manrodt (1996) interpret the word to refer to any handling of specific client demands outside of the scope of typical service measurements. According to Merriam-Webster (2012), responsiveness essentially refers to a response to a stimulus.

The definitions of agility and responsiveness may be compared to see how differently they are meant: one emphasizes speed while the other indicates reaction. However, according to some academics, responsiveness and agility are interchangeable terms that refer to the capacity to respond to client demand (Li et al. 2008). As an example, Katayama and Bennett (1999) define agility as being receptive to consumer needs.

In conclusion, this dissertation research seeks to distinguish between the ideas of agility and responsiveness, with agility serving as a facilitator of responsiveness. Supply networks are thought to require agility as a sine qua non competence in order to be responsive. While an agile supply chain may be able to react to changes rapidly, this does not guarantee that the supply chain will always be responsive. An analogy from sports science may be used to show how the two concepts are related. If responding to an opponent's action is not a part of the athlete's plan, the athlete may opt not to do so. Similar to an agile supply network, less lucrative consumers would not receive as much attention from an agile supply chain. Agility is a capability that firms can employ to quickly respond to changes when dictated by the firm's strategy.

2.14 Agility and Adaptability

The contingency method in organizational research is where adaptability and adaptable organizations got their start. According to a subset of behavioral theory known as contingency theories (Hatch 1997; Donaldson 2001; Vecchio 2006), there isn't a single, universal approach to managing or organizing a business. Instead, the organizing strategy depends on the situational constraints of the environment in which the firm operates.

This viewpoint is based on the idea that in order for an organization to succeed, it must engage with its surroundings. This suggests that environments cannot be thought about or studied in isolation from organizations. According to contingency theory, organizational efficiency may be attained by tailoring the organization's traits to scenarios that accurately represent the organization's circumstances (Don-aldson 2001). Organizations must evolve throughout time to match shifting circumstances if they want to preserve effectiveness.

The environment, organizational size, and organizational strategy are the primary external factors taken into account while shaping an organization (Sherehiy et al. 2007). The Merriam-Webster (2012) dictionary claims that the word's origin indicates that it best describes the capacity for "being or becoming adapted". According to definitions of adaptability in a commercial setting, the concept is separate from agility. As an illustration, Katayama and Bennett (1999) describe adaptability as a firm's production system's capacity to alter or adjust its cost performance in response to demand.

Definitions of adaptability, in contrast to definitions of agility, do not view "speed" or "quickness" as characteristics of the term. Depending on how many changes the supply chain tries to accept, several research publications make a distinction between agility and adaptability. According to Lee (2004), an adaptable supply chain can change its own design to accommodate structural changes in markets, whereas an agile supply chain can swiftly respond to unexpected or sudden fluctuations in supply and demand.

2.15 Lean Practice

Krafcik is credited with coining the phrase "lean" in the late 1980s, while the western world first became aware of the ideology in the early 1980s as a result of rivalry from the Japanese automobile sector, which provided competitive pricing and high-quality goods. Lean is difficult to define, and each organization that uses it is likely to follow its own particular path (Lewis, 2000). Eliminating all production-related

time and resource waste is what this method entails. Process According to Mark, Wilson, and Ram (2009), lean may be considered as a philosophy, workplace culture, approach, management idea, value, methodology, or ethos. Lean is now developing into a management strategy that enhances all organizational processes at all levels (Womack et al., 1990; Liker, 1998).

Kaizen, kanban systems, and supplier development are a few of the popular lean procurement techniques, according to Bhasin and Butcher (2006). To make an organization into an effective company, it need a long-term philosophy, procedures, people, and culture (Liker, 2004; Henderson et al., 1999). Lean supply relies heavily on long-term partnerships with suppliers (Handfield, 1993). According to Latin (2001), Liker (1996), and Ferch et al., (1998) Achieving zero waste in all procurement cycles, avoiding bottlenecks, lowering inventory investments, lowering lead times and acquisition prices, raising inventory turns, and ensuring customer satisfaction are all requirements for today's demand-driven supply chains. These techniques guarantee increased productivity and process uniformity.

2.16 Hotel Services

A hotel is a location that sells its amenities and services. The services might range from just one to several combinations, and they can all be seen as a part of the hotel's overall market strategy. The fundamental entire market idea is made up of the five components depicted in figure 1. Hotels should employ networking and information technology systems to offer services efficiently and with the needs of the consumer in mind. Since tourists from outside the city must make hotel reservations online, hotels must also offer E-Services in order to satisfy their guests and make reservations simpler and more accessible. Typically, the following services are provided by most hotels:

Accommodation Service: When one travels to another city or country, one usually has different needs and demands for the destination one is travelling to so a hotel should be like a home away from home.

Food and Beverage (F&B): This is the unit that specializes in the conceptualization, the making of and delivery of foods and beverages for consumers in a hotel. The largest section of F&B employees are in the restaurants and bars of a hotel. (Source: Hotel F&B magazine)

Catering (Traditional and International): This is the business of providing foodservices for special events like meetings and weddings.

Gym Service: A special room for giving gymnasium services with different equipment, for doing indoor physical exercises for room users and outside customers.

Spa Service: Mostly comprises both Sauna & Steam and massage service.

Laundry Service: Laundry service comprises delivering washing facilities of different clothes of guests in a neat, cautious and well-arranged manner.

Front Desk Service (Reception): It is where visitors are received or greeted and answers telephone calls. Answering visitors' inquiries about a company and its products or services, directing visitors to their destinations, sorting and handing out mail, answering incoming calls on multi-line telephones are also done here. (Source: Addis Ababa Hotels Owners Association, 2011).

2.17 Four Star Hotel Quality Standard

International tourist hotel standards are high class hotels (three to five-star level) that provide services such as bedrooms, catering, conference halls and meeting rooms, multi-purpose conference hall, swimming pool, Spa (Hot Spring), gymnasium, sauna and massage, other sports facilities such as tennis or squash court, mini-golf or badminton, bowling, table tennis and children playground, night club with dancing to live music or discos or dance hall, and so on.

A four-star international tourist standard hotel is considered in this profile study to provide local and international tourists and guests with amenities such as bedrooms and catering (traditional and international), conference halls and meeting rooms, multipurpose assembly hall, gymnasium, Spa Service and laundry service. In Ethiopia, the Four-Star Hotels are built on the basis of certain standards.

Table 2.1: Sample Criteria for “Four Star Hotels” standard in Ethiopia

Particulars	**Features of Four-Star Hotels**

1. External and Internal Feature of the Hotel	• Name plate • Premises of the hotel in conformity with for guests' comfort and safety, beautiful and excellent scenery • Main entrance for guest and separate entrance/s for employees and deliveries the establishment should be suit able for hotel operation • Well- appointed entrance, 24hrs. security provision for people with special needsEntrance and exit outlets should be suitable for hotel guests • Entrance, exit outlets and interior setups should be suitable for guests with special needs The establishment should be in harmony with the building code of the country and provideletter of confirmation from pertinent government office • Design of building style, aesthetics, historical outlook, modern, elaborate technique and strength, view, paint and in highest condition. • Internet service (business center) • Floor, wall and ceiling, well lighted throughout, for the betterment safety and
2. Lobby	• Comfort of the guest public telephone booth. • Air conditioning guaranteeing thermal comfort, allowing the guest to regulate according to local condition • Porterage and luggage facilities, concierge service. • Reservation, reception, account and information system networked with othersales outlets, transparent operational system
3. Front Office /Reception	• Guest relation service and appealing system • Safe deposit service with receipt 24 hrs. service • Foreign currency exchange service and acceptance of credit card according to bank regulations. • Professionally qualified staffs First aid kit with all supply • highest standard service
4. Guest Rooms	• A minimum of 10 let able accommodation unit. Height of bedroom door 2m. • minimum size of bed rooms excluding entrances single =12m2 • Double=20m2 • minimum size of beds, single 1.20 mx2.m double 1. 5mx2.m • For every 100 guest rooms at least 2 bed rooms should be allocated for people with special needs • Lights with level of artificial illumination & controllable • colour matched curtains and carpets electronic card key • Bedrooms doors should be numbered, lettered or otherwise designated with clear signage and better-quality finish.

	• Each bed room to be marked, so as to show its position fire exit procedure, entrance and exit plan what guests are expected to follow in case of emergency brochures should • Be produced in different languages. • Services, room tariffs and other special charges informative leaflets should be provided in English and Amharic, if necessary, in regional languages • Guest regulating Air conditioning in all bedrooms Dressing table with mirror. • luggage Racks and Automatic mini bar • Built in cupboard with at least 10 cloth hangers, and drawers • In bedroom and living room an electric bell, light signal or telephone for internal communication. • Color TV with different channels in bed rooms Internet service • Night gown in every bed room Disposable pair of shoes • Electric iron should be available • Two restaurants offering breakfast, lunch and dinner. • Public rest room, adjacent to the restaurant and be of high quality.
5. Restaurant	• One specialized restaurant. • One Ethiopian cultural restaurant. • One 24hrs opened outlet offering food and beverage service. • Extensive choice of different local and international food and beverage service Priced and well-kept menu comprising of food and beverage • High quality of crockery, cutters, chinaware and silver wares. • Restaurant floor, wall, ceiling, doors, windows and internal set up should be best quality for the guest, safety, service and comfort. • Hierarchy of service, efficient and ethical number of staff. Very good service in restaurant. • Where necessary controllable air conditioner device. • Children Chair on demand. • Modern, well-built and equipped, high quality bars, not less than two. Snacks either locally or internationally served • High quality separated priced menu of food and beverages Tableware to be of silver or special stainless steel and fine china.
6. Bar	• Beverage shelves of high quality • High quality refrigerators, coffee machine, bar counter, sink with hot and cold running water. • Full-fledged service utensils. Chair and table. • Floor, wall, ceilings, windows, doors utensils with high quality finish, comfort. Well-trained, efficient, ethical and groomed food and beverage service staff. • High degree of food and beverage service.

7. Function Hall	• An area of not less than 300 sq. m. with high quality finish offering higher degree of all-purpose function hall service. • Besides, at least two syndicate rooms with different size. • Cloak room.

2.18 Empirical Reviews

According to Otchere, Annan, and Anin's (2013) research, supply chain integration directly affects company performance. Business performance is directly impacted by internal collaboration. Better performance is typically the outcome of higher degrees of integration.

Kim (2006) found that in large companies, the close relationship between the level of SCM practices and competitiveness may have a greater impact on the increase in performance, whereas in small companies, the efficient integration of SC may play a more significant role in improving sustainable performance.

Internal integration is directly correlated with business and operational performance, according to research by Flynn, Huo, and Zhao (2010) that examined the effects of three supply chain integration dimensions (supplier integration, customer integration, and internal integra-tion) on business and operational performance. Operational efficiency and customer integration are closely related. Supplier and customer integration were linked to operational performance for each type of performance even if they are not directly related to one another. Performance is affected by both internal and external integration. As SC integration advances, the effect on performance improvement of the integration between firm competitiveness and SC operating capability diminishes (Otchere, Annan, & Anin, 2013).

In order to propose a model for supply chain performance through supply chain design, supply chain information exchange, and flexibility and delivery, Alireza et al. (2011) performed research on the Malaysian electronics sector. components as separate variables influencing the effectiveness of the supply chain. The findings of this study demonstrated that information sharing and provision throughout the supply chain had an impact on supply chain performance. Additionally, information sharing and delivery directly affect the effectiveness of the supply chain. The outcomes also demonstrated how supply chain

performance, from ordering to delivery, is impacted by flexibility. Performance of the supply chain is impacted both directly and via flexibility indirectly. This study takes into account the influence of information to explain the considerable impact of supply chain design on their performance.

In Khuzestan Province (Iran), Moslem (2013) conducted research on how supply chain management practices affect competitive advantage in manufacturing firms. The research focused on strategic supplier relationships, the relationship between information sharing and information sharing through quality, and internal Lean practices as independent variables affecting competitive advantage. The findings of this study indicate a link between SCM procedures and competitive advantage.

Research on the effects of supply chain management (SCM) methods on the performance of SMEs in Turkey was carried out by Lenny et al. in 2007. Researchers divided SCM approaches into two components based on exploratory factor analysis (EFA): outsourcing, multivendor (OMS), strategic cooperation, and lean practices (SCLP). The findings demonstrate that operational performance is positively and significantly impacted by both PRGF and OMS variables. On the other hand, organizational performance in relation to SCM is not significantly and directly impacted by either SCLP or OMS. Furthermore, both aspects of SCM procedures have an indirect and considerably favorable impact on organizational performance across all establishments since the direct association between the two performance variables was shown to be considerable. Information exchange, enduring connections, teamwork, and process integration are the main independent factors influencing operational effectiveness in Brazilian businesses. The empirical findings of this study show that SCM measures have a beneficial effect on operational performance.

The relationship between supply chain management, product quality, and business performance was specifically examined in the study of Malaysian manufacturing firms by Arawati (2011). The study's analysis of these relationships revealed that the dimensions of SCM are "lean production," "new technology and innovation," "strategic supplier partnership," and "deferral concept."

Research on SCM practices in Nigeria today: Impact on SCM performance was done by Adebayo (2012). The SCM techniques specifically taken into account in this paper were deferral, information sharing, information quality, and strategic collaborations with suppliers. This study explains the relationship between SCM practices and SCM performance as well as the effects of these practices on SCM performance. It also provides an empirical justification for five important SCM practices aspects that have been found. The study demonstrated that SCM procedures do have an impact on SCM efficiency. Mahbubul (2013) studied the effects of supply chain management techniques on client satisfaction in the Bangladeshi pharmaceutical sector: Evidence from the pharmaceutical sector. The study's findings demonstrate that the three aspects of cooperation, information, and SCM practices observed in the sector.

Exchange, logistical planning, IT infrastructure, and organizational culture (OC) are all included. However, OC has no effect, but the first two have an impact on consumer satisfaction. The growth and development of supply chain management policies and practices, as well as their effects on various organizational perspectives and supply chain partners generally, are setting a solid foundation. However, Cousins et al. (2006) argue that there is insufficient evidence to declare a definitive link between SCM and performance. The lack of agreement on the definition and dimensionality of the SCM concept, use of several units of analysis, and various methods of performance measurement undermine comparability despite the rise in empirical research in recent years.

2.19 Theoretical Foundations

This dissertation employs a number of theoretical frameworks to direct the creation of a research model and the ensuing empirical inquiry. The suggested study framework for a firm's supply chain agility is supported by the resource-based perspective, the relational view, and the strategy-structure-performance theories. The sections that follow address the chosen theoretical methods.

2.20 The Relational View Theory

Another helpful conceptual lens for understanding the causes of organizations' competitive advantage is offered by the strategic management literature. The relational view (RV) theory contends that a firm's sources of competitive advantage may go beyond firm boundaries, in contrast to the resource-based view of the firm (RBV), which contends that a firm's superior performance results from its own resource-

based advantages (Wernerfelt 1984; Barney 1991). According to studies (Asanuma 1989; Dyer 1996), partners who are ready to make relation-specific investments and combine resources in novel ways can attain greater levels of performance. According to Dyer and Singh (1998), idiosyncratic inter-firm links can provide businesses a competitive edge over rivals that are unable or unwilling to create them.

It is proposed that relation-specific as-sets, knowledge-sharing practices, complementary resources/capabilities, and good governance are four possible drivers of inter-organizational competitive advantage. The duration of protections and the amount of inter-firm transactions are two sub-processes that are thought to be responsible for relational rent generation by relationships-specific assets. Through sub-processes connected to partner-specific absorptive ability and incentives to foster transparency and discourage free riding, knowledge-sharing routines are proposed to result in relational rents.

It is believed that complementary resources and skills promote relational rents through sub-processes linked to the partners' capacity to recognize and assess prospective complementarities as well as their capacity to reap the rewards of complementary strategic resource availability. The ability of the partners to use self-enforcement governance mechanisms rather than third-party enforcement mechanisms and the ability to use informal rather than formal self-enforcement governance mechanisms are thought to be the final ways that effective governance generates relational rents (Dyer and Singh 1998).

Companies no longer compete against one another as independent entities; rather, supply chains now compete against one another (Christopher and Towill 2001; Stank et al. 2005). This viewpoint is supported by the RV theory, which acknowledges that competitiveness derives from inter-firm sources of advantage rather than within-firm ones (Dyer and Singh 1998; Mesquita et al. 2008). The RV theory is seen as a crucial addition to the RBV and supports the change in the unit of study from business to supply chain (Fawcett and Waller 2011). Supply chain agility may not be something that businesses can acquire apart from other supply chain participants. The focus firm's investment in particular connections with its supply chain participants results in increased supply chain agility. So it makes sense, according to the RV theory, to view supply chain agility as a competitive advantage.

The RV and RBV's dynamic perspective are not mutually exclusive even if they give distinct viewpoints on sources of competitive advantage. When taken as a whole, they provide more solid theoretical justification for viewing firm supply chain agility as a source of competitive advantage. Organizations can also turn existing supply chain resources into unique competencies in addition to firm-level resources (Newbert

2007; Allred et al. 2011). According to Fawcet et al. (2007) and Ketchen et al. (2007), supply chain interactions may be a source of essential complementary resources that the main business can use.

Firm supply chain agility is a dynamic skill that comes from the company's capacity to reorganize resources at both the firm and supply chain levels. Firm supply chain agility may be developed by the discovery and assessment of possible complementary resources and competencies among supply chain participants, the development of knowledge-sharing practices, and the investment in assets that are specialized to certain supply chain relationships. Supply chain participants might combine their resources to more effectively adapt to changes by identifying complementary resources and competencies (Gligor and Holcomb 2012).

Firm supply chain agility may be developed by the discovery and assessment of possible complementary resources and competencies among supply chain participants, the development of knowledge-sharing practices, and the investment in assets that are specialized to certain supply chain relationships. Supply chain participants can more effectively combine their resources to adapt to changes by identifying complementary resources and competencies (Gligor and Holcomb 2012).

A coordinated agile reaction requires processes for knowledge exchange across supply chain participants (Christopher et al. 2004). Furthermore, research on agility demonstrates that process integration—which entails "collaborative working between buyers and suppliers, joint product development, and common systems" (Christopher 2000, p. 39—is the only way to fully use shared information amongst supply chain participants). This is in line with the RV theory and argues that investments in relation-specific assets may be required to guarantee a high level of process integration.

2.21 The Strategy-Structure-Performance Paradigm

Organizations should intentionally approach the creation of their desired degree of supply chain agility in order to enhance their performance (Christopher et al. 2006; Goldsby et al. 2006). A helpful theoretical lens for assessing the nature of strategic planning is the strategy-structure-performance (SSP) paradigm (Galunic and Eisenhardt 1994). The evolution of organizational structure and processes, according to the SSP paradigm, is driven by a firm's strategy, which is developed taking into account external environmental conditions (Galbraith and Nathanson 1978; Miles and Snow 1978). According to several studies

(Child 1972; Miles and Snow 1978; Galbraith and Kanzanjian 1986; Hoskisson 1987; Wolf and Egelhoff 2002; Stank et al. 2005), businesses that have their strategy and organizational structure appropriately linked should outperform rivals with less strategic fit.

The strategic direction of the company, according to SSP, foretells the structure that the company will take. Firms must decide how to deploy resources to build skills as well as how to organize and coordinate sets of capabilities as part of the structure development process (Stank et al. 2005). Firm supply chain orientation (SCO) and company performance in market and financial orientation are the two firm orientations of interest in this research. Both orientations have been analyzed from a strategic standpoint in previous research (Esper et al. 2010; Taghian 2010). With an emphasis on the value of strategic direction in supply chain management, strategic SCO methods conceive it.

According to this viewpoint, it is a strategic decision to compete based on supply chain skills (Esper et al. 2010). According to Min and Mentzer (2004), the strategic component of SCO stresses a systems approach to seeing the supply chain as a whole rather than as a collection of individual components. Market focus is often seen as a company strategy (Taghian 2010). The two main market orientation approaches, behavioral and cultural, believe that an organization becomes more market-oriented through a process that eventually will allow the strategy to sustain itself. The market orientation approach may be implemented in two different ways.

According to the behavioral school of market orientation, a number of factors must come together for a market orientation to be successful within an organization. These factors include top management's commitment to a market orientation, top managers' risk aversion, interdepartmental conflict and connectedness, centralization, reward system orientation, employees' commitment to the company, and esprit de corps (Kohli and Jaworski 1990; Kohli and Jaworski 1993).

According to the cultural school, market orientation is a company's dominant culture and it fosters the ongoing development of customer value (Narver and Slater 1990). The primary cultural values associated with market orientation include: the clarity of the value discipline and its value proposition (Webster 1994; Treacy and Wiersema 1995); leading customers rather than simply following them (Hamel and Prahalad 1994); viewing the company as a service business (Webster 1994); and managing the company for, and in terms of, its key customers and employees (Reichheld and Sasser 1990). Despite their differences, both

schools of thought concur that market orientation is a tactic that enables an organization to achieve its core duty of creating sustainable value for its stakeholders (Taghian 2010).

2.1 Conceptual Framework

It is critical to identify if the supply chain agility architecture is reflecting or formative in order to clearly demonstrate the link between supply chain agility and its dimensions. According to Coltman et al. (2008), three theoretical factors may be used to distinguish between formative and reflective models.

The construct's nature serves as the initial theoretical criteria. While the latent concept in formative models is determined as a mixture of its indicators, the latent construct in reflective models is independent of the measurements being utilized (Rossiter 2002; Borsboom et al. 2003). The second theoretical point focuses on the direction of causation between the objects and the latent construct.

In reflective models, changes in the construct lead to changes in the item measures, whereas changes in the item measures lead to changes in the construct in formative models (Bollen and Lennox 1991; Edwards and Bagozzi 2000; Diamantopoulos 2006). The qualities of the items used to test the concept are taken into account by the third theoretical criteria. The construct in the reflective model manifests the objects, which all have a similar theme. Items in a formative model establish the concept and are not required to have a same theme (Rositer 2002; Jarvis et al. 2003).

For the construction of a rapid reaction on supply chain agility to improve business performance, a conceptual solution is offered. The suggested approach suggests using a more agile supply chain to boost business performance while also looking at the effects of five related strategic elements: alertness, accessibility, decisiveness, swiftness, and flexibility.

In high-level customized scenarios, a different supply chain (SC) performance strategy—SC agility—is needed to manage the challenges of product diversity and innovation. Second, five factors were taken into account to improve company performance in high-level customized contexts: alertness, accessibility, decisiveness, swiftness, and flexibility. The ultimate organizational aim is lastly proposed by business performance.

The following conceptual framework, which this particular study was regulated by, was constructed based on an overall examination of the relevant literatures. The dependent variable in this study is business performance, while the independent variables are alertness, accessibility, decisiveness, swiftness, and flexibility.

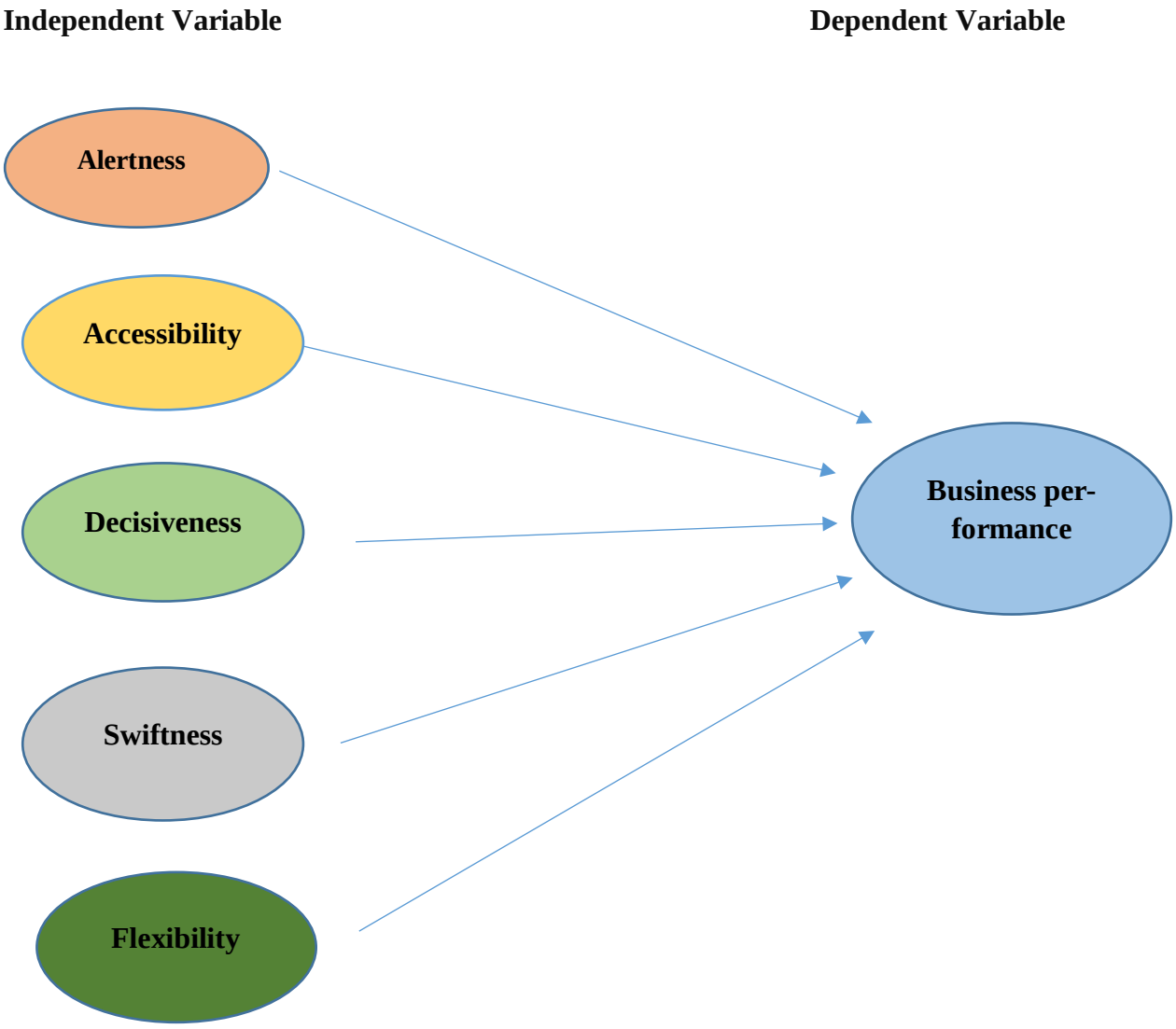

Figure 2.1 Source (Hair, J.F., Jr *et al.* (2021)

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used to establish the effect of supply chain Agility approach on organizational performance in the case of four-star hotels, Addis Ababa. Specifically, the following subsections include the research design, Sample and Sampling design, data collection procedures, data collection instruments, target population, and data analysis.

3.2 Research Design

According to Ornstein (2013), a research design is a strategic framework for action that connects the research questions to its execution or application. It is a framework of procedures and strategies selected by a researcher to combine diverse research components in a rationally coherent way in order to effectively address the research challenge. It offers advice on "how" to carry out research using a certain technique. Different research methodological types were categorized by Saunders & Lewis (2014) into the following categories: diagnostic, correlational, exploratory, descriptive, and explanatory. There are two common types of study designs: descriptive and explanatory.

The design of a study aids the researcher in structuring and carrying out the investigation in a manner that will yield the intended outcomes, hence improving the likelihood of discovering data that may be relevant to the actual circumstance (Burns & Grove, 2001). A descriptive study strategy, according to De Vaus and De Vaus (2001), entails "systematic observation and description of the conduct of a variable without manipulating it in any way." Kothari (2004) explains that the circumstances, structures, practices, associations or existing disparities, and opinions held on specific trends are all part of a descriptive study design.

Since descriptive studies are wary of making precise predictions, recounting facts, and characterizing people, organizations, or events, this study adheres to the descriptive quantitative study model. Finding a substantial association between two variables is the goal of correlation research (Reid, 2013). In order to

demonstrate the impact of the independent variable on the dependent variable, the researcher used correlation, specifically Pearson's correlation coefficient, and a regression analysis approach to evaluate the data after it had been collected.

3.3 Research Approach

The method used by the researcher to gather, examine, and interpret data is known as a research methodology. Three different research methodologies are available: mixed, qualitative, and quantitative. Quantitative information was gathered to enable a thorough statistical analysis of the investigation. For this study, a quantitative approach used to get the most representative sample possible.

To accomplish the aforementioned goals, this study, which is applied research, uses both descriptive and explanatory research designs. It is held at Addis Ababa four-star hotels and focuses on supply chain agility. In the investigation, quantitative data will be used. The target groups for the study were the administrative, executive, and line workers who work in 4-star hotels across the supply chain. Both stratified and random sampling strategies were applied in response to this.

3.4 Data Collection Methods

Tools used to conduct the research are referred to as data gathering instruments (Kombo and Tromp, 2006). Both primary and secondary sources were employed in this study to gather data. The researcher gathered primary data from respondents and secondary data from books, publications, and dissertations that were pertinent to the topic as well as the internet. In order to determine how supply chain agility affects company performance, researchers examined primary data. The colleagues provided the researcher with first-hand information. The researcher employed quantitative research techniques to fulfill the study's objectives.

The quantitative data: the researcher was able to gauge the size of measurably different changes thanks to the data acquired. The researcher had the advantage of being able to gauge how four Four-Star Hotel workers would respond to a certain set of questions because to the quantitative data that had been gathered. The goal of the quantitative data type employed in this study was to provide output of comparisons between the target Four-Star Hotels and drive quantifiable outcomes on the level of customer satisfaction. Consequently, the questionnaires' quantitative results were gathered.

A researcher will use a questionnaire as a data collection instrument in the study, which, due to its quality and the possibility of non-response, helps to cover larger target groups than the interview. Cooper and Schindler (2006) recommend questionnaire for explanatory research studies since self-administered surveys cost less than a personal interview cost. The questionnaire consists of three parts, the first part explains the purpose of the questionnaire; the second part consists of the respondents' profile, while the third part consists of research questions. The questionnaire was designed using 5-point Likert scale approaches (i.e., "strongly disagree to strongly agree").

In order to encourage respondents and to maximize the chances of an appropriate response, the length of the questionnaire was taken into account. Accordingly, respondents were asked to indicate their agreement on a 5-point Likert scale with the following ratings; Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5). Numbers were provided on the questionnaires to provide a sense of ordinal scale measurement and to generate data suitable for quantitative analysis.

3.4.1 Data collection instruments

Tools used to conduct the research are referred to as data gathering instruments (Kombo and Tromp, 2006). The data collecting tool for the study will be a completely structured questionnaire with closed-ended questions.

A questionnaire: is a research tool that collects data from a sizable sample. The questionnaire will be made to gather information from the sample that is both qualitative and quantitative. Using a questionnaire has certain benefits over other instruments, such as allowing the researcher to get data from large samples, reducing the likelihood of bias as it is often in written form, and maintaining confidentiality.

Considering that self-administered surveys are less expensive than in-person interviews, Cooper and Schindler (2006) suggest using questionnaires for explanatory research projects. The questionnaire was broken down into three sections: one for basic information about the respondent, one for independent factors, and one for the dependent variable.

3.5 Population and Sampling Design

3.5.1 Population

According to Rafeedale (2013), the population of a study is defined as a large group of people, organizations, things, etc. who share the researcher's interests. According to the aforementioned description, the 120 professionals who worked in the various departments of the four four-star hotels and were specifically involved in the supply chain comprised the study's population.

The population of this study included all professionals (supply chain management, procurement, sales and marketing, human resource, and warehouse management) who participated in the quantification, procurement, contract management, warehousing and inventory management, distribution, and fleet management. This study examines the impact of supply chain agility on the entire departments that run supply chain integration. A population sample was taken from the whole organizational structure based on how close they were to the key components of supply chain agility integration.

The study's entire population consists of 1200 individuals who work at four specifically chosen four-star hotels that are located in AA, Ethiopia.

The star ratings for the hotels in Addis Abeba were determined in two rounds, the first of which took place in 2014 and the second of which took place in 2018—four years later. As a result, the city has 138 hotels with ratings ranging from one to five stars. In Addis Ababa city, there are 8667 rooms available with an average of 67 rooms per hotel, according to (Addis Ababa hotel owners' trade sectorial association) 2020. Below is a depiction of the star rate's detailed frequency.

Table 3.1 The frequency of hotels by star rate

Star rate	**Number of hotels (frequency)**
One Star (*)	42
Two Star (**)	33
Three Star (***)	34
Four Star (****)	21

Five Star (*****)	08
Total	**138**

Source: Addis Ababa city culture, art and tourism bureau, 2020.

3.5.2 Sampling Design

Sampling is the process of choosing responses who are representative of the entire population. 2013 (Mugenda & Mugenda). Sampling is crucial since it is impractical to take the entire population due to constraints on time, money, and errors that might demoralize the researcher.

To accomplish those objectives, this study, which is applied research, uses both descriptive and explanatory research designs. It is held at Addis Ababa's four-star hotels and focuses on supply chain agility. In the investigation, quantitative data will be used. The target groups for the study were the administrative, executive, and line workers who work in 4-star hotels across the supply chain. Both stratified and random sampling strategies will be used in response to this.

3.5.2.1 Sampling Frame

According to Cox and Hassard (2005), a sampling frame is an impartial list of the population from which the researcher might choose. Employees of the supply chain in administrative, senior, and line roles at the four (four-star hotels) Jupiter International Hotel, InterContinental Hotel, Ellily Hotel, and Grand Palace Hotel made up the sample frame for this study. The Addis Ababa hotels owners' Association (2019) estimates that there are 1200 employees overall and 300 on average. Using Carvalho's sample size calculation, the researcher selected 120 supply chain-related individuals from a population of 1200, encompassing managerial and non-managerial roles at all listed four-star hotels. Finance, sales & marketing, human resources, supply chain, and warehouse management are just a few of the departments that are involved in supply chain management operation.

3.5.2.2 Sampling Technique

The goals of the research activity guided the selection of the sampling technique that was employed to take samples from a population. Multiple approaches will be used in this study to get the best possible representative sample. On this research, stratified sampling and simple random sample will be used.

To ensure that everyone had an equal chance of being sampled and that various age groups were represented, the study used stratified sampling as well as plain random sampling. After then, semi-structured questionnaires were employed to collect the required information.

3.5.2.3 Sample Size

The population of the four four-star hotels in Addis Abeba was the study's primary focus. The present management and non-management staff members of the Jupiter International Hotel, InterContinental Hotel, Ellily Hotel, and Grand Palace Hotel served as the sources of the population. A preliminary poll was done to figure out how many people worked in total at each of the four hotels. By giving each hotel the same weights in the proportional sampling procedure, the sample size was established. Carvalho (1984), among other techniques, was utilized to determine the sample size. The table below details the procedure.

Table 1: - Sample Size Determination

Population Size	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3021-10000	80	200	315
10001-35000	125	315	500
35001-45000	200	500	800

(Source Carvalho 1984)

There are 1200 people in the study's four hotels. The range is between 501 to 1200, as per Carvalho's sample size estimation shown in Table 1. Consequently, the researcher will choose a higher sample size in comparison to the population size in order to get a better result. As a consequence, 120 people were chosen as the sample size for the research in question.

Table 3.1 Population and sample size

3.6 Data Analysis Technique

3.6.1 Model Specification

The result was analyzed using the ordinary least squares (OLS) regression technique by the researcher. To determine how much the independent variable contributes to the dependent variable's explanation, a regression analysis was conducted. Regression analysis was done between organizational performance and supply chain agility, alertness, accessibility, decisiveness, swiftness, and flexibility (independent variable). The general form of the panel data model can be specified more compactly as:

$$\mathbf{Yit = \alpha + \sum \beta Xit + \varepsilon it}$$

In the equation **Yit** represents the dependent variable in the model and **Xit** Contains the set of explanatory variables in the model. The subscripts "**i and t"** denote the cross-sectional and time- series dimension respectively. Also, **αI** is taken to be constant over time **t** and specific to the individual cross-sectional unit **I**. If αI is taken to be the same across units, then Ordinary Least Square (OLS) provides a consistent and efficient estimate of **αi and β.** In the light of the above model and on the base of selected explanatory variable the current study used econometric model as shown below.

$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \ldots\ldots + \beta nXn + \varepsilon i$

Where

Y is dependent variable, which explained by the independent variables.

β0 is constant

β1… βn are the coefficient of the independent variables X1 to Xn.

εi is an error term Specifically, model for this study can be expressed as follows;

$OP = \beta 0 + \beta 1AL + \beta 2AC + \beta 3DS + \beta 4ISW + \beta 5FX + \varepsilon i$

Where,

OP=organizational performance

AL= **Alertness**

AC= **Accessibility**

DS= **Decisiveness**

SW= **Swiftness**

FX= **Flexibility**

3.7 Reliability and Validity analysis

3.7.1 Validity

The ability of a measuring tool to accurately measure what it claims to measure is known as validity. The crucial question of measurement validity, according to Bryman and Bell (2003), is whether the concept measures genuinely capture the idea. If an indicator (or combination of indicators) intended to measure a notion really does so, it is said to be valid. Content validity, simultaneous convergent validity, prognosis validity, construct validity, and convergent validity are a few different techniques to assess validity (Bryman and Bell, 2003). By evaluating relevant literature and modifying the instruments used in earlier studies, this study will address content validity.

3.7.2 Reliability Test

the instrument's level of reliability, or the consistency of the variables as measured by Cronbach's alpha. According to (Nunnaly,1978), "Cronbach's alpha is a dependability metric linked to the variance explained by the real value of the underlying concept. Only variables with several measurement questions can be used to calculate Cronbach's alpha. (Nunnaly, 1978) discovered that a Cronbach's alpha of 0.5 is adequate, whereas a Cronbach's alpha of 0.7 is more appropriate.

Cronbach's Alpha Interpretation

Interpreting Cronbach's alpha is a little more complex than higher is better. Let us cover the highlights as well as some caveats and warnings.

Cronbach's alpha ranges from zero to one.

- Zero indicates that there is no correlation between the items at all. They are entirely independent. Knowing the value of a response to one question provides no information about the responses to the other questions.

- One indicates that they are perfectly correlated; knowing the value of one response provides complete information about the other items.

Of course, your value will usually be somewhere in between. What is an acceptable range for Cronbach's alpha?

Analysts frequently use 0.7 as a benchmark value for Cronbach's alpha. At this level and higher, the items are sufficiently consistent to indicate the measure is reliable. Typically, values near 0.7 are minimally acceptable but not ideal. However, some fields and industries have different minimum values.

Reliability Analysis formula

Below is the formula for Cronbach's alpha.

$$\alpha = \frac{N * \overline{c}}{\overline{v} + (N - 1) * \overline{c}}$$

Where:

- N = number of items
- $\overline{c}$ = mean covariance between items.
- $\overline{v}$ = mean item variance

3.8 Linear Regression

Because they are reasonably straightforward and offer a clear mathematical formula that may produce predictions, the researcher will choose linear-regression models. There are many business and scholarly applications for linear regression.

The ability to accurately and scientifically forecast the future using linear regression models has been demonstrated. The characteristics of linear regression models are well recognized and can be trained fairly rapidly because it is a statistical process that has been around for a very long time.

According to IBM SPSS 2022 V20, published the use of linear regression techniques can help business and organizational leaders make better decisions. Organizations gather vast amounts of data, and linear

regression enables them to use that data, rather than depending on experience and intuition, to better manage reality. It is possible to turn enormous volumes of raw data into useful knowledge. By revealing patterns and links that your business colleagues may have previously observed and assumed they already understood, you can also utilize linear regression to deliver greater insights. For instance, analyzing sales and purchase data might reveal specific buying trends on certain days or at particular times. Regression analysis insights can assist business leaders in predicting when their company's products will be in high demand.

3.9 Ethical Consideration

No one who participated in the study was harmed personally, and everyone had a right to privacy and respectful treatment. The researcher maintained complete confidentiality about the data obtained. All forms of assistance, other people's involvement, and the information's original sources are recognized. based on What is Ethics in Research and Why is it Important? by D. B. Resnick (2015). The researcher at the National Institutes of Health will take the following concerns carefully.

Integrity: When doing research ethically, you must be truthful in your reporting of your technique, data, and conclusions. It is immoral to fabricate information, exaggerate results, and deceive readers with ambiguous or contradictory justifications. Even when researchers are working with peers, sincerity and honesty are expected according to research ethics norms.

Objectivity: You must carefully and critically evaluate your study effort in order to avoid any evident mistakes and neglect, as required by ethical principles in research. Additionally, abstaining from biases in data interpretation, experimental design, result analysis, peer review, and partner selection means you are conducting research in accordance with these ethical issues. Additionally, it is improper to treat your partners, co-workers, students, reviewers, or mentors differently based on anything other than their honesty as scientists.

Openness: An important ethical aspect in research is being receptive to criticism and fresh perspectives. As a result, you should be open to other interpretations and points of view while sharing your ideas, findings, and research technique in order to progress science and society.

Avoid plagiarism: One of the fundamental ethical issues in research is. Avoid plagiarizing the work of other researchers, and always thank and credit those who have contributed to your research. Moreover, avoiding any self-plagiarism is another ethical consideration in research.

Privacy and confidentiality: If your study includes people, you must follow ethical guidelines for research technique and ensure that you respect human rights (such as the confidentiality of patient data). The research study should minimize any potential harm while maximizing the advantages for both parties. When working with vulnerable populations, such as children, individuals with disabilities, and elderly people, more caution should be exercised. Diagnostic findings, grant information, patient records, and other confidential sensitive information should all be secured. an ethical publishing Anything that has been created by fabrication, manipulation, falsification, or copying should not be published. where a research paper is split into multiple papers having similar research questions, hypothesis, methodology, results, and sample is also considered unethical so a researcher following ethical guidelines should make an effort to avoid this.

CHAPTER FOUR:
"DATA ANALYSIS, INTERPRETATION, AND DISCUSSION

4.1 Introduction

"The goal of this study was to look at the effect of supply chain agility on organizational performance in four-star hotels in Addis Ababa." Response rate, demographic information, and descriptive statistics are presented, as well as inferential statistics. "This chapter presents the findings of the data analysis as well as their interpretation." "The chapter provides discussion in accordance with the specific objectives and in line with the literature review completed in chapter two of the study."

Correlation and regression analyses were performed on a scale-typed questionnaire to determine the impact of supply chain agility on organizational performance. There were distributed 120 questionnaires in all, 89 (74.16%) of which were legitimate and used for analysis. The statistical program SPSS version 20 was used to show and evaluate the data that had been gathered. The impact of the independent variable on the dependent variable was also examined using regression.

4.1.1 Response Rate

Figure 4.1 below presents the response rate of the sample under which the research questionnaires were administered. The figure avails percentages of the respondents who fully responded and filled out the questionnaire and those who did not respond.

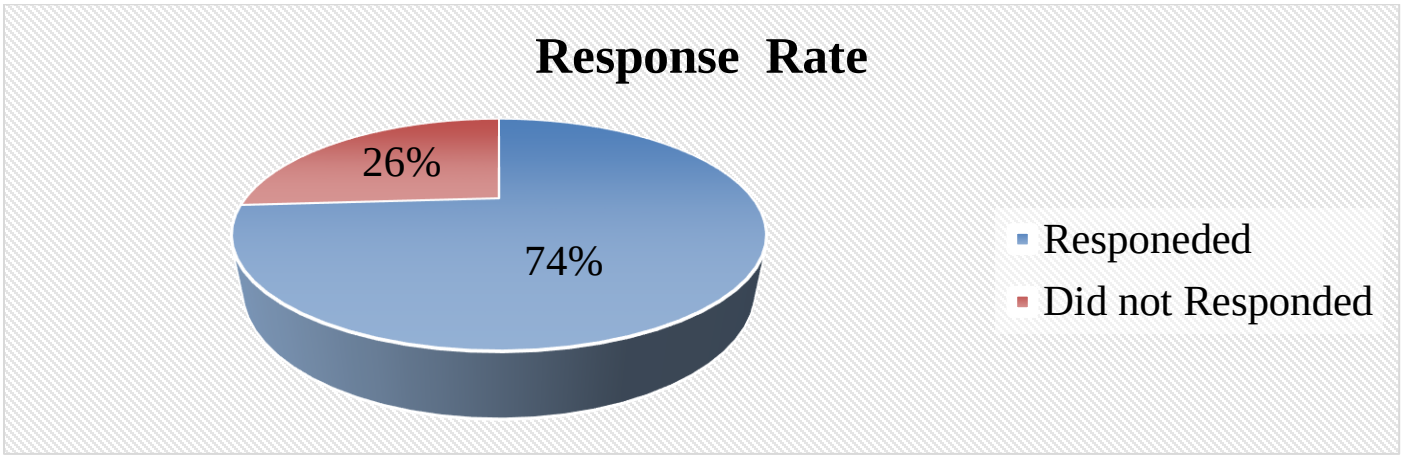

Figure 4.1 Source: (frequency generated from IBM SPSS 20)

Figure 4.1 shows that out of the total sample size of 120 respondents, 74% or (89 respondents) provided a satisfactory response to the study questionnaire. A response rate of 50% is preferred and regarded as appropriate for the execution of a valid study, according to Mugenda & Mugenda (2013). A response rate of 60% or above is regarded as excellent for analysis, while one of 70% or higher is regarded as exceptional. Hardigan, Popovici, and Carvajal (2016) confirmed a similar benchmark, noting that a response rate of 50% is sufficient, a response rate of 60% is good, and a response rate of 70% is very good. It suggests that the study answer was appropriate for analysis and reporting and was satisfactory.

4.2. Descriptive Analysis for Demographic Characteristics of the Respondents

This component includes the respondent's job department, number of years employed at the hotel, and educational background. The following are some of the conclusions that were reached about demographic data since they allowed the respondent to submit information that is valid, trustworthy, and relevant to the study.

4.2.1 Respondent Work Department

According to Table 4.4 below, the majority of responses were from the hotel's core departments: marketing and sales (51.7%), human resources (25.6%), supply chain (10%), finance (7.9%), and warehousing MGT (4.5%). This suggests that the information acquired from them is accurate and pertinent for the research because of their close engagement in the supply chain activities of the organization. The results may thus be applied to the firm generally.

Department of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Warehouse MGT	4	4.5	4.5	4.5
	Marketing and sales	46	51.7	51.7	56.2
	Supply chain	9	10.1	10.1	66.3
	HR	23	25.8	25.8	92.1
	Finance	7	7.9	7.9	100.0
	Total	89	100.0	100.0	

Table 4.4: Respondent Work Department

4.2.2 Respondent's Years at the Hotel

According to the study's findings, the majority of respondents had worked in the hospitality industry for between five and ten years, followed by between two and four years, at a rate of 39.3%. Only 5.6% of respondents had worked in the industry for more than ten years. This suggests that the majority of responders have sufficient knowledge about and experience with their company, and they offer accurate information.

Working experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	17	19.1	19.1	19.1
	2-4 Years	32	36.0	36.0	55.1
	5-10 years	35	39.3	39.3	94.4
	Above 10 years	5	5.6	5.6	100.0
	Total	89	100.0	100.0	

Table 4.5: Respondent's Years at the Hotel

4.2.3 Respondent's Level of Education

The respondents' ability to understand problems with resource utilization is much aided by education. This result was consistent with Katz's (1992) observation that people with greater education are more successful because they are more knowledgeable and possess modern managerial skills, which make them more aware of the realities of commercial work. This suggests that they comprehend the questionnaire with ease and provide accurate information. In the survey, participants were asked to declare their level of education. Results show that 60.7% of participants had earned a BA, 20.2% had a diploma, 16.9% had earned a master's degree, and just 1.1% had a PhD. This suggests that individuals have the capacity to appropriately conceptualize and respond to situations and activities.

Level of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	18	20.2	20.2	20.2
	Bachelor Degree	54	60.7	60.7	80.9

	Masters	15	16.9	16.9	97.8
	PhD	1	1.1	1.1	98.9
	N/A	1	1.1	1.1	100.0
	Total	89	100.0	100.0	

Table 4.5.1: Respondent's level of Education

4.3 Descriptive Analysis for Variables

Non-financial criteria were taken into account, and pertinent data was gathered for all the variables, in order to examine the impact of organizational agility on the commercial performance of four-star hotels in Addis Abeba. Alertness, Accessibility, Decisiveness, Swiftness, Flexibility, and Busi-ness Performance were the factors. The responses were rated on a 5-point Likert scale, with 1 representing "Unimportant," 2 "Slightly Important," 3 "Neutral," 4 "Highly Important," and 5 "Critically Im-portant."

4.3.1 Descriptive Statistics for Alertness

The goal of the study was to determine how alertness affected organizational performance at Addis Ababa's four-star hotels. Adjusting the company's supply chain strategy, assessing inventory levels, recognizing quality problems, and guaranteeing ethical and sustainable procedures were the parts of Alertness that were handled. The outcomes of the descriptive statistics for Alertness are displayed in Table 4.6 below.to

Descriptive Statistics for Alertness			
	N	Mean	Std. Deviation
How quickly respond to changes	89	1.34	.475
Review and adjust the company's supply chain strategy	89	1.69	.748
Frequency of reviewing inventory levels	89	1.61	.615
Identifying and addressing quality issues	89	2.11	.745
Ensuring supplier's ethical and sustainable practice	89	1.81	.952
Valid N (listwise)	89		

A mean of 1.34 and a standard deviation of 0.475 in the above table show that respondents believed it was normally unimportant how quickly we respond to adjustments at Addis Ababa's four-star hotels. With a

mean of 1.69 and a standard deviation of 0.748, the respondents said it was unimportant to evaluate and change a company's supply chain strategy. The mean and standard deviation for frequency of assessing inventory levels and frequency of recognizing and resolving quality concerns, respectively, were 1.61 and 0.615, 2.11 and.745 respectively. As a result, the vast majority of respondents think it is unnecessary to check suppliers' ethical and environmental practices.

According to the results, the performance of four-star hotels in Addis Ababa was unaffected by their capacity to adapt rapidly to changes. The company's supply chain strategy should not be reviewed or modified in reaction to the performance of Addis Ababa's four-star hotels. The performance of four-star hotels in Addis Ababa is unaffected by how frequently inventory levels are inspected, quality issues are found and resolved, and suppliers' ethical and sustainable business practices are assured.

4.3.2 Descriptive Statistics for Accessibility

The goal of the study was to investigate how accessibility affected the business performance of a four-star hotel in Addis Ababa. The factors should be taken into account for suppliers' influence on accessibility, the choice of delivery method, monitoring the operation of the delivery system, identifying areas for improvement, delivery deadlines, and quality standards. The results of the descriptive statistics for Accessibility are shown in Table 4.7 below, along with averages and standard deviations.

Descriptive Statistics for Accessibility			
	N	Mean	Std. Deviation
Impact of Supplier’s Accessibility	89	3.12	1.304
Effect of transportation option for delivering goods	89	3.04	1.269
Effect of monitor transportation Performance	89	2.92	1.272
Effect of identifying areas for improvement	89	2.90	1.454
Ability to meet delivery deadlines and quality standards	89	2.85	1.549
Valid N (listwise)	89		

The respondents' perceptions were that there was a large Impact of Supplier Accessibility at Addis Ababa's four-star hotels, as shown by a mean of 3.12 and a standard deviation of 1.304. Respondents agreed that

the impact of different modes of transportation on the delivery of products and the tracking of transportation performance was neutral, as shown by a mean of 3.04 and a standard deviation of 1.269. The mean and standard deviation for tracking transportation performance and finding areas for improvement were 2.92 and 1.272, 2.90 and 1.454, respectively. As a consequence, the majority of respondents, with a mean value of 2.85 and a standard deviation of 1.549, believe it is essential to be able to meet delivery deadlines and quality criteria.

According to the study, the performance of four-star hotels in Addis Ababa is impacted by supplier accessibility. Furthermore, it is irrelevant to choose a reliable mode of transportation and assess its effectiveness in comparison to the financial success of Addis Ababa's four-star hotels. The success of Addis Ababa's four-star hotels depends on the capacity to recognize development opportunities and to satisfy delivery deadlines and quality requirements.

4.3.3 Descriptive Statistics for Decisiveness

The goal of the study was to determine how decisiveness affected business performance at Addis Ababa's four-star hotels. Quick supply chain decisions, prompt supply chain problem resolution, the amount of data used in supply chain decisions, employee involvement, and effective resource use were the factors taken into account while determining decisiveness. The findings of the means and standard deviations for the aforementioned features are displayed in Table 4.8.

Descriptive Statistics Decisiveness			
	N	Mean	Std. Deviation
Making a quick supply chain decision	89	3.19	1.453
Timely identification and resolution of supply chain issues	89	3.13	1.342
To what extent is data used to inform supply chain decision-making	89	3.07	1.396
Employee’s involvement in supply chain decision making	89	2.90	1.438
Efficient utilization of resource	89	2.94	1.417
Valid N (listwise)	89		

As shown by a mean of 3.19 and a standard deviation of 1.453 in the table above, respondents believed that adding a quick supply chain option had a little effect on Addis Ababa's four-star hotels. According to respondents, early identification and the depth of data used to assist supply chain decision-making were

of equal importance, as evidenced by a mean of 3.13 and a standard deviation of 1.342. Employee engagement in supply chain decision-making had a mean of 3.07 and a standard deviation of 1.396, respectively. Because of this, most survey participants believed that having the ability to use resources effectively was unnecessary.

The study found that the performance of Addis Ababa's four-star hotels is unaffected by decisiveness. Additionally, it is unconcerned with how well four-star hotels perform in Addis Ababa with regard to the prompt identification and resolving of supply chain problems, the volume of data used to support supply chain decisions, employee participation in supply chain decisions, and the effective use of resources.

4.3.4 Descriptive Statistics for Swiftness

The study sought to examine the effect of Swiftness on organizational performance of four-star hotels Addis Ababa. The aspects of consideration for Swiftness were respond to changes, swift identification of SC issues, swift resolution, contingency plans and communicating swiftly across departments. Table 4.9 shows the results of the means and standard deviations for the above aspects.

Descriptive Statistics for swiftness			
	N	Mean	Std. Deviation
Respond to changes in demand or supply	89	3.27	1.404
Swift identification supply chain issue	89	2.99	1.394
Swift resolution of supply chain issues	89	3.18	1.345
How often are contingency plan reviewed	89	3.03	1.434
Communicating swiftly across different departments	89	2.81	1.205
Valid N (listwise)	89		

According to the above data, with a mean of 3.27 and a standard deviation of 1.404, responding to changes in supply or demand had a substantial influence on Addis Ababa's four-star hotels. As shown by a mean of 3.18 and a standard deviation of 1.345, respondents believed that prompt identification and resolution of supply chain issues were essential. The mean and standard deviation for evaluating the contingency plan were 3.03 and 1.434, respectively. Therefore, with a mean of 2.81 and a standard deviation of 1.205,

the majority of respondents believed that rapid communication across departments was neither necessary nor insignificant.

According to the study, speed significantly affects how well Addis Ababa's four-star hotels perform. Furthermore, the performance of four-star hotels in Addis Ababa depends on their ability to adapt to changes in supply or demand. Rapidly identifying and resolving supply chain problems as well as assessing backup plans are crucial, but rapid departmental communication is not essential.

4.3.5 Descriptive Statistics for Flexibility

The study sought to examine the effect of Flexibility on the organizational performance of four-star hotels in Addis Ababa. The aspects of consideration for Flexibility were flexible production volume, flexible time of delivery, flexible variety of products, flexible in introducing new products and flexible collaboration with suppliers. Table 4.10 shows the results of the means and standard deviations for the above aspects.

Descriptive Statistics for flexibility			
	N	Mean	Std. Deviation
Flexible in production volume	89	3.62	.971
Flexible in time of delivery	89	3.88	.998
Flexible in changing the variety of products produced	89	3.94	1.015
Flexible in introducing new products	89	3.87	1.170
Flexible in collaboration with suppliers and partners	89	4.06	1.015
Valid N (listwise)	89		

The four-star hotels in Addis Ababa were significantly influenced by production volume and delivery time flexibility, as shown in the above table with a mean of 3.62,3.88 and a standard deviation of.971,.998. Respondents found flexibility in modifying the range of products produced to be important, as evidenced by a mean of 3.94 and a standard deviation of 1.015. For flexibility in launching new items, the mean and standard deviation were 3.87 and 1.170, respectively. With a mean of 4.06 and a standard deviation of 1.015, the majority of respondents said that communicating with suppliers and partners was essential.

The performance of four-star hotels in Addis Abeba is significantly impacted by flexibility, the study's findings show. The success of four-star hotels in Addis Abeba also depends on flexibility in production volume, delivery time, altering product variety, introducing new items, and working with suppliers.

4.3.6 Descriptive Statistics for Business Performance

The goal of the study was to look at several areas of the Addis Abeba four-star hotels' financial performance. The factors taken into account were the return on investment, previous profits, future profits, return on sales, market share growth, sales volume growth, and average sales growth in USD. Results of descriptive statistics for company performance are displayed in Table 4.11 below.

Descriptive Statistics for financial and market performance			
	N	Mean	Std. Deviation
Return on investment over the past three years	89	3.26	1.257
Profit over the past three years	89	3.06	1.360
Profit growth over the past three years	89	3.10	1.374
Return on sales over the past three years	89	2.81	1.287
Average market share growth over the past three years	89	2.83	1.245
Average sales volume growth over the past three years	89	2.81	1.287
Average sales (in dollars) growth over the past three years	89	3.18	1.163
Valid N (listwise)	89		

The aforementioned table demonstrates that Addis Ababa's four-star hotels were significantly impacted by financial and market performance in Return on Investment, as indicated by a mean of 3.26 and a standard deviation of 1.257. According to respondents, average market share growth, profit growth, return on sales, and average sales volume growth are unimportant, as shown by the mean of 2.81 and standard deviations of 1.287, 2.83, and 1.245, respectively. Because of this, the vast majority of respondents said that the success of four-star hotels in Addis Ababa depended either insignificantly or critically on financial and market performance.

4.4 Multiple Regression Assumption Test

4.4.1 Absence of Multi-collinearity Assumption Test

The term "multicollinearity" refers to the degree of correlation between the independent and predictor variables. By calculating VIF and degree of tolerance, multi-collinearity may be determined. The assumption of non-appearance of multicollinearity is satisfied when the value of VIF (variance inflation factors) is less than 10 and the degree of tolerance value is larger than 0.1, but it is dishonored when the value of VIF is greater than 10 and the value of tolerance is less than 0.1.

Collinearity Diagnostics[a]									
Model	Dimension	Eigenvalue	Condition Index						
				Constant	Alertness	Accessibil-ity	Decisiveness	Swiftness	Flexibility
1	1	5.814	1.000	.00	.00	.00	.00	.00	.00
	2	.113	7.177	.01	.11	.03	.02	.02	.05
	3	.035	12.919	.03	.80	.00	.00	.00	.36
	4	.016	19.231	.62	.06	.20	.00	.09	.45
	5	.014	20.673	.20	.01	.15	.08	.86	.06
	6	.009	25.786	.14	.01	.62	.90	.04	.07

Table 4.13: Multicollinearity test (IBM spss v20)

From the above Table 4.13 and the above description for this study the variables of VIF are less than 10 and the tolerance value was greater than 0.1, so we accomplished that the assumption of Absence of Multicollinearity was fulfilled.

4.4.2 Normality Assumption Test

Drawing a histogram and pp-plot may be used to verify normality if the distribution of error terms underneath the histogram is roughly normal (bell-shaped), and if the distribution of points inside the pp-plot lies within the straight-line normality; otherwise, it is violated.

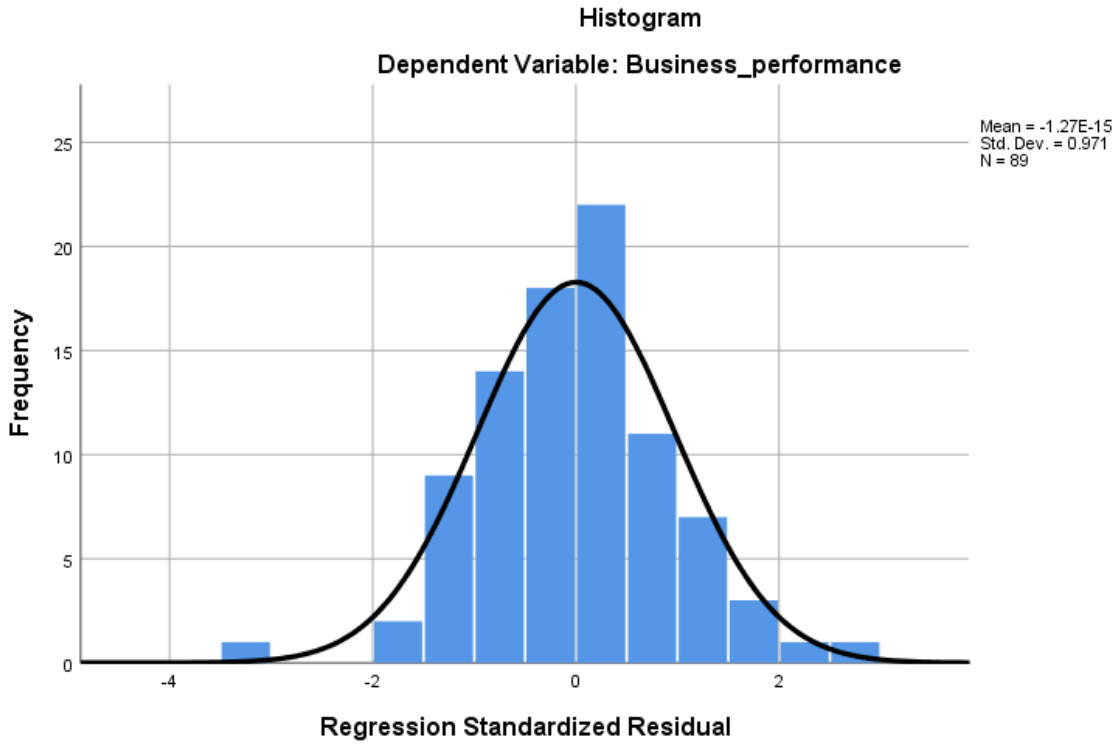

Figure 4.1: Normality assumption by using histogram

Figure 4.1, shows a bell shape that the data was almost normal and point out that the data assure the normality assumption for business performance.

4.4.3 Linearity test

By creating a scatter plot of the response variable vs the fitted value, linearity may be verified. The plot's pattern must be roughly linear in order to achieve linearity. The fact that all explanations on the p-p plot roughly lie along the line indicates that the data met the linearity assumption. Additionally, it indicates the linear relationship between the residuals and the business performance outcome variable.

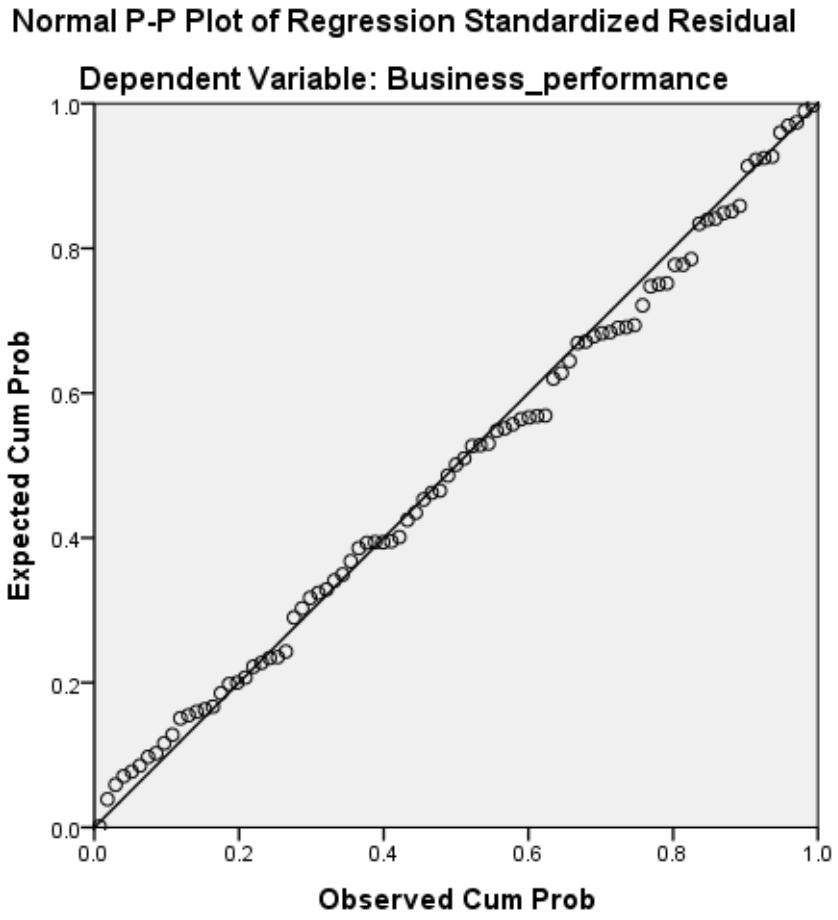

Figure 4.2: Normal probability plot

4.5 Hypothesis Testing

Since our model is multiple linear regressions, the research has to test variable's individual significance by their t-test.

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.189	.230		.822	.413		
	Alertness	.107	.082	.056	1.307	.195	.939	1.065

Table 4.5.1 Source SPSS v20

- Alertness

$$H_0: \beta_1 = 0$$

$$H_1: \beta_1 \neq 0$$

- From the table above regression equation model, observed that Alertness was increased .107 units of the company's business performance with the other factors were constant, in addition to that the p-value was greater than 0.05, this indicated that Alertness significance is not supported on business performance. The test statistics t= 1.307 and p-value .195 so we do not reject the null hypothesis at 5% level of significance. This means that Alertness has less significant on business performance.

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.189	.230		.822	.413		
	Accessibility	.346	.080	.396	4.341	.000	.207	4.820

Table 4.5.2 Source SPSS v20

- Accessibility

$$H_0: \beta_2 = 0$$

$$H_1: \beta_2 \neq 0$$

- The above regression equation model, observed that Accessibility was increasing .346 units of the business performance rate with the other factors were constant, in addition to that the p-value was less than 0.05, which indicated that Accessibility had a significant effect on business performance. The test statistics t=4.341 with p-value .000 so we do not reject the null hypothesis at 5% level of significance. This means that Accessibility had an effect on business performance.

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.189	.230		.822	.413		
	Decisiveness	.233	.087	.252	2.666	.009	.194	5.147

Table 4.5.3 Source SPSS v20

- Decisiveness

$$H_0: \beta_3 = 0$$
$$H_1: \beta_3 \neq 0$$

- The test statistics t=2.666 with p-value .009 at 5% level of significance means that Decisiveness had an effect on business performance rate. The above regression equation model, observed that Decisiveness was increasing .233 units of the business performance rate with the other factors were constant, in addition to that the p-value was less than 0.05, this indicated that Decisiveness had an effect on business performance.

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.189	.230		.822	.413		
	Swiftness	.311	.074	.327	4.202	.000	.285	3.507

Table 4.5.4 Source SPSS v20

- Swiftness

$$H_0: \beta_4 = 0$$

$$H_1: \beta_4 \neq 0$$

Swiftness was increasing 0.311 units of business performance rate with the other factors were constant as the above regression equation model depicted, and also the p-value was less 0.05, this indicated that swiftness had a significant effect on business performance rate. The test statistics t=4.202 with p-value .000 so we do not reject the null hypothesis at 5% level of significance. This means that swiftness had an effect on business performance.

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.189	.230		.822	.413		
	Flexibility	-.014	.045	-.014	-.315	.754	.932	1.073

Table 4.5.5 Source SPSS v20

- Flexibility

$$H_0: \beta_5 = 0$$

$$H_1: \beta_5 \neq 0$$

- The test statistics t= -.315 with p-value .754 at 5% level of significance, means that flexibility significance is not supported on business performance. The above regression equation model, observed that the flexibility was increasing -.014 units of business performance rate with the other factors were constant, in addition to that the p-value was greater than 0.05, this indicated that flexibility is not supported or had a less significant effect on business performance rate.

4.6 Over-all Regression Test

The regression model overall fit can be inspected with the help of ANOVA. In doing so, the ANOVA

table determined the relationship between the dependent variable and the independent variable

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.336	5	9.067	99.035	.000[b]
	Residual	7.599	83	.092		
	Total	52.935	88			

a. Dependent Variable: Business performance
b. Predictors: (Constant), Flexibility, Decisiveness, Alertness, Swiftness, Accessibility

Source: SPSS version 20 output of the questionnaire survey, 2022

Table 4.6: Analysis of variances Hypothesis Testing

The hypothesis to be tested is H_0: $\beta_1 = \beta_2 = \beta_3 = \beta_4 = \beta 5 \ldots\ldots\ldots \beta_8 = 0$ (the overall regression is significant)

H_1: Not H_0 (at least one beta) i.e., overall regression is significant (at least one regression parameter is different from zero).

Decision Rule: Since the p-value=0.000, this implies the value was less than 5% level of significance, so we have to not accept the null hypothesis because of a sufficient proof, so we concluded that the overall test shows that they are significant effect on Business performance.

4.7 Inferential Statistics

4.7.1 Correlation Analysis

The statistical relationship between two quantitative variables is known as correlation. The assumption is that the relationship is linear, meaning that altering one variable would also alter another. The strength of the link is indicated by the correlation coefficient. From -1 to +1 is the correlation coefficient's range. The research looked at business performance, Alertness, Accessibility, Decisiveness, Swiftness, and Flexibility. The chosen alpha value was 0.05 and Pearson Correlation was employed. Table 4.7 below displays the results.

Correlations							
		Alertness	Accessibility	Decisiveness	Swiftness	Flexibility	Business_performance
Alertness	Pearson Correlation	1	.067	.042	.066	.239*	.112
	Sig. (2-tailed)		.530	.697	.539	.024	.298
	N	89	89	89	89	89	89
Accessibility	Pearson Correlation	.067	1	.875**	.811**	.052	.885**
	Sig. (2-tailed)	.530		.000	.000	.629	.000
	N	89	89	89	89	89	89
Decisiveness	Pearson Correlation	.042	.875**	1	.824**	-.002	.870**
	Sig. (2-tailed)	.697	.000		.000	.986	.000
	N	89	89	89	89	89	89
Swiftness	Pearson Correlation	.066	.811**	.824**	1	.049	.859**
	Sig. (2-tailed)	.539	.000	.000		.648	.000
	N	89	89	89	89	89	89
Flexibility	Pearson Correlation	.239*	.052	-.002	.049	1	.036
	Sig. (2-tailed)	.024	.629	.986	.648		.738
	N	89	89	89	89	89	89
Business performance	Pearson Correlation	.112	.885**	.870**	.859**	.036	1
	Sig. (2-tailed)	.298	.000	.000	.000	.738	
	N	89	89	89	89	89	89
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

Table: 4.7 Generated from SPSS V20

According to table 4.7 above, there is a 0.112 association between alertness and company performance, with a 0.298 statistical significance. Accessibility and company performance have a 0.885 association with a statistical significance level of 0.000. With a significance level of 0.000, the connection between decisiveness and company performance is 0.870. With a significance level of 0.000, the connection between swiftness and company performance is 0.859. With a significance level of 0.738, the connection between flexibility and company performance is 0.036. The correlation coefficients show that, at a 95% confidence level, there is a very high positive association between the business performance of the four-star hotel Addis Ababa and three of the independent variables, namely Accessibility, Decisiveness, and Swiftness.

4.8 Regression Model Summary

The study was based on a general objective to investigate the effect of supply chain agility on business performance of four-star hotel Addis Ababa. Table 4.8 below shows the regression model summary of alertness, accessibility, decisiveness, swiftness, flexibility and business performance.

Cronbach's Alpha, a measure of internal consistency, was used to determine the reliability of the questionnaires used in this study. The uniformity of measurements inside an instrument measuring the same item is how Borsboom (2019) defines dependability. In addition, Brown et al. (2010) contends that dependability, when subjected to comparable test forms or alternative forms, aids in determining the reliability of a test consistency across time. Cronbach's alpha reliability coefficients () often range between 0 and 1, say Joseph and Rosemary (2003). If the Cronbach alpha coefficients are close to 1.0, the items' internal homogeneity is greater. If " > 0.9, Excellent, " >0.8, Good, " >0.7, Acceptable, " > 0.6,, Questionable, " >0.5,,Poor, and " 0.5, Unacceptable," according to George and Mallery (2003, p. 231). Since doing an internal uniformity test increases confidence in the validity of the study findings, the results are shown in Table 4.8 below, which show that each independent variable's employed parameters have "acceptable" and "good" internal consistency. The study's reliability test results are in the "Excellent" range, and the average Cronbach alpha for the independent variable sum is (= 0.925). The study's Cronbach Alpha score is 0.925. The following table, Table 4.8, summarizes the scales used to determine the questionnaire's objective subject areas:

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.925[a]	.856	.848	.30258	2.124
a. Predictors: (Constant), Flexibility, Decisiveness, Alertness, Swiftness, Accessibility b. Dependent Variable: Business performance					

Table 4.8: Regression for the effect of Supply chain agility **(SPSS v20)**

Table 4.8 above shows the regression model for Supply chain agility and business performance of four-star hotels Addis Ababa. From the table, the R Square is 0.856, implying that alertness, accessibility, decisiveness, swiftness and flexibility explain 85% of the variability in the business performance of four-star hotels Addis Ababa. It also implies that 15% of the variability in performance can be explained by other factors not considered in the overall regression.

4.8.1 Analysis of Variance (ANOVA)

Table 4.8.1 below shows the ANOVA results for effect of supply chain agility on business performance of four-star hotel Addis Ababa.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.336	5	9.067	99.035	.000[b]
	Residual	7.599	83	.092		
	Total	52.935	88			
a. Dependent Variable: Business performance b. Predictors: (Constant), Flexibility, Decisiveness, Alertness, Swiftness, Accessibility						

Table 4.8.1: ANOVA of Supply chain agility effects **(spss v20)**

From table 4.8.1 above, the F-test is 99.035 with a p-value of 0.000 which is less than 0.05 (alpha). Therefore, we rejected the null hypothesis and concluded that there is a statistically significant, effect of supply chain agility on business performance in four-star hotel Addis Ababa.

4.8.2 Regression Coefficient

Table 4.8.2 below provides the results of the regression coefficients of supply chain agility effect on business performance in four-star hotel Addis Ababa.

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.189	.230		.822	.413		
	Alertness	.107	.082	.056	1.307	.195	.939	1.065
	Accessibility	.346	.080	.396	4.341	.000	.207	4.820
	Decisiveness	.233	.087	.252	2.666	.009	.194	5.147
	Swiftness	.311	.074	.327	4.202	.000	.285	3.507
	Flexibility	-.014	.045	-.014	-.315	.754	.932	1.073

Table 4.8.2: Supply chain agility regression coefficient (spss v20)

From the aforementioned Table 4.6, it can be seen that the independent variables Flexibility, Decisiveness, Alertness, Swiftness, and Accessibility had an impact on business performance for 85.6% of the variance for the dependent variable, which is represented by R square (R2) =.856 taken as a set. This indicates that the independent variable accounts for 85.6% of the variation in company performance. An extremely strong connection of 92.50% is indicated by the multiple correlation coefficient. There is a link between company success and flexibility, decisiveness, alertness, swiftness, and accessibility, with a regression coefficient of 0.925 and a P value of 0.000. This result satisfied the requirement because it was less than 0.05. The relationship was important as a result. Table 4.24's analysis of variance reveals that F = 1110.137 DF=1.the p-value was 0.000. This convened the threshold since it was less than 0.05. Therefore, the relationship was statistically significant.

CHAPTER FIVE

CONCLUSION, LIMITATION AND RECOMMENDATION

5.1 Introduction

The major conclusions of the research, which were obtained through data analysis in Chapter 4, are summarized in Chapter 5. In accordance with the specific study objectives, a conclusion is also provided in the chapter based on the research findings. After identifying the inadequacies in the field of study, the chapter offers policy recommendations and ideas for further research.

5.2 Summary of Hypothesis Testing

Summary of hypothesis testing result

Hypothesis	Coefficients	t-value	Significance	Findings
1. Effect of Alertness on organizational performance	.056	1.307	.195	Insignificant
2. Effect of Accessibility on organizational performance	.396	4.341	.000	Statistically supported
3. Effect of Decisiveness on organizational performance	.252	2.666	.009	Statistically supported
4. Effect of Swiftness on organizational performance	.327	4.202	.000	Statistically supported
5. Effect of Flexibility on organizational performance	-.014	-.315	.754	Insignificant

5.2.1 Major findings

By building on Braunscheidel and Suresh's (2009) study, which examined the influence of various management orientations in attaining supply chain agility, the researcher addressed firm supply chain agility strategic-level antecedents. The results support the hypothesis that firm supply chain agility

(Accessibility, Decisiveness and Swiftness) directly affects business performance. To further reach a high degree of company performance, a supply chain orientation must also be created; being market-oriented is insufficient. The description of the strategic-level characteristics of firm supply chain agility, which include alert-ness, accessibility, decisiveness, swiftness, and flexibility, is one of this research's major contributions.

Although the advantages of agility have been widely acknowledged in a number of fields (Christopher 2000; Van Oyen et al. 2001; Wilson and Doz 2011; Zhang 2011), there has been relatively little empirical study on the effects of firm supply chain agility on business performance (e.g., Swafford et al. 2008; Gligor and Holcomb 2012b). Researchers have made requests for a thorough knowledge of how business supply chain agility affects performance. A deeper understanding of how firm supply chain agility affects business success is therefore one way that this study contributes to the development of theory.

5.3 Contribution of the study

This study advances our knowledge of the strategic-level aspect of supply chain agility. The degree of business performance that is more favorable to the application of SCA is experimentally evaluated in this study. According to the empirical findings, SCA is a competitive tool for businesses that operate in ambiguous commercial settings (Tseng and Lin 2011). While the findings emphasize to managers the necessity of FSCA adaptation, a balanced approach is recommended, with the amount of FSCA being strategically developed depending on the firm's market and financial orientation. For instance, investing resources in the development of an FSCA level above and above the firm's financial and market requirements may lead to subpar organizational performance.

By extending previous studies, such as those by Braunscheidel and Suresh (2009) who investigated the influence of various management orientations in achieving company supply chain agility, this research also contributes to the adaption of agility theory within the supply chain domain. The researcher aims to establish a clear connection between business performance in terms of market and financial orientation and supply chain agility of firms.

These studies also provide empirical support for the claim made by Min, Mentzer, and Ladd (2007) that organizations must adopt a market orientation before they can see the benefits of controlling the supply chain (i.e., SCO). It suggests to managers that companies that are not market-oriented are

unlikely to have the information required to create the ideal amount of FSCA. Additionally, it logically implies that a corporation must implement supply chain agility in order to attain the necessary degree of market and financial success.

These results provide managers with guidance on how to allocate scarce resources most effectively to improve FSCA. Although Supply chain management (SCO strategy) must be given strategic priority for the construction of supply chain orientation, and this priority must be supported by the structure of the supply chain orientation (Esper et al. 2010). This suggests that a thorough SCO measuring tool would also have a strategic aspect to the notions. The creation of a measurement scale that encompasses both the strategic and structural components of SCO is thus a significant theoretical contribution of the current research. The measuring scale components give managers direction on the structural and strategic actions that can speed up the growth of SCO.

The idea was further clarified by research findings, which gave more specific information about how supply chain agility affects corporate success. SCA was discovered to directly and favorably impact organizational performance and efficiency. The traditional contrast between lean, which has been associated to COST, and agility, which has been tied to the customer, is agility (Goldsby et al. 2006). Therefore, establishing a clear connection between SCA and efficiency is a significant contribution of our research. For managers, it suggests that FSCA contributes to both satisfying the market orientation's always changing demands and doing so in an economical way.

Finally, these studies analyze how SCA affects an organization's financial performance by employing secondary data to develop theory. SCA was discovered to positively improve the organization's financial outcomes when carefully created. Managers have access to reliable evidence of the favorable effects of SCA on financial performance through the utilization of secondary data.

5.4 Recommendations

One of the most important difficulties facing modern supply chain management is agility, according to Lee (2004). Despite its significance, the topic of firm supply chain agility has seen little theory growth. The operational level has been predominantly focused on when addressing the operational antecedents of company supply chain agility, which is described as the business's capacity to swiftly modify its supply chain strategies and operations (Gligor and Holcomb 2012). The necessity for more study to pinpoint the strategic-level antecedents of firm supply chain agility was stressed by Gligor

and Holcomb (2012). This report gives suggestions for more research.

First, the study's scope was strictly confined to Addis Ababa's four hospitality-related businesses. As a result, given the study's limited scope, generalizations may be problematic. The report advises taking a broader approach and looking at all Addis Ababa's lodging businesses. Other sectors can be included in a comparative analysis with a strong emphasis on organizational agility.

Second, to build on the FSCA theoretical models that have been presented thus far, more study is also required. There are still undiscovered more FSCA precursors and performance consequences. This study offers a component for such procedure. By extending the supply chain agility component in attaining corporate performance, this research aims to solve this. According to the current studies, market and financial performance are directly impacted by supply chain agility. To further reach a high level of supply chain agility, it is necessary to have a supply chain orientation in addition to being market-oriented. As a result, one significant contribution of this research is the examination of firm supply chain agility strategic-level antecedents, which leads to theory growth.

5.5 Limitations

The methodology of this study is the study's initial flaw. Although there are differences in the chosen hotels' work environments, competitive environments, and work cultures (Hughes and Morgan 2018), this study only focuses on the hospitality sector. The research's methodological constraints, which provide new chances for future research, must be taken into account while interpreting the results. The amount that may be inferred about cause-and-effect relationships is constrained by the cross-sectional study approach. The gathering of longitudinal data will enable future study to solve this constraint.

Only four representatives of four-star hotels were used to collect all the data. Utilizing complete data would make it easier to fully understand a supply chain. Mathematical modeling may also be used to analyze the effect on performance. Simulation research, for instance, permits the analysis and assessment of the change of model variables and can provide more insight into the interaction between SCA and other relevant factors.

The company or SCA is used as the analytical unit in this study. In supply chains, choices are ultimately made by people, as Gligor and Autry (2012) note. Consequently, there is a need for micro-level studies that examine FSCA with the manager as the analysis's focal point.

5.6 Conclusion

This study is the first empirical attempt to investigate the effect of SC agility on various performance dimensions, including business performance. A sample of 120 respondents, 89 of whom provided valid results from four hospitality industry companies, were used in the study. By recommending new measurement concepts of Alertness, Swiftness, Accessibility, Decisiveness, and Flexibility, the study offers support for strategic theories (Agarwal et al. 2006; Stavrulaki and Davis 2010) on links between SC agility and corporate performance. The idea of SC agility was viewed as a business-level, external skill and competency to quickly adapt to consumer needs (see Swafford et al. 2008). As a result, SC agility may be a useful strategy for achieving high levels of corporate performance.

This study contributes in a number of ways. First, in terms of the theoretical implications, it creates a thorough structure and method by which organizational competency in SC agility effects business performance; critically, the process is carried out by Alertness, Swiftness, Accessibility, Decisiveness, and Flexibility. Second, the study provides empirical justification for the distinct influences SC agility has on the connections between alertness, quickness, accessibility, decisiveness, flexibility, and business performance.

The results enable organizational decision-making by offering managers tips on how to enhance business performance in Agile supply chain dimensions under extremely competitive and specialized market conditions. This article's empiricism is its major contribution. By identifying Alertness, Swiftness, Accessibility, Decisiveness, and Flexibility, the study suggests the relevance of SC agility and offers empirical proof to increase business performance, which is the organization's ultimate aim. The findings, which support the complex policymaking for the hospitality industries that are planning to provide high levels of services or are changing their strategy from a low- to a high-level in the market to achieve better business, emphasize in particular the necessity of management's alignment between their SCA strategy in financial and market position.

This research examines the role of SC agility in enhancing corporate success. For high-level customization to improve business performance, SC agility must be emphasized. An agile SC is not, however, a complete end-to-end solution for achieving outstanding business performance. As an alternative, the traits of alertness, quickness, accessibility, decisiveness, and flexibility might help to achieve the desired level of business performance. Since employing small batches to respond to client requirements might result in early setup, investment, and operating expenses.

Business performance goals for increased competitiveness should be taken into account in terms of optimizing the strategic emphasis in accordance with market demands and industry capacity. Particularly in the setting of a high level of customization, attaining SC agility is a crucial strategy for boosting customer service and market position. The results showed that, in a fiercely competitive market, an agile SC enhances business success through better customer service and personalization rather than by cutting costs. By reaching high levels of modification and customer service, this study provides expanded theoretical implications for implementing agile SC techniques to enhance corporate performance.

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APPENDEX 1

QUESTIONNAIRE

Dear Sir/Madam

RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY

I am a Postgraduate student at Addis Ababa University. As a partial fulfillment for the Masters of department of logistic and supply chain management, I am conducting a research study on **"The Effect of supply chain agility on business performance: A case of four-star Hotels, Addis Ababa."**

NB: - "A flexible and quick reaction is an example of **agility,** which is described as an organization's capacity to adapt to or react to market changes. Agility is an externally focused competence and capability that focuses on business speed. It can include reduced product development cycle time, reduced delivery and manufacturing lead-time, and high levels of customization and service."

Therefore, I would appreciate if you could spare a few minutes of your time to answer the following questions in regard to how supply chain agility (SCA) practices influence company performance in your organization. All the information provided will be purely used for academic purposes and your identity will be treated with at most confidentiality. Your assistance will be highly appreciated and thank you in advance.

Yours faithfully,

Kaleab Demere

Mobile Number: +251910622884

kaldemere@gmail.com

Part 1: Demographic Information

Please tick the option(s) you choose and (or) fill out blanks if indicated:

1. Your company's Sector

☐ Food ☐ Hospitality Industry (Hotel)

☐ Beverage ☐ Restaurant & Bar

Other(s), please specify.....

2. Please specify Your company Name

Please specify your company …….

3. Number of employees in your company is

☐ Less than 100 ☐ 101 – 250 ☐ 251 – 500 ☐ Above 500

4. Your department is

☐ Warehouse MGT ☐ Supply chain Dep ☐ HR ☐ Finance

` ☐ Marketing & sales, If Other(s) please specify ……

5. Level of Education

☐ Diploma ☐ Bachelor Degree ☐ Masters ☐ PhD

6. Your working experience in this position is

☐ Less than 2 Years ☐ 2-4 Years ☐ 5-10 Years ☐ Above 10 Years

Part 2: General Information

Please tick (√) appropriately to indicate the extent to which you agree or disagree with the following statements regarding your company performance. l= Strongly Disagree 2= Disagree 3 = Neither Agree nor Disagree 4= Agree 5= Strongly Agree **(or) fill out blanks if indicated:**

General Information		**1**	**2**	**3**	**4**	**5**
7.	Is performance measurement critical for the entire supply chain?					
8.	Have you implemented any kind of Performance measurement system(s) in the whole Supply chain?	☐ **Yes** ☐ **No**				
9.	If 'Yes', please choose performance measurement system(s) which has (have) been implemented in the whole SC?	☐ Balanced Scorecard ☐ Total Quality Management ☐ Supply Chain Operations Reference ☐ Other(s), please specify.....				
10.	Which aspect of the whole Agile Supply Chain is the most important to measure? (Please only tick one option or fill it out)	☐ Swiftness/Time ☐ Accessibility ☐ Decisiveness ☐ Alertness ☐ Flexibility Other, please specify.....				

Part 3: Importance of attributes

Please tick the level of importance of the following attributes in the whole ASC:

Please tick (√) appropriately to indicate the extent to which you agree or disagree with the following statements regarding your company performance. l= Generally unimportant 2= Unimportant 3 = Neutral 4= Important 5= Critically important N/A= Not available

No.	Alertness	1	2	3	4	5	N/A
11.	How quickly respond to changes?						
12.	Review and adjust company's supply chain strategy?						
13.	Frequency of reviewing inventory levels?						
14.	Identifying and addressing quality issues?						
15.	Ensuring suppliers ethical and sustainable practices						

No.	Accessibility	1	2	3	4	5	N/A
16.	Impact of supplier's accessibility?						
17.	Effect of transportation options for delivering goods						
18.	Effect of monitor transportation performance						
19.	Effect of identifying areas for improvement						
20.	Ability to meet delivery deadlines and quality standards						

No.	Decisiveness	1	2	3	4	5	N/A
21.	Making a quick supply chain decision						
22.	Timely identification and resolution of supply chain issues						
23.	To what extent is data used to inform supply chain decision-making						
24.	Employees' involvement in supply chain decision-making						
25.	Efficient utilization of resources						

No.	Swiftness:	1	2	3	4	5	N/A
26.	Respond to changes in demand or supply?						
27.	Swift identification supply chain issues?						
28.	Swift resolution of supply chain issues?						
29.	How often are contingency plans reviewed?						
30.	Communicating swiftly across different departments?						

No.	Flexibility	1	2	3	4	5	N/A
31.	Flexible in production volume.						
32.	Flexible in time of delivery.						
33.	Flexible in changing the variety of products produced.						
34.	Flexible in introducing new products.						
35.	Flexible in collaboration with suppliers and partners?						

Section 4: Business Performance

Please tick (√) appropriately to indicate the extent to which you agree about your company performance with the following statements regarding your company performance. l= Generally unfulfilled 2= unfulfilled 3 = Neither fulfilled nor unfulfilled 4= fulfilled 5= Well fulfilled/Strongly Achieved

No.	Market and Financial Performance	1	2	3	4	5
36.	Return on investment over the past three years.					
37.	Profit over the past three years.					
38.	Profit growth over the past three years.					
39.	Return on sales over the past three years.					
40.	Average market share growth over the past three years.					
41.	Average sales volume growth over the past three years.					
42.	Average sales (in dollars) growth over the past three years.					

Thanks for your time if you are interested in receiving the research summary? please leave your email address here ……

THE EFFECT OF SUPPLY CHAIN AGILITY ON BUSINESS PERFORMANCE: A CASE OF FOUR-STAR HOTELS, ADDIS ABABA

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