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**College of Business and Economics
Department of Accounting and Finance**

MSC-Accounting and Auditing

Assessment of Ethiopian Leather Industry Performance

(An Empirical Study)

**Submitted to the Department of Accounting and Finance for the partial fulfillment of the requirements of Master of Science in Accounting and Finance of
Addis Ababa University**

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Addis Ababa, Ethiopia

Declaration

I, Yilkal Tadesse declare that this project paper prepared for the partial fulfillment of the requirements for MSC. Degree in Accounting and Auditing entitled “Assessment of Ethiopian leather industry performance (An Empirical study): the case of selected tanneries”. It is prepared with my own effort. I have made it independently with the close advice and guidance of my advisor.

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Approval

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Acronyms

AGOA	The African growth and opportunity act
CSA	Central statistical agency
COMESA	Common market for eastern and southern Africa
CAWEE	Center for accelerated women's economic empowerment
ECBP	Engineering capacity building program
ELIA	Ethiopian leather industries association
ELICO	Ethio leather industry private limited company
EEA	European economic area
ERCA	Ethiopian revenue and customs authority
EIFCOOS	Ethio international footwear cluster cooperation society
FAO	Food and agricultural organization
FDI	Foreign direct investment
GVCs	Global value chains
GTZ	German agency for technical organization
GTP	Growth and transformation plan
GOE	Government of Ethiopia
ITC	International training center
ILO	International labor organization
LLP	Leather and leather products
LIDI	Leather industry development institute
OECD	The organization for economic corporation and development
UNIDO	United Nations industrial development organization
UNDP	United Nation's development program

ABSTRACT

The focus of the research is to assess the performance of Ethiopian leather industry in the case of the pittard, colba and batu tannery. mixed method design was employed. Both qualitative and quantitative research approach were applied. Stratified, purposive and lottery method was used. Primary and secondary data were collected by questionnaires, interview and data review. To analyze the data, statistical package for social science (SPSS) which is statistical software package become applicable accordingly. The finding of the study revealed that the tanneries performance was lower due to lack of imported chemicals, managers capacity and marketing linkage in running production and sales. The management of the tannery perceives lack of chemicals. In addition, that there are significant marketing managers who do not get opportunity for training globally about linkage with traders. The coordination between different tanneries in the standards of quality of leathers is weak. The LIDI gives more focus to the export targets, less mainstreaming of qualities. Lastly the study recommends; the tanneries should discuss with government and other stakeholders how to import chemicals frequently or produce chemicals locally so that the manufacturer will produce quality leathers and the performance will be higher. Secondly; the leather industry performance of the sector will increase if the managers get training on global market Besides, the government should support and fulfill infrastructure and skill development continuously through bench marking programs with different middle-income countries, The target population and sampling method community, government body (LIDI), management and employees in production department

Keywords: leather performance, human resource, marketing strategy, raw materials, finance, technology, managers capacity, government support, coordination between firms, infrastructure

CHAPTER ONE

1) INTRODUCTION

1.1 Back ground of the study

This plan aims to transform the country from an agriculture-based to an industry-based economy and to attain a nation with at least medium income level by 2025. Particularly, the sectoral focus of the plan is on labor-intensive manufacturing subsectors such as the leather industry. The Ethiopian leather industry is the country's leading exporter of manufactured products and the second biggest contributor of export earnings of the country after coffee. On average, ELI accounts 67% of the total export value generating from the manufacturing sector. This represents 12% of total earnings of the country (Abdurrahman, 2012). However, its contribution to the national economy so far is not enjoyable compared to its potentials for raw material needs (Ethiopia the largest livestock production in Africa and the tenth largest in the world) (Gebeyehu, 2014). Previous researches revealed that the industry has faced multifaceted problems along the value chain of the industry, both the upstream in the production of raw material and downstream in the manufacturing stage (Tesfaye et al., 2014; Gebeyehu, 2014). The industry consists of three sub-sectors: tanneries, leather footwear firms and leather garment enterprises (Abdurrahman, 2012). The daily production performance of the tannery is 44.97% and 47.6%, respectively. The sales performance is also not satisfactory as compared to their plans. For the period of 2005–2013, the industry achieved 56.89% of the projected sales plan (LIDI, 2014). The footwear producers performed 23% of planned export value for the period of 2005–2010 (Tomas, 2011). Similarly, the tannery's export value was quite below to the projected plan until 2013 (LIDI, 2012). These circumstances depict the needs of improving production performances to generate the expected planned values. However, so far studies have not thoroughly looked into identifying the critical factor which needs to be addressed prior most. In summary, this study

has aimed to assess key performance indicators (KPIs) of the production sections of ELI and then prioritize them according to their relative importance to boost the production performances. Owing to limited access to finance (UNIDO, 2012), the study results would be imperative for the ELI when manufacturing strategies need to be established or improved. The remainder of the paper was organized as follows: the second chapter deals with theoretical and empirical literature review including conceptual framework while the third one expresses the methodology used for the study. Finally, analysis, discussions and conclusions are presented consecutively.

1.2 Background of the organization

1.2.1 Ethiopian Leather Industry overview

According to a recent CSA publication on livestock resources, Ethiopia has 53.4 million cattle, 25.5 million sheep and 22.7 million goats (CSA, 2011). This puts the country as one of the richly endowed countries in livestock resources. It is estimated that the country can collect 3.7 million cattle hides, 8.4 million sheep skin and 7.7 million goat skin.

The sheep skins are well known for their quality. The goat 26 skins in particular are known for their quality and international acceptance. Both goat and sheep skins are preferred for leather garments and gloves manufacturing in addition to being used for shoe upper. The resource endowment of the country illustrates the considerable potential of the country in the leather industry (UNIDO 2011). With abundant and available raw materials, a highly disciplined workforce and the cheap cost of doing business, Ethiopia's leather sector, including the footwear industry and tannery, enjoy significant international comparative advantages.

Currently, Ethiopia's leather industry is in the forefront of the leather sector development within the Eastern and Southern Africa region. The sector is shifting into semi-processed export products. In this connection, the Ethiopian Leather Technology Institute, a strategic innovation and research

institute, plays important role in the productivity and quality of the leather sector. Ethiopia headquarters the Leather Association of Common Market for Eastern and Southern Africa /COMESA/. Currently, there are more than 40 tanners, footwear and leather product manufacturers in the country (Ethiopia trade and investment 2010). Ethiopia's leather and leather product sector produce a range of products from semi-processed leather in various forms to processed leathers including shoe uppers, leather garments, stitched upholstery, backpacks, purses, industrial gloves and finished leather. Ethiopia has a huge livestock population consisting of cattle, sheep and goats. Hides and skins are one of Ethiopia's most important export products. Already in 1928, the country's first tannery and shoe factory were established. Exports of semi-processed leather as well as finished leather products, such as shoes and bags, have grown steadily, reaching an annual average of US\$ 83 million in the period 2004/5 to 2007/8 (ecbp 2009). Today the sector consists of 800 registered hides/skins traders and about 6,000 tanneries and leather goods factories (World Bank Group 2006) Until recently, foreign investment in leather tanning was not allowed, and only in the last two or three years has foreign investment in tanneries and footwear production got underway (Altenburg 2010).

Manufacturing of footwear is a promising option to increase the value added of the leather industry, making use of Ethiopia's low labor costs

In 1998 the Ethiopian Leather and Leather Products Technology Institute (LLPTI) was established, with support from the Italian government. LLPTI is now the main service provider for tanneries and the leather processing industry. It provides consultancy and training in areas relevant to the industry, including factory management, marketing and branding, effluent treatment, and laboratory testing of quality parameters. In 2009 a bench marking program was set up to work more systematically on productivity enhancement (Altenburg 2010). LLPTI also offers standard training modules for the many hundreds of micro and small producers in the country. The Institute is expected to recover 25–30% of service costs from user fees. To encourage exports, the National Export Development Committee, chaired by the Prime Minister, sets export and productivity targets. These are negotiated with large enterprises both private and state-owned on a case-by-case basis, and individual targets are agreed upon. Participating companies benefit from a range of government incentives

E.g. tax holidays for exporters and tax-free import of machinery and support services. In 2004, the government offered land for an industrial zone. In it the military built semi-constructed plants, which were handed over free of charge to producers on the basis of business proposals (Redi 2009).

Moreover, the Engineering Capacity Building Program has been mandated to design and implement, in collaboration with the major partners and stakeholders, a leather value chain upgrading program which addresses problems simultaneously and in a coordinated manner. The program consists of ten work packages including an Ecto-parasite control program for livestock, investment promotion and matchmaking services to attract foreign buyers support for international exposure of Ethiopian firms and firm level support for productivity improvement, introduction of quality management systems, and capacity building for ELIA and LLPTI, among others. The program includes a twinning arrangement between LLPTI and German leather technology centers. In

parallel, UNIDO is assisting the government in promoting synergies among the small footwear producers and traders in local clusters such as Mercato.

All these activities taken together, the government offers a quite comprehensive and reasonably integrated sector strategy (Altenburg 2010).

1.3 Statement of the Problem

Economic importance of leather in the Ethiopian economy has become significant by earning foreign exchange for the country. Industries of the finished leather have been historically significant and registered as an increasing export revenue in the six incomes of the country. Ethiopian skins and hides, specifically sheep skin, are well known in the world to produce high quality leather due to their fine grain and compact structure. These qualities are the reasons why a great number of leathers producing companies in the world are attracted to Ethiopian skins and hides. In contrast, the share of leather and leather products in total merchandise export shrank to 1.0 percent 2020/21 from 2.4 percent in 2019/20 (National Bank Annual Report 2020/2021, p66).

The establishment of LIDI in 1991 has played an upside role in the industry's prospects. The work it had been doing previously was under the auspices of the Ministry of Industry. Communities that lead their everyday life with their cattle do not also recognize the resource they have at hand. Such understanding could have contributed to better quality raw material. The lack of awareness also extends to skin and hide collectors. These collectors do not take their job beyond their daily income. The understanding is not such that collecting hide and skin is a matter of the country's forex reserve and national image. It is all left to the mercy of undisciplined and illegal operators over the last few years with huge potential to increase output in the near future.

According to LIDI Ethiopian leather sector current status and future prospects, many possible factors are listed but the main constraint for production are the quality and quantity of raw hide and skin and the technology to overcome the surface defect of hide and skin it is related to production and environment friendly that make lower in leather industry performance Due to these problems it is critical and should be investigated more. Therefore, this study identified the major factors that make the performance of the Ethiopian leather industry lower and it provides overviews on its subsequent effect on the overall Ethiopian economy. Based on the findings, the study also intends to give recommendations that will help to improve the performance of Ethiopian leather industry.

1.4 Research Question

What factors contribute to the performance of leather industries Lower?

1.5 Objective of the study

1.5.1 General Objective

The objective of this research is to assess Ethiopian leather industry performance empirically.

1.5.2 Specific Objectives

1. To assess if inputs/resources for the leather industry have impact for its performance
2. To assess if the product service quality have impact for its performance
3. To assess if the sectorial manpower quality have impact for its performance
4. To assess if the current policy, regulation and/or procedure of marketing related to the industry has/have an impact for the performance of the leather industry

1.6 Significance of the Study

Under this study, the research identified factors that contribute for the performance of Ethiopian leather industry; furthermore, it will initiate further studies on the Ethiopian finished leather industry, particularly on quality and most importantly branding of Ethiopia's finished leather for more effective market penetration and sustainability. The study might also open better understanding in the leather product industry and other sectors of the economy as well. Policy makers and regulating institutions like the leather industry development institute (LIDI) may use parts of the study in playing their respective roles while formulating the development strategy of the country.

1.7 Scope of the Study

1.7.1 Conceptual scope

Due to the fact that having limited time and resources constraint the research is obliged to limit the scope of the study in the following manner: Even if the tanneries are 26 in Ethiopia. The research focused by classifying higher, middle and lower tanneries by referring the data from LIDI who has good ranking on leather industry performance based on that the research selected one tannery by random sampling from each category and the research selected total three tanneries. This study assessed the following on the selected three tanneries. Specifically explore the leather sector with the intent to assess the vertical and horizontal linkages among the different actors.

The current business practice at selected tanneries and touches upon related issues that range from sourcing issues, production and performance selection, evaluation issues to cooperation and networking and upgrading problems in the tanneries on producing leathers. Hence, the study strictly aims at assessment of leather industry performance and suggesting upgrading opportunities.

1.7.2 Geographical scope

Under geographical scope that having limited resources constraint the research focused on the data found from LIDI categorized in three levels higher, middle and lower based on their performance the two are in Addis Ababa and one from Modjo were selected.

1.8 Operational definition

According to Rosenstein (2010), **Tanning**: is a process which changes raw skins and hides into significant deterioration in quality leather, Tanning requires the rubbing of hair and epidermis from skins, which are then saturate by soaking in a tanning solution made of water **Leather**: generally, is made from hides and skin of animals. Therefore, leather industry depends on the accessibility of hides and skin, which are obtained from animals such as cattle, sheep, goats. Hides are gotten from large mature animals, skin are obtained from small animals while kips are skins of immature animals (Aganga, 1985 cited in Akanni and Yibraleem, 2008). **Finished leather**: Finishing solves the appearance of the final surface of the leather. The last important operation in a tannery today is finishing. A definition of the term 'finished' may be expressed as 'the analysis of the surface and/or top section of the leather with materials which will enhance the appearance of the leather and improve its properties for the purpose to which it is to be used. (www.assignmentpoint.com) **Leather performance**: leather performance is seen as one of the primary measures of a firm's leather performance, and as such, it has been widely examined (Beleska-spasova, 2014). According to Beleska-spasova (2014), the performance of a given firm's leather performance indicates the extent to which the firm's objectives, both economic and non-economic, are achieved in an international context at a given point in time, and it reflects the suitability of the chosen sales strategy in performance responding to the firm and environmental circumstances. This suggests that achieving effective leather performance is at the center of both business and public policy decision-makers' strategic decision-making processes.

CHAPTER TWO

2) REVIEW OF RELATED LITERATURE

2.1 Theoretical and Empirical literature review

2.1.1 Theoretical literature review

Today, tanneries face more complicated business scenarios due to various demands that require them to adapt to the character and demands of customers, technology adoption, and integration with global markets (Centobelli, Cerchione, & Ertz, 2020; Mukonza & Swarts, 2020). Almost all Tanneries experience problems regarding product quality, increased product diversity, and constant market fluctuations that make business challenges even more severe (Agrawal & Singh, 2019; Moktadir et al., 2020). The leather and leather goods manufacturing industries are under high pressure to innovate their operational performance in the face of recent advances (Moktadir et al., 2020). The leather industry is forced to improve and carry out automation, especially those related to manufacturing activities (Kazancoglu, Sagnak, Kayikci, & Kumar Mangla, 2020).

Recent research related to the leather industry sector in Ethiopia found that this sector is an important domain for the country's financial growth (Moktadir et al., 2020). To maintain its competitive advantage, this industrial sector is required to be able to react and adapt to the modifications created by an ambiguous environment (Dahmann & Roehrich, 2019; Moktadir et al., 2020). One proactive way of responding to the market conditions on behalf of the leather industry sector is represented by the practice of business excellence. (Moktadir et al., 2020). Excellence in operations is one of the approaches that help the leather industry sector to navigate via the right path to achieve its business goals (Moktadir et al., 2020). Achieving a superior level in operations is related to quality management that is relevant to increasing industrial productivity by adopting a best practice approach (Moktadir et al., 2020).

Several studies suggest the importance of investigating key performance indicators (KPIs), for the leather industry (Moktadir et al., 2020). This activity is important to identify significant and insignificant KPIs related to the excellence of operations management for long-term business continuity. In managing quality management, KPIs play an important role for organizations and businesses to understand their performance and its relevance to achieving goals. KPI is an effective instrument in quality management to measure performance which can be used as an illustration of management success, especially in the operational field (Horta, Camanho, & Da Costa, 2010). KPIs help an organization to identify operations that are performing well, and operations that need improvement in the future. The determination of KPIs depends on the conditions of the organization/business and the goals to be achieved, however, an organization/business can adopt the best practices from similar organizations/businesses as the basis for creating a KPI model.

Certainly, the preparation of KPIs must be based on the principles of effectiveness and efficiency because these are important, especially in today's business environment. In quality management, KPI is indispensable to achieve operational excellence towards sustainability as an information and planning foundation (Horta et al., 2010). In addition, KPI is also able to present an *HOLISTICA* Vol 12, Issue 2, 2021, pp.16-30 approach to visualize whether a strategic plan can determine higher chances of objective completion. One thing is certain: the application of KPIs can lead to an increase in organizational productivity and profitability (Horta et al., 2010).

In the literature review, not many studies discuss KPIs that are relevant to the leather industry (Moktadir et al., 2020). One study that specifically analyses the operational performance indicators of the Ethiopia leather industry gave more emphasis on the customer preference assessment approach (Addis, Dvivedi, & Beshah, 2017). The analysis of the study identified five KPI indicators that have a high influence on the production performance of the Ethiopian leather industry (Addis et al., 2017).

The results of these studies indicate that flexibility and quality are the most important indicators for improving industrial production performance. Based on previous research, the discussion of KPIs in business or industry focuses on the KPI categories in the fields of management, operations, quality, economy, and the environment (Moktadir et al., 2020). Specifically, the KPI categories found in recent studies (performed in the last ten years) in various industrial fields (Moktadir et al., 2020) include:

- Management KPIs with sub-KPIs covering efficiency in facility use and facility usage management (Kaganski, Majak, & Karjust, 2018).
- Operation KPIs with sub-KPIs of production scheduling (Bag, Wood, Xu, Dhamija, & Kayikci, 2020), fulfillment of work completion time targets (Rabhi, 2011), machine maintenance (Mydin, 2014).
- Quality KPIs with sub-KPIs consisting of customer satisfaction (Sawang, 2011), low number of defective products (Anggradewi, Aurelia, & Ekawati, 2019), and the application of TQM in the industry (Friedli, Goetzfried, & Basu, 2010).
- Economic KPIs with net income sub-KPIs (Demydyuk, 2012).
- Social KPIs with sub-KPIs on worker safety (Dixit, Yadav, Dwivedi, & Das, 2015; Zou & Moon, 2014) and worker satisfaction (Edison et al., 2017; Tsai & Cheng, 2012).
- Environmental KPIs with environmental management system sub-KPIs (Kylili, Fokaidis, & Jimenez, 2016), levels of greenhouse gas emissions (Kourkoumpas et al., 2018), and levels of emissions to water and soil (de Aquim, Hansen, & Gutterres, 2019). While other recent studies related to the leather industry in Ethiopia also found several important elements for potential KPIs that are relevant to quality management, including:
 - The use of information technology for product marketing (Dora & Putri, 2018).

- Adoption of the latest technology for the production process (Desyanawati & Siagian, 2019).
- Finance and capital structure (Dewi & Gomulia, 2011).
- Market orientation and entrepreneurial orientation (Fajar, 2018; Rawati, Muharam, & Kartiko, 2019). HOLIS-TICA Vol 12, Issue 2, 2021, pp.16-30
- Waste management (Moelyo, 2012), and worker health (Sumarni, 2018).

All KPIs identified above will be used as a basis for gathering information and answering the current research questions. There has been no research that has created a performance model in the leather sector, even though this is important considering the government's target to make this leather center one of the export commodities in the future. Therefore, the performance increasing model and key performance indicators are important to describe the current position of the leather business and can be used as a basis for performance increase towards global competitiveness. This research was conducted to identify and give recommendation to increase the performance of the leather industry sector in Ethiopia.

2.1.2 Empirical Literature Review

There are few studies that have explored the determinants of leather production performance in Ethiopia. Available studies have found out that weak support policy, poor quality of leather, market access barriers, low accessibility of raw materials and poor marketing strategies are some of the reasons for the low performance of leather production in Ethiopia.

Wakari (2009) states that there is wide range of issues that industry operators and policy makers identify as factors affecting the industry's competitiveness. These include product quality, scale of operation, marketing strategy. They also include infrastructure, government incentives, raw material shortage, financial problems and lack of policy focus to the leather sector in general and the like Schmel (1998) and Magretta (2000) observe that, marketing is the core of the modern leather trade. Having necessary trade information on both local and export market is something which is lacking in most African countries. Currently, Ethiopia domestic marketing system is not well integrated due to infrastructure constraints and institutional weaknesses. Furthermore, marketing chain of the said product involves a number of middlemen from primary producers to the exporter who are not considering the quality of the product. Likewise, King (2000), using Ethiopia as a case study found that constraints to leather performance of raw hides and skins, low price of the product, poor quality of hides and skins and lack of market information.

Similarly, Schmitz (2004), found that the availability of raw hides and skins to the traditional leather manufacturing industries of the developed countries is influenced by the import restrictions imposed by the developed countries in processed leather from developing countries, these restrictions of processed leather affects Ethiopia leather industry. On the other hand, Collier (2000) argues that transaction costs faced by African leather manufacturers are typically high, because manufacturing firms are intensive users of services that are particularly expensive in Africa, this results to the export of raw hides and skins instead of processed ones. UNIDO (2002, 2003) argues that, indirect costs have also been found to be working against the capacity utilization, efficiency

and productivity, and some of these costs are induced by inappropriate government policies while some are inherent. World Bank (2004) asserts that Ethiopia leather export is not competitive enough in the world market due to market access barriers-by developed countries, low level of technology and poor infrastructure.

The study recommends that public infrastructure, such as paved roads, has an important role to play in lowering production costs and thus increasing external competitiveness and market shares. Similarly, Perez and Wilson (2008), find that Ethiopia could not benefit from livestock trade unless it reduces infrastructure costs. UNCTAD (2007) argues that, in Ethiopia, transport costs account for 60 percent of the total marketing cost for agricultural products, and losses due to poor husbandry (i.e. improper branding and inadequate control of diseases), poor handling at the abattoirs (e.g. improper flaying), and poor preservation methods were estimated to be 30-40 percent of production in 2007.

Kiuluku (2008) argues that there is little value addition in leather industry and about 70 percent of exports from Africa are raw Hides and Skins. The industry has been neglected after liberalization and suffers from poor regulation and weak policy support. Other constraints facing the leather industry in Ethiopia include poor quality of the Hides and Skins recovered, husbandry practices and low-quality base of the hides and skins which has impact on each of the subsequent stages of processing of the leather, ultimately determining the quality and price of the intermediary or an end product. FAO (2005), point out four constraints that inhibit Ethiopia agricultural and livestock products; these are production constraints, high unit Academic Journal of Economic Studies Vol. 4 (1), pp. 133–140, © 2018 AJES 136 domestic processing and marketing costs, market access constraints, and lack of reliable and up to date market information. However, Gereffi et al. (2001) state that access to international market cannot be achieved merely through making and marketing of new products, it requires gaining entry into international markets, design of quality products and market network consisting of many different firms.

Therefore, for Ethiopia leather sector to improve they must create environment internal and external environment that will link the sector to the global markets.

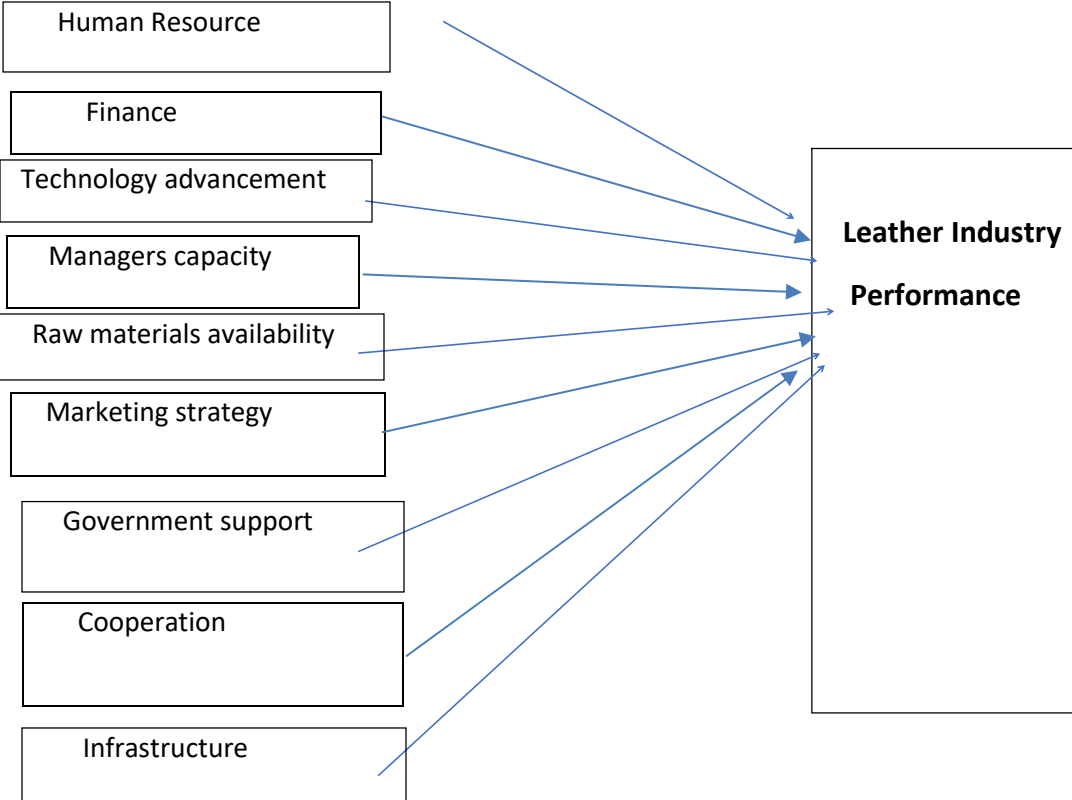
2.2 Research gap

From the above theoretical and empirical review, the government of Ethiopia planned to increase the performance of leather industry by supporting tanneries., there are several proclamations, regulations, standards and guide lines for supporting tanneries. However, there is less integration between these laws and the tanneries. Furthermore, there the government of Ethiopia does not have continuous follow up on the implementation of the laws and regulations in each and every tannery in the countries. From the empirical review there is no any research that asses the performance of leather industry in Ethiopia. Therefore, the researcher wants to fill this gap.

2.3 Conceptual Framework

The conceptual framework which reveals the relationship between the input material, both product and service quality and sector specific manpower to bring about the final performance of leather industry. It has been shown below schematic representation of the conceptualframework. The brief and more elaboration of the conceptual framework are shown on the following fig.1 respectively.

Figure 1 brief leather industry performance conceptual frame work



CHAPTER THREE

.3) Research Methodology and Design

3.1 Introduction

Identifying, locating, assessing, and analyzing the information required to support research question, as well as developing and expressing ideas, are all part of the research process. A research design is a structure that guides a researcher as he or she conducts research. It outlines the specific procedures required for gathering data, analyzing and drawing conclusions from our findings. This section addresses all issues concerning the methodologies employed in this study in order to find answers to the research questions.

3.2 Research Approach

A combination of qualitative and quantitative research methodologies will be used. The quantitative research approach as discussed by Creswell, (2014) is an approach for testing objective theories by testing the relationship between variables. On the hand Busetto, et al., (2020) defined Qualitative research as the study of the nature of phenomena and is especially appropriate for answering questions of why something is (not) observed, assessing complex multi-component interventions, and focusing on intervention improvement. Using qualitative in addition to quantitative designs will equip us with better tools to address a greater range of research problems, and to fill in blind spots in current performance of finished leather export.

3.3 Research Design

The research design will identify the performance of tanneries in producing and selling quality finished leather locally and internationally. A descriptive survey design both uses quantitative and qualitative research methods, the source of data collection will be survey of the respondents through questionnaires and interviews with the participation of key professionals in the leather industry and secondary data collected from government records.

3.3.1 Sampling Design

For this particular study, the researcher used purposive sampling method. This method is used for the selection of informative participants of the stakeholders' i.e. top management and functional management working in tanneries and leather industry development institute (LIDI) and targeted few employees in tanneries working in production.

3.3.2 Target Population

This study was conducted in three tanneries these are Pittard, colba and batu tannery located in Addis Ababa and Modjo.

The target population for this study originated from the three tanneries and LIDI. The participants are top managers and few employees working in production department.

3.3.3 Inclusion Criteria

In our study the inclusion criteria related to more professionals directly related to top management and experts on leather industry making those judgments requires in depth knowledge of the area of research.

3.3.4 Exclusion Criteria

In our study the typical exclusion criteria are not being able to read and not have good knowledge about quality and not directly related with the production and marketing department on leather sector.

3.4 Sample Size

The general manager, production manager, marketing manager and few employees at production level in this study total of 20 respondents participated from Pittard tannery 1 general manager 1 production manager, 1 marketing manager and 2 employees at production level In Colba tannery 1 general manager 1 production manager and 1 marketing manager and 2 employees at production level and Batu tannery 1 general manager 1 production manager and 1 marketing manager and 2 employees at production level and under LIDI 1 general manager and 1 production manager , 1 marketing manager and 2 employees at production level. As a result, the study used all managers from each tannery and few employees at production level and LIDI under consideration as a target population, with a total of 4 general managers, 4 production managers, 4 marketing managers, 8 employees at production level.

3.5 Data Source

To investigate the effect of related labor productivity on leather performance panel (a combination of cross sectional and time series data) secondary data of 10 years over the period of 2002-2011 E.C is used. The time for data is chosen as it consists all finished leather performance in a better way.in other words; In addition, organized data for various finished leather sales is available during the mentioned time. The leather performance value data was taken from LIDI.

3.5.1 Data Collection Instrument

The sources of data to be used by the researcher are both primary and secondary sources, so data collection methods of both data source type are going to be used. Panel secondary data collected from leather industries for the time period of 2002 to 2011 EC.

The secondary data included the data of sales performance, manpower with their respective skills, and quality from Ethiopian Leather Industry Development Institute.

Questionnaire and interview for primary data collection was used. The questionnaire to be distributed to respondents consisting of 46 questions categorized into 2 sections, the first part is the background of respondents (give personal information about respondents) (7 questions) and the second part focus on leather tannery process (progress tracking, progress reporting, progress status meeting, change control and documentation). On export success (33 questions):and four-point Likert scale (1=Yes, 2=No, 3= neutral, 4=I don't know) all used to show the level of agreement on the practice of monitoring process. Interviews held with top management people and the information gained was used to prepare the questionnaire.

3.6 Data Analysis Methods

To acquire findings and draw conclusions, the data was processed and examined after it has been collected. To analyze the data statically Package for Social science (SPSS) version 23.0 was applied. SPSS is a widely used program for statistical analysis in social science Statistics included in the base software. In the form of a statement, the qualitative responses received through interviews, data obtained from researcher observation, and secondary source data examined, summarized, and interpreted.

3.7 Validity and Reliability Test

Reliability is consistency across time (test-retest reliability), across items (internal consistency), and across researchers (interrater reliability). Validity is the extent to which the scores actually represent the variable they are intended to whereas Validity is a judgment based on various types of evidence. In this study the validity as well as the reliability test was checked. Regarding the validity the content, the objective and logical data flow as per the objective were checked out. The researcher was consulting the adviser and experts from Ethiopian leather institute. But in case of reliability due to the nature of binary and nominal nature only validity were checked out.

3.8 Research Ethics

Maintaining high ethical standards is essential and a priority throughout the research. Respect for privacy and confidentiality is essential for establishing trust with participants. All information provided by participants was kept private and confidential. Participants were given a survey questionnaire with a brief explanation of the survey's purpose and benefits, as well as information about participant confidentiality. To maintain anonymity, respondents were not permitted to disclose their names in the questionnaire. Respondents were free to provide honest responses because anonymity was guaranteed (valuable information). During data collection, consent was obtained.

CHAPTER FOUR

4. Data Presentation Analysis and Discussion

4.1 Introduction

In this chapter the researcher presented the analysis performed on the data collected together with their interpretations using SPSS version 23. For the research purpose: Total of 20 questionnaires were distributed for Pittard, Colba, Batu and Lidi each took 5 questionnaires.

The total number of selected respondents was 20. The researcher collected all (100%) questionnaires. The questionnaires were divided in two sections the first section included demographic data on the selected top, middle and lower level of management and the second section included perception on the factors contribute to the low performance of industries of finished leather export. Hence, questions were designed as follows. From section one total of 8 questions Question 1-3 are comprises demographic data, Questions 4 field of study Question 5 asked the respondent working place Question 6 and 8 asked years of experience on that organization and total years of experience and question 7 asked the respondent position in that organization. From section two a total of 28 questions from question 1-3 covers respondent answers on human resource availability from question 4-8 covers respondent answer on the finance view. Question 9 and 10 covers respondent answer on the technology. Questions number 11-13 cover respondents' answers on the manager's potential. Question 14-17 covers respondents' answers on the raw materials for production. Question 18-20 covers respondent answers on the marketing foreign trade.

Question 21-23 covers respondent answers on government support in leather manufacturing industries question 24 and 25 covers respondent answers on the coordination among firms to

create foreign markets. Question 26-28 covers respondent answers on the infrastructure for production and exporting. In the following section, the collected data results are analyzed and discussed.

4.2 Sex of the Respondent

The Figure demonstrates that, the majority of 14 respondents were male, accounted for 70 percent and the rest 6 were female, accounted for 30 percent of the total respondents.

Table 1 sex of the respondent

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	14	70.0	70.0	70.0
Valid Female	6	30.0	30.0	100.0
Total	20	100.0	100.0	

4.3 Age of the Respondents

Figure 4.3 represents the respondents' age group classified to five groups, among 24-33; 34-43; 44-53, 54-63 and above 63 respectively. Among the five age groups, respondents found between 34 and 43 constituted for 30% and between 44 and 53 constituted the same 30%

followed by age group between 54 and 63 constituted 25% and between 24 and 33 constituted 15% and there is no respondent whose age is above 63.

The age group data shows most of the respondents were adults found between the age group 34 and 53.

Table 2 Age of the respondent

Age	Frequency	Percent	Valid Percent	Cumulative Percent
24-33	3	15.0	15.0	15.0
34-43	6	30.0	30.0	45.0
Valid 44-53	6	30.0	30.0	75.0
54-63	5	25.0	25.0	100.0
Total	20	100.0	100.0	

4.4 Educational Background of the Respondents

With respect to the educational level of respondents, Figure 4.3 shows that most of respondents (10 respondents 50%) were at degree level, 9 respondents (45%) accounts for masters' level. The remaining 1 respondent (5%) was at diploma level.

Table 3 Educational background

Educational background	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	1	5.0	5.0	5.0
Bachelor Degree	10	50.0	50.0	55.0
Master Degree	9	45.0	45.0	100.0
Total	20	100.0	100.0	

4.5 Field of Study of the Respondent

With respect to the field of study of the respondents, Figure 4.4 shows that most of respondents (7 respondents 35%) were studied marketing management, 5 respondents (25%) were studied management, 4 respondents (20%) were studied accounting and finance .The remaining 4 respondents (5%) each were studied leather goods production, language and literature, applied chemistry and chemical engineering

Table 4 Field of study

Field of study	Frequency	Percent	Valid Percent	Cumulative Percent
Management	5	25.0	25.0	25.0
marketing management	7	35.0	35.0	60.0
accounting and finance	4	20.0	20.0	80.0
leather goods production	1	5.0	5.0	85.0
language and literature	1	5.0	5.0	90.0
applied chemistry	1	5.0	5.0	95.0
chemical engineering	1	5.0	5.0	100.0
Total	20	100.0	100.0	

4.6 Respondents Working Organization Name

Figure 4.6 shows that the respondent's number are all equal in four organization 5 respondents from each organization (25%)

Table 5 Respondent organization name

Organization name	Frequency	Percent	Valid Percent	Cumulative Percent
Pittard	5	25.0	25.0	25.0
Colba	5	25.0	25.0	50.0
Valid Batu	5	25.0	25.0	75.0
LIDI	5	25.0	25.0	100.0
Total	20	100.0	100.0	

4.7 Respondents Experience on that Organization

Figure 4.6 shows that the respondents experience between 6 and 10 years constitutes 10 respondents (50%) followed by between 1 and 5 years 7 respondents (35%) the remaining 3 respondents (15%) have experience above 10 years.

Table 6 respondent experience on that organization

Years of experience	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	7	35.0	35.0	35.0
6-10	10	50.0	50.0	85.0
Valid >10	3	15.0	15.0	100.0
Total	20	100.0	100.0	

4.8 Respondents Position in the Company

Figure 4.7 shows that the respondent's position in the company 14 respondents are at the middle level management (70%), 3 respondents (15%) each at top and lower-level management

Table 7 Respondent position in the company

position	Frequency	Percent	Valid Percent	Cumulative Percent
Top Level Management	3	15.0	15.0	15.0
Middle Level Management	14	70.0	70.0	85.0
Lower-Level management	3	15.0	15.0	100.0
Total	20	100.0	100.0	

4.9 Respondents Total Year of Work Experience

Figure 4.9 shows that the respondent's total year of work experience 13 respondents (65%) are above 10 years followed by 6 respondents (30%) between 6 and 10 years and the remaining 1 respondent (5%) between 1 and 5 years.

Table 8 Respondent total year of experience

Total year of experience	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	1	5.0	5.0	5.0
6-10	6	30.0	30.0	35.0
>10	13	65.0	65.0	100.0
Total	20	100.0	100.0	

4.10 Descriptive Statistics

4.10.1 Reliability and Validity Test Results

A total of 28 questions were include in the questionnaire with the intention to assess the insight of respondents on the effects of human resource availability on leather industry in the case of pittard, colba and batu tannery. Respondents were requested to indicate their level of agreement on the statement provided on human resource availability, finance shortage, technology advancement, manager’s capability, raw materials, marketing, government support, coordination between firms and infrastructure. A four point was used in which 4-I don’t know, 3-neutral, 2-no, 1-yes. The mean and standard deviation for each item is calculate and presented in the table below.

Table 9 Respondents insight on the practice of human resource availability

No.	Items	Mean	Std. Deviation
1	There is a good supply of unskilled and trainable work force for the sector	3.15	1.26803
2	There is adequate supply of skilled labor force in the market for the sector	3.5	0.82717
3	The wages of labor force is cheap	3.95	0.22361

The above table shows that the items under human resource availability mean value that ranges from 3.15-3.95 and a standard deviation ranging from 0.22361-1.26803 and the combined mean is 3.53. The combined mean implies that most respondents answer yes on the statements on human resource availability due to that human resource has no impact for the lower performance of leather industry. The low value of the standard deviation shows that responses are not far from the mean.

Table 10 Respondents insight on practice of finance shortage reporting

No.	Items	Mean	Std.dev
1	There is difficulty in timely obtaining working capital from financial institutions.	2.6	1.18766
2	The collateral requirement from lending institutions is a series constraint for the industry	2.7	1.26074
3	The interest rate charged by the financing institutions is very high	2.9	1.29371
4	Loan processing procedures of banks and other lending institutions are too complicated and time consuming.	3.1	1.29371
5	There is lack of finance to acquire new technology because it requires huge investment	3.6	0.99472

As the above table shows, the items under finance mean value that ranges from 2.6-3.6 and a standard deviation ranging from 0.99472-1.29371. And the combined mean is 2.98 for this item the mean range implies that most of the respondents said no on the statements under finance shortage that means finance has no impact for the lower performance of leather industry.

Table 11 respondent insight on technology advancement

No.	Items	Mean	Std.dev
1	The existing technology is outdated	2.80	0.76777
2	There is lack of skills and capabilities to handle new technology	3.05	0.51042

The above table shows that the items under project status meeting have mean value that ranges from 2.80-3.05 and a standard deviation ranging from 0.51042-0.76777 and the combined mean is 2.925. The combined mean value under this category indicated that most respondents were said no on the technology advancement and skills that means technology has no impact for the lower performance on the leather industry.

Table 12 Respondents insight on practice of manager's capacity

No.	Items	Mean	Std. Deviation
1	Educational readiness and capability of managers	3.10	0.55251
2	Skilled and well experienced managers are available in the market	3.9	0.30779
3	The management has foreign trade exposure	3.0	0.45883

As the above table shows, the items under manager's capacity have mean value that ranges from 3.0-3.9 and a standard deviation ranging from 0.30779-0.55251 and the combined mean is 3.33. The combined mean range indicates that a larger number of respondents said no for the managers capacity that means management skill and foreign exposure have an impact for the lower

performance of the leather industry. The standard deviation values shows that there was no higher level of variance between individual answers and the mean value.

Table 13 Respondents insight on raw materials availability

No.	Item	Mean	Std. Deviation
1	There is adequacy supply of locally produced raw materials	3.75	0.63867
2	Locally produced raw materials are of the required quality	3.10	0.55251
3	The cost of locally produced raw material is reasonable	3.7	0.57124
4	There is high dependency on imported raw materials.	4	0.00

The above table shows that the items Raw materials availability means value that ranges from 3.1-4 and a standard deviation ranging from 0.00-0.63867 and the combined mean 3.638 which implies respondents have said yes on the raw materials quality and accessibility on the locally produced materials but all respondents said yes on the dependency of imported materials on the leather industry performance. Due to that the performance of the tanneries are weak.

Table 14 Respondents insight on marketing for increasing sales(source: own survey,2022)

No.	Item	Mean	Std. Deviation
1	There is a pool of well experienced and exportexposed marketing personnel in the country	3.05	0.60481
2	My firm depends solely on intermediaries andoutsourcing agents for export marketing	3.85	0.36635

3	There is a frequent communication with suppliers and customers foreign visit and participation in trade fair and promotion activities to reach and maintain market	3.15	0.36635
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The above table shows that the items on marketing means value that ranges from 3.05-3.85 and a standard deviation ranging from 0.36635-0.60481 and the combined mean is 3.35 which implies most of the respondents have said no on the marketing due to that marketing has an impact for the lower performance on the leather industry.

Table 14 Respondents insight on government support

No.	Item	Mean	Std. Deviation
1	There is a strong government support for export, such as duty-free privileges for importation of machineries and equipment, tax holiday, reduce import tax on raw materials and accessories	3.4	0.50262
2	There is efficient and effective government administrative governance structure in addressing issues adequately and timely	2.90	0.85224
3	There are enough supporting institutions and associations that represent my sector	3.05	0.88704

The above table shows that the items on marketing means value that ranges from 2.9-3.4 and a standard deviation ranging from 0.50262-0.85224 and the combined mean is 3.12 which implies most respondents said no that shows government support is weak.

Table 15 Respondents insight on the coordination between tanneries

No.	Item	Mean	Std. Deviation
1	There is a stiff competition among the firms instead of forming an alliance to help support each other to create network to foster business growth in the sector	2.9	0.71818
2	There is lack of supportive coordination between institution and associations in my sector	3.4	0.59824

The above table shows that the items on marketing means value that ranges from 2.9-3.4 and a standard deviation ranging from 0.59824-0.71818 and the combined mean is 3.15 which implies most respondents have said no on the lack of coordination and create network between tanneries in leather industry. so coordination between tanneries doesn't influence for the lower performance of leather industry.

Table 16 Respondents insight on infrastructure

No.	Item	Mean	Std. Deviation
1	There is adequate availability of electricity, water and communication network for my business operation	2.95	0.39403
2	There is sufficient transport to/and from port	3.10	0.44721
3	There is efficient port handling and customs processes of raw materials import and export of products	3.25	0.44426

The above table shows that the items on infrastructure means value that ranges from 2.95-3.25 and a standard deviation ranging from 0.39403-0.44721 and the combined mean is 3.1 which implies

respondents have said no on the infrastructure availability in the leather industry. Due to that infrastructure have an impact for the lower performance of the leather industry.

Table 17 summary of mean and standard deviation

Items	Mean	Std. Deviation
1) Human resource availability	3.53	.772937
2) Finance shortage	2.98	1.206108
3) Technology advancement	2.93	.639095
4) Managers capacity	3.33	.43971
5) Raw materials accessibility	3.638	.440605
6) Marketing	3.35	.44584
7) Government support	3.12	.7473
8) Coordination	3.15	.65821
9) Infrastructure	3.1	.4285

The descriptive statistics result (mean and standard deviation) of each tanneries total can be obtained from the table above (total of each tannery). Thus, the mean for Human resource is 3.53, with a standard deviation of 0.772937 The mean for finance shortage is 2.98 with a standard deviation of 1.206108. The mean for technology is 2.93, with a standard deviation of 0.639095, and the mean for managers capacity is 3.33, with a standard deviation of 0.43971, and the mean for raw materials accessibility 3.638 with a standard deviation 0.440605 and the mean for marketing 3.35 with a standard deviation 0.44584 and the mean for government support 3.12 with a standard deviation 0.7473 and the mean for coordination 3.15 with a standard deviation 0.65821 and the mean for infrastructure 3.1 with a standard deviation 0.4285.

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The mean values for human resource, finance, technology and coordination, are greater than 2.98 which imply “no” and that these items are well practiced in the tanneries. But the mean values for managers, raw materials marketing, government support and infrastructure are between 3.1-3.6 which imply to “no” but on these sentences these items are weak.

CHAPTER FIVE

5. Summary, Conclusion and Recommendation

5.1 Introduction

The researcher summarizes the research findings and draws conclusions in this chapter. The research findings are in line to the research questions and objectives. In this chapter, the researcher also made recommendations and suggested future research areas.

Summary of Findings

Based on the analysis performed on the survey data, the following findings can be summarized.

- The effects of materials on product and service quality

In the factors of the leather industry performance, respondents on totally agreed most direct materials are imported from abroad due to that the quality and product delivery time are not consistent that means it directly affects the performance of the leather industry. The mean shows 3.63 that means most of the respondents answer yes on imported direct materials are the big factors for the leather industry performance

- The effects of manager's performance on the Ethiopian leather industry

In the assessment of the manager's performance practice of the tanneries, most respondents answer no with mean 3.33 mostly respondents raised the manager's performance availability and the manager's foreign trade exposure by these two indicator statements it affects the performance of leather industry

- The effects of marketing on the Ethiopian leather industry performance.

In the assessment of marketing performance on sales locally and internationally of finished leather practices in the tanneries, most respondents answer no with mean of 3.35 on the availability of experienced marketing personnel and outsourcing agents in the country that shows lack of opportunity to promote globally which imply that there is lack of promoting Ethiopian finished leather.

- The effects of government support on performance of Ethiopian leather industry

In the assessment of government support for producing good quality finished leather in the tanneries, most respondents answer no with mean of 3.12 on there are strong government support for export like free privileges and supporting the accessibility of raw materials.

- The effects of infrastructure on the leather performance in Ethiopian finished leather industries

In the assessment of infrastructure for producing and delivering good quality finished leather most respondents answer no with mean of 3.1 on there are efficient availability of infrastructure like electricity, water and communication and port handling

5.2 Conclusion

The study concludes that Ethiopian tanneries showed poor performance for the last ten years the main reasons are mainly shortage of imported direct materials, managers capacity lower, marketing trade exposure lower, government support lower and infrastructure not fully settled other than that for the last two years the war in Ethiopia affected leather industry performance due to American banned Ethiopia export by cancelling African growth and opportunity act(AGOA) temporarily.

5.3 Recommendation

Based on the summary of major findings and conclusions the researcher has made the following recommendation.

- The tanneries focus on getting the imported direct materials easily.
- The tanneries focus on manager's capacity by giving trainings to invite them on foreign trade exposure.
- Tanneries focus on searching markets by participating in trade fair globally, and finding outsourcing agents for export marketing
- Government by providing infrastructure in the tanneries and giving different privileges for the tanneries by making tax free for importing machineries and port handling easy for imported materials to make finished leather.

5.4 Limitation and Suggestion for Future Studies

Time was the biggest challenge on this research and due to that the study scope was limited to assessing only the selected tanneries. This study would give a wider insight on the tanneries. Therefore, future researchers may consider both the materials and assess the effect of low performance of leather industry.

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Appendices

Appendix A: questionnaire

Addis Ababa University

College of Accounting and finance

Masters of ACCOUNTING AND AUDITING

Dear respondents,

Thank you for agreeing to take part in conducting the research: “An empirical assessment of leather manufacturing industries performance in Case of Pittard, colba, Batu tanneries and LIDI.

My name is Yilkal Tadesse, currently pursuing my master's in accounting and auditing at Addis Ababa University College of business and economics. By assuring you that your information will be used only for academic research purposes and confidentiality of your response is 100% granted, I kindly request you to answer the entire questions provided below believing that the quality of this research findings highly depends on your honest and accurate information.

Thank you again for your generous time!

Yilkal Tadesse

Email:tadesseyilkal@gmail.com

Phone address: +2519-11-92-87-50

General direction:

- Please check that the paper has two sections and six pages

Please do not write your name

Please Put “X” mark on your choice

If you cannot get a satisfying choice among the given alternatives, please write your answer in the space provided at the end of the questioner.

Section I

Back ground information of respondents

1. Gender Male Female

2. Age 24-33 34-43 44-53
 54-63 Above 63

3. Educational back ground

Diploma BA/BSc MA/MSc
 PhD If other please specify _____

4. Field of specialization (the field you have studied) _____

5. On which organization are you working?

Pittard Colba Batu LIDI

6. How long did you work on this company? _____

7. Role/ position in the company _____

8. Total year of work Experience _____

Section II

Leather performance and factors affecting leather performance

The following statements are on performance monitoring practice related to company success. Please indicate your level of agreement to the statements using the scale "Yes (4)", "No(3)", "neutral(2)", I don't know (1)".

The questions category are below

Question 1-3 are based on human resource availability

Question 4-7 are based on finance

Question 8-10 are based on technology advancement

Question 11-13 are based on managers capacity

Question 14-17 are based on input materials

Question 18-20 are based on marketing

Question 21-23 are based on government support

Question 24 and 25 are based on cooperation

Question 26-28 are based on infrastructure

No	Factors affecting leather performance	Level of agreement			
		Yes	No	Neutral	I don't know
1	There is a good supply of unskilled and trainable workforce for the sector				
2	There is adequate supply of skilled labor force in the market for the sector				
3	The wages of labor force is cheap				
4	There is difficulty in timely obtaining working capital from financial institutions				

5	The collateral requirement from lending institutions is a series constraint for the industry				
6	The interest rate charged by the financing institutions is very high				
7	Loan processing procedures of banks and other lending institutions are too complicated and time consuming				
8	The existing technology is out dated				
9	There is lack of finance to acquire new technology because it requires huge investment				
10	There is lack of skills and capabilities to handle new technology				
11	Educational readiness and capability of managers				
12	Skilled and well experienced managers are available in the market				
13	The management has foreign trade exposure				
14	There is adequate supply of locally produced raw materials				
15	Locally produced raw materials are of the required quality				

16	The cost of locally produced raw material is reasonable.				
17	There is high dependency on imported raw materials				
18	There is a pool of well experienced and export exposed marketing personnel in the country				
19	My firm depends solely on intermediaries and outsourcing agents for export marketing				
20	There is frequent communication with suppliers and customers, foreign visit and participation in trade fair and promotion activities to reach and maintain market.				
21	There is strong government support for export, such as duty-free privileges for importation of machineries and				

	equipment, tax holiday, reduced import tax on raw materials and accessories				
22	There is efficient and effective government administrative/governance structure in addressing issues adequately and timely				
23	There are enough supporting institutions and associations that represent my sector.				
24	There is a stiff competition among the firms instead of forming an alliance to help support each other to create network to foster business growth in the sector				
25	There is lack of supportive coordination between institution and associations in my sector				
26	There is adequate availability of electricity, water and communication network for my business operation				
27	There is sufficient transport to/and from port				
28	There is efficient port handling and customs processes for raw materials import and export of products				

What other problems did you face regarding the overall functioning of your activity?

Thank you for your valuable time and assistance!

Appendix B: interview question

1. Tell me about your educational background, specialization, role, and experience in the company
2. How do you observe the practice of finished leather performance in your organization
3. What are the major performance monitoring process activities?
4. Who is responsible for performance monitoring practice?
5. Is the performance monitoring process planned and are there performance monitoring experts?
6. Is the performance monitoring practice participatory?
7. Are there any specified tool, technique and system used for producing quality finished leather performance?
8. How do you see the effect of leather performance monitoring on organization success?
9. Did you deliver all orders on time, quality and as customer expectation?
10. What are the major challenges of producing quality finished leather on the performance practice in your organization?

Please forward any additional comments (ideas) you have on the assessment of leather manufacturing performance monitoring process in your organization

