

TABLE OF CONTENTS

THE EFFECT OF SUPPLY CHAIN INTEGRATION ON AN ORGANIZATIONS' OPERATING PERFORMANCE IN A HIGHLY COMPETITIVE MARKET: THE SIERRA LEONE BEVERAGE INDUSTRY	i
CERTIFICATION	ii
THESIS APPROVAL	iii
DEDICATION.....	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT	viii
TABLE OF CONTENTS.....	ixx
LIST OF TABLES	xiii
LIST OF FIGURES	xivv
LIST OF APPENDICES	xv
CHAPTER 1	1
INTRODUCTION.....	1
1.1. Background of the Study	1
1.2. Research Problems Formulation.....	7
1.4. Research Objective	9
1.4.1. General Objectives.....	9
1.4.2. Specific Objectives	9
1.5. Justification of the Study	9
1.6. Thesis Structures.....	10
CHAPTER 2	12
LITERATURE REVIEW.....	12
2.1. Introduction.....	12

2.2.	Conceptual and Theoretical Framework.....	12
2.2.1.	Supply Chain.....	12
2.2.2.	Supply Chain Integration	14
2.2.3.	Supply Chain Integration Dimensions	15
2.2.4.	Integral Integration	17
2.2.5.	Supplier Integration	18
2.2.6.	Customer Integration	19
2.3.	Effect of Supply Chain Integration on Organizational Operating Performance.....	20
2.3.1.	Quality	22
2.3.2.	Cost	22
2.3.3.	Delivery	23
2.3.4.	Flexibility.....	23
2.4.	Internal Integration and Organizational Operating Performance	24
2.5.	Supplier Integration and Organizational Operating Performance	25
2.6.	Customer Integration and Organization Operating Performance	27
2.7.	Previous Research.....	28
2.8.	Research Model	45
CHAPTER 3		46
METHODOLOGIES		46
3.1.	Introduction.....	46
3.2.	Research Design	46
3.2.1.	Mixed-Method Research.....	47
3.2.2.	Questionnaire	47
3.2.3.	Partial Least Square (PLS).....	48
3.2.4.	Interview	48
3.3.	Population and Sample	49
3.3.1.	Population	49
3.3.2.	Sample	50
3.4.	Research Instruments.....	51

3.5. Data Collections.....	52
3.5.1. Primary Data	52
3.5.2. Secondary Data	53
3.5.3. Tools of Collecting Data.....	53
3.5.4. Questionnaire Variables.....	54
3.5.5. Interview Questions Variables.....	55
3.6. Data Analysis.....	56
3.6.1. Validity of Instruments	57
3.6.2. Reliability of Instruments	57
CHAPTER 4	59
RESULTS AND DATA ANALYSIS	59
4.1. Quantitative Analysis.....	59
4.1.1. Demographic Profile.....	60
4.1.2. Descriptive Statistics.....	67
4.1.3. Internal Integration	68
4.1.4. Supplier Integration	71
4.1.5. Customer Integration	73
4.1.6. Operational Performance	76
4.2. Model Evaluation.....	83
4.3. Measurement Model	84
4.3.1. Factor Loadings	84
4.3.2. Indicator Multicollinearity	87
4.3.3. Reliability Analysis.....	90
4.3.4. Construct Validity.....	91
4.3.5. Fornell and Larcker Criterion	93
4.4. Hypothesis Testing	96
4.5. Qualitative Analysis.....	98
4.5.1. Data Collection	98
4.5.2. Interview Result.....	103

CHAPTER 5	112
CONCLUSION & RESEARCH IMPLICATIONS.....	112
5.1. Introduction.....	112
5.2. Discussion of the Research Findings	112
5.2.1. The Impact of Internal Integration on Organizational Operating Performance in Beverage Industry in Sierra Leone	114
5.2.2. The Impact of Supplier Integration on Organizational Operating Performance in Beverage Industry in Sierra Leone ...	115
5.2.3. The Impact of Customer Integration on Organizational Operating Performance in Beverage Industry in Sierra Leone ...	116
5.3. Conclusion	116
5.4. Recommendations.....	118
5.5. Limitations of the Research	119
5.6. Suggestions for Future Research	120
BIBLIOGRAPHY	121
CURRICULUM VITAE.....	130
APPENDICES	134