INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESIS (ES)

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

LIMITATIONS

SCOPE FOR FURTHER RESEARCH

REFERENCES

APPENDIX/ANNEXURE

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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.

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CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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DETERMINANTS OF THE FLOWER PRODUCERS & EXPORTERS PERFORMANCE IN ETHIOPIA

DR. GETIE ANDUALEM IMIRU
HEAD
MARKETING MANAGEMENT DEPARTMENT
SCHOOL OF COMMERCE
ADDIS ABABA UNIVERSITY
ADDIS ABABA

ABSTRACT

The major objective of this study is to investigate the effect of various enhancing & inhibiting factors on the level of performance of the flower producers and exporters in Ethiopia. The research questions raised were related to major enhancing & inhibiting factors affecting performance of flower producers and exporters. 122 questionnaires were distributed to flower producers and exporters but only 110 questionnaires were collected. However, only 100 questionnaires were found usable. Descriptive, Correlation and regression analysis was used to analyze the data. In this study, samples were taken from producers and exporters operating in Ethiopia. Both enhancing and inhibiting factors heavily influenced the performance of flower producers and exporters. Potential domestic market, proximity to major flower markets, & privileged access too many markets are found major enhancing factors. On the other hand, being a landlocked country & the Non-availability of strong domestic market for flower were found the major inhibiting factors. From the finding it can be concluded that all enhancing and inhibiting factors influence flower producers and exporters performance. However, the impact of each enhancing and inhibiting factor is different. The instrument used in this study should enable managers to bench mark performance and plan improvements. This study will assist the management of the producers and exporters of flowers in order to enhance their level of performance and serve as an orienting point for policy makers and the Ethiopian Horticulture Producers and Exporters Association.

KEYWORDS
enhancing factors, inhibiting factors, export performance, flower producers, flower exporters.

INTRODUCTION

Academic research on export marketing has made substantial progress over the past 40 years. This progress is reflected in the development of a substantial body of knowledge concerning the various aspects of exporting, as well as in the application of more rigorous research tools and procedures in investigating export-related phenomena. At the same time, however, the increasingly dynamic, volatile and complex international business environment, combined with significant advancements in marketing thought and the emergence of new marketing paradigms, open up a new research agenda for export marketing researchers. Ethiopia earned about USD 660,038 from exporting cut flowers which grew to USD 12.7 million in 2004/2005 (Ethiopia, 2005). Ethiopia exported 16 million cut flowers to the world market in 2003 and 32 million cut flowers in 2004. Annual flower exports from Ethiopia from the existing units are expected to reach $100 million by 2007. As per the Ethiopian Horticulture Producers and Exporters Association (EHPEA), rose, geranium, gypsophila, static, hypericum, chrysanthemum, limonium, carnation, and pot plants are the main flower types produced in Ethiopia; albeit the production in flower farms is dominated by roses. Meskel Flowers, Mengesha Flowers and Golden Rose Agro-farms are private company to specialize in the production and export of roses in Ethiopia. Netherlands, Germany, Italy, Scandinavia countries and Middle East are major customer of Ethiopia's floriculture. Although, not yet thriving, Ethiopia has potential domestic market since the population base of over 90 million. Despite the enormous potential of the country, foreign currency earnings from the horticultural sub-sector are abysmal. However, the amount of exportable horticultural products is increasing and so are the investors having motivated by various incentives and supports offered by the government. Horticulture export volume has secured more than 100 percent growth in 2003 compared to the previous five years.

The floriculture industry is dramatically expanding in Ethiopia. However, this rapid expansion is also facing major difficulties in order to get the lead in the flower market in the horn of Africa despite availability of abundant land, river and lake water conducive for the growth flower. Moreover, there is no as such a well organized research done on Determinants of flower producers and exporter's performance in Ethiopia. Ethiopia is a developing country moving from a centrally planned economy to a free market economy & is facing multifaceted challenges to build its economy from the ground up. The aim of this study is to examine the effect of enhancing and inhibiting factors that affect the level of performance of flower producers and exporters in Ethiopia. This paper is organized under five sections: Literature review, research methods, research results, analysis or discussions, conclusion and references subsequently.

LITERATURE REVIEW

Recent decades have been marked by the rapid internationalization of business and the emergence of global competition. Markets in many industries, whether for consumer products, industrial goods and services or markets for resources such as capital, materials and technology, are becoming increasingly integrated worldwide (Douglas and Craig, 1992). Now days, it is an inevitable to firms to participate in global markets (Craig and Douglas, 1996a). Naturally, an increasing number of firms have seen in these sweeping developments the opportunity to expand their operations internationally in order to achieve their growth objectives, raise their sales and profits, diversify their business risks, and even retaliate to the entry of foreign competitors into their domestic markets. Exporting has been the most popular approach adopted by firms in their endeavors to enter and penetrate foreign markets, as it requires less commitment of resources, has minimal effect on the ordinary operations of the firm, and involves low investment and financial risks (Leonidou et al., 2002).The crucial importance of exporting for the economic prosperity of national economies and individual firms alike has stimulated increased attention among academic researchers, who have attempted to investigate the key issues involved in the development and implementation of successful export marketing strategies in order to offer sufficient support to corporate and public policy makers confronting today's hostile global business conditions (Katsikeas, 2003).

Globalization, cultural exchanges, and celebrations enhancing fraternity such as New Year, Valentine's Day, Memorial Day and other special days have induced people globally to use flowers as a means of sharing their feelings. Above all, these celebrations have acquired one-to-one pairing with flowers in some cases, e.g. roses to Valentine's Day and carnations to Mother's Day. Increased use of flowers and ornamental plants makes marketing of flowers a lucrative business. The majority of cut flowers are produced in countries with dedicated infrastructure having facilities for airlifting to major distribution centers. According to the AIPH International Statistics Flowers and plants (2005), the Asia/Pacific region leads in flower production with a total production area of 244,263 hectares (HA) followed by Catalysts and barriers to cut flower export Europe (54,815); Central/South America (45,980); North America (26,135); Africa (5,697); and the Middle East (3,845). The AIPH report estimates a global area of 360,000 hectares dedicated to world flower and plant production involving USD 60 billion in value terms and 100,000 companies. In 2001, the UN International Trade Centre estimated the global area of 200,000 hectares dedicated to cut flowers commanding value of USD 27 billion. In terms of total area of production, Asia and the Pacific cover nearly 60 percent of the total world area. The key markets for flower are Western Europe, North America and Japan. The EU is the world's leading importer of flowers. The other largest importers are Germany, the USA, the UK, France, The Netherlands and Switzerland – accounting for nearly 80 percent of global imports.

The Netherlands is the world's largest producer of cut flowers and foliage valued at USD 3.6 billion, followed by Germany and Italy (www.syngenta.com/en/products). In addition, The Netherlands plays a major role in setting the global standard for daily prices through its computerized clock auction system and acts as the logistical distribution hub for Europe. South American countries Colombia and Ecuador as well as Israel, are the major producers of carnations and roses. An increasing investment has also been witnessed in Kenya and other African countries (Hamrick, 2004, p. 4).

The share of the developing countries in the total trade has consistently been around 20 percent during the last five years. There has been a growth in the number of producing countries particularly among the developing nations in Asia, Africa and Latin America (www.fao.org). In the African continent, Kenya leads cut flower exports, expanding annually at 10 to 15 percent per year, followed by Zimbabwe. Export of roses (comprising 75 percent of flower export by weight) from Kenya was up by 19 percent in 2003 to the Netherlands auction market and increased the competition (Hamrick, 2004, p. 4). Existing farms are being expanded and newer ones are being created in countries such as Tanzania, Uganda, Ethiopia, Malawi, Zambia, and Namibia. However, established flower producers have found investing in more than one African country helps spread the risks (Hack and Heybroek, 1992).

Some countries are both producers as well as consumers of cut flower like Asia, while some countries like Israel, Africa and South and Central America are used mainly for export sale. In the case of Ethiopia, the concept flower as a gift emerged recently. However, Ethiopia has attracted several foreign investors in recent years, for exporting cut flowers mainly to European markets. The horticulture commercial farms began in Ethiopia during Emperor Haile Selassie's era. Most of the farms were located in the rift valleys at places where abundant river and lake water was available (Sisay, 2004). Cut flower business was introduced by the Derge regime during 1980/1981 in collaboration with the German Society for Technical Co-operation. Imports of plants from the Canary Islands and Holland became instrumental in establishing Zwai, Debrezeit and Tibila estate farms with about 20 species of different cut flowers. The Horticultural Development Corporation, a state owned enterprise, was the first business entity to enter into the floriculture industry. Cut-flowers and vegetables are fast growing export businesses in Ethiopia

The current trends in exports are threatening the market leader Kenya, which has witnessed a 15 percent decrease in profit for the first time in 30 years – Ethiopia being one of the causes for that (Goldfain, 2006). While the floriculture industry in Kenya is stabilizing, it is expanding in Ethiopia. At the same time, the exports from South Africa, Uganda and Zimbabwe have been shrinking due to several reasons (Goldfain, 2006). Certain movements in the global environment are also favorable. The concerns of the Dutch, offering its citizens sizable development grants to shift their production area to Ethiopia, and the growing hostile environment in Kenya has led to an increase in recent investment recently.

IMPORTANCE OF THE STUDY
This study will have the following contributions to various stakeholders:
- The Federal as well as the regional governments will be able to exert much effort to improve the land tenure policy as well as putting the necessary infrastructure in place where abundant river and lake water was available
- The producers and exporters of flowers will be able to overcome the major inhibiting factors as well as exploit opportunities available in the industry.
- The Ethiopian Horticulture Producers and Exporters Association (EHPEA) has to serve as a major platform to share ideas among producers and exporters as well as play a pivotal role in lobbying regional as well federal government officials on matters most critical to the growth of the industry.
- The EHPEA has to closely work with the media in order to stimulate domestic demand for flowers to exploit this huge potential.

STATEMENT OF THE PROBLEM
Academic research on export marketing has made substantial progress over the past 40 years. This progress is reflected in the development of a substantial body of knowledge concerning the various aspects of exporting, as well as in the application of more rigorous research tools and procedures in investigating export-related phenomena. At the same time, however, the increasingly dynamic, volatile and complex international business environment, combined with significant advancements in marketing thought and the emergence of new marketing paradigms, open up a new research agenda for export marketing researchers.

The crucial importance of exporting for the economic prosperity of national economies and individual firms alike has stimulated increased attention among academic researchers, who have attempted to investigate the key issues involved in the development and implementation of successful export marketing strategies in order to offer sufficient support to corporate and public policy makers confronting today's hostile global business conditions (Katsikeas, 2003).

The floriculture industry is dramatically expanding in Ethiopia. However, this rapid expansion is also facing major difficulties in order to get the lead in the flower market in the horn of Africa despite availability of abundant land, river and lake water conducive for the growth flower. The aim of this study is to examine the effect of enhancing and inhibiting factors that affect the level of performance of flower producers and exporters of Ethiopia.

OBJECTIVES OF THE STUDY
The Main objective of this study is to identify major determinants of the flower producers and exporters performance in Ethiopia
The specific objective of the study includes the following:
1. To identify major overseas flower destinations of Ethiopia.
2. To identify the major enhancing factors affecting Flower producers and Exporters level of performance in Ethiopia.
3. To examine the major inhibiting factors affecting Flower producers and Exporters level of performance in Ethiopia.

HYPOTHESIS OF THE STUDY
H1: Enhancing Factors are positively and significantly related with the level of performance of flower Producers and exporters in Ethiopia.
H2: Inhibiting Factors are positively and significantly related with the level of Performance of Flower Producers and Exporters in Ethiopia.
H3: All Enhancing Factors have a significant factor on the level of performance of flower producers and Exporters in Ethiopia
H4: All Enhancing Factors have a significant factor on the level of performance of flower producers and Exporters in Ethiopia

RESEARCH DESIGN AND METHODOLOGY
Researchers applied two types of research approaches, namely qualitative and quantitative approach (Saunders et.al, 2007). Therefore, this study follows quantitative methods approach.

SAMPLING DESIGN
The researcher adopted the six sampling steps of Malhotra et al., (2006); these steps are closely interrelated and relevant to all aspects of the market research. Those are - identified target population, determine the sampling frame, select sampling techniques, determine the sample size, execute the sampling process and validate the sample. The research target population is managers, supervisors and staffs who are working in marketing and outbound logistics related activities.

Zikmund and Babin (2010) sampling technique was used to determine the sample proportion success and not success based on the experience from previous survey research response rate. Saunders, Lewis and Thornhill (2012) state that the likely response rate shall be reasonable 50% or moderately high, while Patrick, B. (2003) referring Babie (1979), the return or success rate 50% is 'adequate'; 60% response rate is 'good' and 70% rate or higher is 'very good'. In this study confidence of successfully collecting or return rate is expected to be 70% and the remaining might be defected or non-response, and sample size is determined at 95% confidence level.

Having this, sample size is determined with the help of the following formula (Saunders et.al, 2007):

$$n = \frac{Z^2 PQ}{e^2}$$ Where,
- n = sample size,
- p = proportion of success
- q = proportion of fail
- z = confidence level
- e = standard error

Based on the above formula,

$$n = \frac{1.96^2(0.70)(0.30)}{0.05^2} = 325 \ Respondents$$

According to Saunders et.al, (2007) where the population is less than 10,000 a smaller sample size can be used without affecting the accuracy. This is called the adjusted minimum sample size (n'). The adjusted sample size is calculated using below formula after obtaining the exact population or staff number working on marketing and outbound logistics activities. Total number of staffs who have direct relationship with production, marketing and logistics have been found 196.

$$n' = \frac{n}{1 + \frac{n}{N}}$$

Where,
n' =the sample size
N = the total population of target respondents

$$n' = \frac{325}{1 + \frac{325}{196}} = 122$$

The population of the study is all flower producers and exporters operating in Ethiopia. This list of flower producers and exporters were obtained from EHPEA. Then, the flower producers and exporters have been contacted through. Only 100 responses were found fit for the analysis, while 22 of them were either incomplete or failed to be returned.

RESEARCH INSTRUMENT

There are different ways of data collection methods depending upon the type of data and research method. The Survey studies attempt to find relationships between the characteristics of the respondents and their reported behaviors and opinions (Marczyk, DeMatteo, and Festinger, 2005) and also it is appropriate for research questions about self-reported beliefs or behaviors (Neuman, 2007). The method used for data collection was a self-administered questionnaire based on relevant literature and partially adapted from previous studies. The questionnaire is designed mixing of close-ended and rating questions most frequently use five levels Likert-style rating scale (Saunders et.al, 2007).

The cross-sectional study is the most frequently used descriptive design in marketing research. Cross-sectional designs involve the collection of information from any given sample of population elements only once (Malhotra et al., 2006 and Neuman, 2007). Applying of this design has the advantage of conducting the research on time at reasonable cost. In this research cross-sectional research will involve the measurement of all variables within a narrow time span or particular time period (Rushton et al., 2009).

Thus, a research instrument having four sections was developed based on a rigorous and extensive literature review. The first section contains general information about the background of flower producers and exporters. The second section was containing enhancing factors of flower producers and exporters level of performance on a five point Likert scale. The third section contains inhibiting factors that working against the performance level of flower producers and exporters. The fourth section incorporated the measures of flower producers and exporters level of performance. The data has been analyzed using descriptive statistics as well as inferential statistics including correlation and regression analysis.

RESEARCH VARIABLE

According to Neuman (2007), the variable that is the effect or is the result or outcome of another variable is the dependent variable. The independent variable is the causes of result, whereas the dependent variable "depends on" the cause. For this study enhancing and inhibiting factors were taken as independent variables and Flower producers and exporters were used as a dependent variable.

FIG. 1
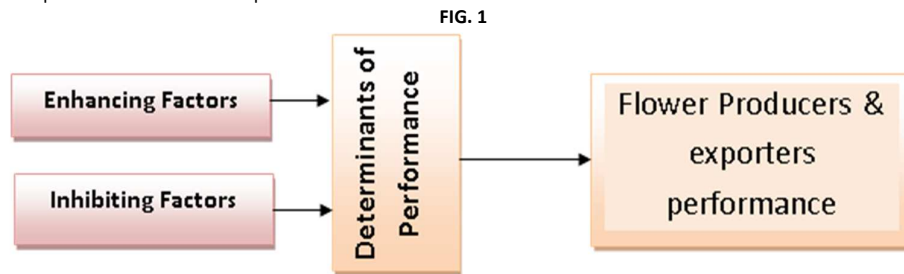
DATA ANALYSIS

Descriptive and inferential statistics were used to describe the data collected in the research study to characterize the variables accurately and to summarize the results of the study. Correlation and regression analysis was also used to examine the relationships of and the independent variables and the dependent variable. SPSS e version 20 software was used as an instrument to analysis the research data.

VALIDITY AND RELIABILITY

Statistical validity also used to measure the validity of the research though use of correct statistical procedure and instruments (Neuman, 2007). To ensure the statistical validity of the study, the researcher has collected quantitative data using survey questioner and analyzed the data using correct statistical instruments like descriptive statistics, correlation and regression analysis to see the relationship of the variable and reach concrete conclusion.

According to Adams et al., (2007) internal validity is used to assure the research validity. To threat the internal validity of this study the questioner was distributed within the same period of time and collected within a month's time and reasonable sample was taken from the population of the study. Furthermore, pilot taste has been made by distributing 20 questionnaires to sample respondents to collect feedback on the clarity, wording, coherence and content of the questionnaire. The major objective of the pilot taste was to get feedback on the questionnaire way of preparation, and any other. Valuable comments obtained from the pilot test as well as experts in the field were used to restructure as well as refine the quality of the research instrument.

The reliabilities of enhancing and inhibiting factors on performance level were assessed with Cronbach's Alpha (α); Cronbach's Alpha is the most common measure of scale reliability (Field, 2006). According to Neuman (2007), Cronbach's Alpha used to assess uni-dimensionality. Alpha ranges from a maximum of 1.0 for a perfect score to minimum of zero, good measure of the alpha should be 0.70 or higher. The researcher measures the reliability of the data using Cronbach's Alpha, detail seen in the analysis part of the study. In this study the Cronbach's Alpha value Enhancing and Inhibiting Factors of Flower Producers and Exporter for 20 items. 760 which is above the minimum threshold.

RESULTS AND DISCUSSION

Once the data has been collected from target respondents, it has been edited, cleaned, coded and entered into SPSS version 20 for analysis using descriptive and inferential statistics.

TABLE 1: NUMBER OF YEARS IN THE FLOWER EXPORT BUSINESS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	25	25.0	25.0	25.0
	between 6 and 12 years	60	60.0	60.0	85.0
	between 10 and 20 years	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

60 % of the respondents have been in business between 6 and 12 years while 25 % of the respondents have been in business less than 5 years. Only 15 % of the respondents have been in the flower business between 10 and 20 years. None of them have reported more than 20 years. This implies the flower business is a recent phenomenon in the Ethiopian Business context.

TABLE 2: THE MAJOR FLOWER EXPORT BUSINESS

	Frequency	Percent	Valid Percent	Cumulative Percent
EU	65	65.0	65.0	65.0
Middle East	20	20.0	20.0	85.0
Far East	5	5.0	5.0	90.0
Africa	5	5.0	5.0	95.0
Australia and ocean	5	5.0	5.0	100.0
Total	100	100.0	100.0	

65 % of the respondents have reported the major flower export destination is EU, followed by 20% Middle East. On the other hand, 5% of the respondents were reporting Far East, Africa and Australia and Oceania as major flower export destinations.

DESCRIPTIVE ANALYSIS OF ENHANCING FACTOR

Descriptive statistics were used to evaluate enhancing factors affecting performance level of flower producers and exporters.

As the table shown Annex I, the major enhancing factors affecting performance level of flower producers and exporters are potential domestic market (mean=4.2250), proximity to major flower markets (mean =4.0100), privileged access to many markets (mean=3.9250) and government financial and incentive packages (Mean=3.8311) top down. On the other hand, availability and quality of land (mean=3.6425), civilized population and labor force (mean=3.6333), support from the Ethiopian Horticulture Producers and Exporters Association (mean=3.2275) and contribution to export value (mean=3.1350) at descending order.

DESCRIPTIVE ANALYSIS OF INHIBITING FACTORS

The major inhibiting factors affecting performance level of flower producers and exporters, referring Annex II, are the state of being a landlocked country (mean= 4.4500), Non-availability of strong domestic market for flower (mean= 4.0833), Airfreight cost and capacity (mean=3.9417), Inaccessibility and shortage of water (mean=3.9250), Seasonality of production of flowers (mean= 3.7950), Access to finance and foreign currency (mean=3.7950) top down.

On the other hand, International regulatory Frameworks and standards (mean=2.5267), Availability of a small product range (mean=2.8700), intensity of competition (mean= 3.0050), Shortage of agricultural inputs and green house equipment (mean=3.0500), Infrastructural bottlenecks (mean=3.1475) bottom up respectively.

NORMALITY ASSUMPTION OF ENHANCING AND INHIBITING FACTOR

Screening data for assessing the normalization of variables is a critical step in multivariate analysis (Hair, 2010). Skewness refers to the symmetry of distribution and kurtosis refers to the peakness of distribution (Tobachinck and Fidell (2006) as cited by Ebrahim, A Study of Brand Preference: An Experiential View, 2013). According to Hair (2010) the most commonly acceptable criteria value for (kurtosis/skewness) distribution is ±2.58. For this study kurtosis and skewness of variables are calculated for items as shown in the annex I and II, they fall within acceptable range.

CORRELATION ANALYSIS

The result of the Pearson correlation is interpreted by the guide line suggested by Field (2005). According to Field, the Pearson correlation coefficients show the relationship between the predictor and outcome variable. The relationship in the range of 0.1 to 0.29 is considered as weak, 0.30 to 0.49 as moderate and above 0.50 shows strong relationship. Finally, the positive and negative sign is telling us the direction of their relationship.

CORRELATION OF ENHANCING FACTORS VS. FLOWER PRODUCERS AND EXPORTERS PERFORMANCE

The Pearson correlation table (Annex III) shows that government financial and incentive packages, Potential domestic market and Privileged access to many markets have a weak positive relationship, at correlation value of r is 0.195, 0.066 and 0.053, respectively; whereas the rest predictor variable have moderate positive relationship with Performance of Flower Producers and Exporters at Pearson correlation value of availability and quality of land =.398, civilized population and labor Force =.424, proximity to major flower markets =.331, support from the Ethiopian Horticulture Producers and Exporters Association =.485 and contribution to export value =.392.

Most of the predictor variables have a positive correlation with dependent variables at significant value of P<0.01, except the three predictors government financial and incentive packages, potential domestic market and privileged access to many markets have week relation but don't have not significant relationship.

CORRELATION OF INHIBITING FACTORS VS. FLOWER PRODUCERS AND EXPORTERS PERFORMANCE

Annex IV table of correlation result that shows the relationship between predictor variables access to finance and foreign and International Regulatory Frameworks and standards have strong positive relationship with dependent variable (Performance of flower producers and exporters); their Pearson correlation values are access to finance and foreign is .759 and International Regulatory Frameworks and standards is .763. The other predictor which has moderately positive correlation with dependent variable is Inaccessibility and shortage of water and its Pearson correlation is .366.

The state of being a landlocked country, Seasonality of production of flowers and Intensity of competition have week positive relationship with Performance of flower producers and exporters at Pearson correlation value of r=.045,.016 and .189, respectively.

Infrastructural bottlenecks, Shortage of agricultural inputs and greenhouse equipment, availability of a small product range, non-availability of strong domestic market for flower and airfreight cost and capacity have a weak negative relationship with Performance of Flower Producers and Exporters. The Pearson correlation value of those predict that have negative relationship are -, 070, -.128, -.033, -.016 and -.065 respectively.

In general, all the predictor variables have a positive moderate and strong correlation with dependent variables have significant value of P<0.01, while the rest are not significant relationship.

REGRESSION ANALYSIS – ENHANCING AND INHIBITING FACTORS

Assumption Test using Collinearity Statistics-Enhancing Factors

Before running the regression analysis, a multicollinearity test has been done. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model and is calculated using the formula $1–R^2$ for each variable. If this value is very small (less than.10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of Multicollinearity. The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). VIF values above 10 would be a concern here, indicating Multicollinearity. Revering Annex III, the lowest tolerance is .**289** (i.e. >.1) and the highest VIF is **3.46** (i.e. <10) there no problem of multicollinearity.

TABLE 3: MODEL SUMMARY OF ENHANCING FACTORS OF FLOWER PRODUCERS AND EXPORTERS PERFORMANCE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768a	.590	.554	.47221
b. Dependent Variable: *Flower Producers and Exporters Performance*				

Model summary table describes the overall model whether the model is successful in predicting dependent variables. It gives a value of R square, which measure of how much of the variability in the outcome is accounted for the predictors. In addition, this summary table tells us whether auto-correlation assumption is satisfied or not through Durbin Watson value (Field, 2006).

Coefficient of Determination (Regression Coefficient, R Square) or Regression standardized coefficients can take on any value between 0 and 1, and it measures the proportion of the variation in a dependent variable that can be explained statistically by the independent variable(s) (Saunders et al., 2012).

The Model Summary table gives the R (.768) and Adjusted R square (.590). The Adjusted R square statistics 'corrects' R square value to provide a better estimate of the true population value. The coefficient of determination for enhancing factors, R square is 76.683% of the variation in the dependent variable (performance of flower producers and exporters) is explained by the independent variables and the remaining percent is explaining by other dimensions.

TABLE 4: ENHANCING FACTORS OF FLOWER PRODUCERS AND EXPORTERS PERFORMANCE- ANOVA*a*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.220	8	3.652	16.380	.000b
	Residual	20.292	91	.223		
	Total	49.512	99			
a. Dependent Variable: Flower Producers and Exporters Performance						

To assess the statistical significance of the result it is necessary to look in the table labeled ANOVA (see table 4). This tests the null hypothesis that multiple R in the population equals 0. As can be seen from the **ANOVA** table, the independent variables significantly predict the performance of flower producers and exporters, (F= *16.380* is significant at P<0.05 level.)

TABLE 5: ENHANCING FACTORS OF FLOWER PRODUCERS AND EXPORTERS-COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.603	.710		.848	.399
Availability and quality of land /AQL	.190	.103	.139	1.845	.068
Civilized population and labor Force/ CP	.254	.142	.174	1.788	.077
Proximity to major flower markets /PM	.898	.197	.431	4.567	.000
Potential domestic market /PDM	.017	.105	.013	.160	.873
Government Financial and incentive packages/GFI	.142	.124	.143	1.147	.254
Support from the Ethiopian Horticulture Producers and Exporters Association /EHPEA	.543	.092	.536	5.904	.000
Privileged access to many markets /PAM	.248	.119	.245	2.095	.039
Contribution to export value / CEV	-.041	.092	-.047	-.450	.654
a. Dependent Variable: Flower Producers and Exporters Performance					

Standardized regression coefficient (Beta) is the estimated coefficient indicating the strength of relationship between an independent variable and dependent variable expressed on a standardized scale where higher absolute values indicate stronger relationships (range is from -1 to 1) (William and Barry, 2010).

Here the largest beta coefficient (β=. 898) which is Access to finance and foreign currency. This means that this variable makes the strongest unique contribution to explaining the dependent variable, when the variance explained by all other variables in the model is controlled for with a sig. of 0.000 (<0.05).

The next higher beta coefficient (β =.543) is Inaccessibility and shortage of water with an important sig. level (p=.000) that makes it to be the second most important factor in determining the performance level of flower producers and exporters.

The third most significant beta coefficient is Shortage of agricultural inputs and green house equipment (β=.248) and sig. level (p=000) in determining the performance level of flower producers and exporters.

The multiple regression equation (Ho, 2006):

$Y = C + B_1Xo + B_2X1+......+BnXn$

Where

Y = predicted dependent variable (PFPE)

C = constant

B = Unstandardized regression coefficient

X = Value of the predicted coefficient

PFPE=-0.603+.139AVL+.174CP+.431PM+.013PDM+.143GFI+.536EHPEA+.245PAM-.047CEV

REGRESSION ANALYSIS – ENHANCING AND INHIBITING FACTORS

Assumption Test using Collinearity Statistics-Inhabiting Factors

Before running the regression analysis, a multicollinearity test has been done. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model and is calculated using the formula $1–R^2$ for each variable. If this value is very small (less than.10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of Multicollinearity. The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). VIF values above 10 would be a concern here, indicating Multicollinearity. Referring Annex IV, the lowest tolerance is .003 (i.e. >.1) and the highest VIF is 7.854 (i.e. <10) there no problem of multicollinearity.

TABLE 6: INHIBITING FACTORS -MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879a	.772	.747	.35586

The Model Summary table gives the R (.879) and Adjusted R square (.772). The Adjusted R square statistics 'corrects' R square value to provide a better estimate of the true population value. The coefficient of determination for inhibiting factors, R square is 87.9% of the variation in the dependent variable (performance of flower producers and exporters) is explained by the independent variables and the remaining percent is explaining by other dimensions.

TABLE 7: INHIBITING FACTORS –ANOVA*a*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.241	10	3.824	30.197	.000b
	Residual	11.271	89	.127		
	Total	49.512	99			
a. Dependent Variable: Flower Producers and Exporters Performance						

To assess the statistical significance of the result it is necessary to look in the table labeled ANOVA (table 7). This tests the null hypothesis that multiple R in the population equals 0. As can be seen from the ANOVA table, the independent variables significantly predict the performance of flower producers and exporters, (F=30.197is significant at P<0.05 level.)

TABLE 8: INHIBITING FACTORS-ON FLOWER PRODUCERS AND EXPORTERS COEFFICIENTS

Model	Unstand'd Coefficients		Stand'dCoef.	T	Sig.
	B	Std. Error	Beta		
(Constant)	.413	.442		.935	.352
The state of being a landlocked country /LLC	.050	.077	.040	.644	.521
Infrastructural bottlenecks /IBN	.147	.106	.093	1.385	.170
Shortage of agricultural inputs and greenhouse equipment /SAIGE	.342	.049	-.420	-7.001	.000
Inaccessibility and shortage of water /I&SW	.375	.090	.307	4.161	.000
Availability of a small product range /ASPR	.058	.078	-.043	-.743	.459
Non-availability of strong domestic market for flower /NASDMF	.166	.112	.140	-1.487	.141
Seasonality of production of flowers /SPF	.143	.076	.191	1.881	.063
Airfreight cost and capacity /AC&C	.091	.174	.074	.521	.604
Access to finance and foreign currency /AF&FC	*.673*	.053	.659	12.787	.000
Intensity of competition /IntC	.177	.066	.158	2.685	.009
International Regulatory Frameworks and standards /InlRF&S	*.682*	.037	.671	12.891	.000
a. Dependent Variable: Flower Producers and Exporters Performance					

Standardized regression coefficient (Beta) is the estimated coefficient indicating the strength of relationship between an independent variable and dependent variable expressed on a standardized scale where higher absolute values indicate stronger relationships (range is from -1 to 1) (William and Barry, 2010). Here the largest beta coefficient (β=.678) which is International Regulatory Frameworks and Standards. The next higher beta coefficient (β=.673) which is Access to finance and foreign currency. This means that these variable makes the strongest unique contribution to explaining the dependent variable, when the variance explained by all other variables in the model is controlled for with a sig. of 0.000 (<0.05).

The third higher beta coefficient (β =375) is inaccessibility and shortage of water with an important sig. level (p=.000) that makes it to be the second most important factor in determining the performance level of flower producers and exporters. The other most significant beta coefficient is Shortage of agricultural inputs and green house equipment (β=.342) and sig. level (p=000) in determining the performance level of flower producers and exporters.

The multiple regression equation (Ho, 2006):

PFPE= 0.413 +.04LLC +.093IBN -.42SAIGE +.307I&SW -.043ASPR +.14NASDMF +.191SPF +.074AC&C +.659AF&FC +.158IntC +.671InlRF&S

FINDINGS

60 % of the respondents have been in business between 6 and 12 years while 25 % of the respondents have been in business less than 5 years. Only 15 % of the respondents have been in the flower business between 10 and 20 years. None of them have reported more than 20 years. This implies the flower business is a recent phenomenon in the Ethiopian Business context. 65 % of the respondents have reported the major flower export destination is EU, followed by 20% Middle East. On the other hand, 5% of the respondents were reporting Far East, Africa and Australia and Oceania as major flower export destinations.

In the descriptive study the major enhancing factors affecting performance level of Flower producers and exporters included Potential domestic market (mean=4.2250), proximity to major flower markets (mean=4.0100), Privileged access to many markets (mean=3.9250) and Government Financial and incentive packages (Mean=3.8311) top down. The major inhibiting factors affecting performance level of Flower producers and exporters included the state of being a landlocked country (mean=4.4500), Non-availability of strong domestic market for flower (mean=4.0833), Airfreight cost and capacity (mean=3.9417), Inaccessibility and shortage of water (mean=3.9250), Seasonality of production of flowers (mean= 3.7950), Access to finance and foreign currency (mean=3.7950) top down.

In the regression, enhancing factors privileged access too many market; Support from the Ethiopian Horticulture Producers and Exporters Association and proximity to major flower market; were found significant (P<.05) with Flower Producers and Exporters Performance. Furthermore, inhibiting factors including Shortage of agricultural inputs and green house equipment, Inaccessibility and shortage of water, Access to finance and foreign currency, Intensity of competition and International Regulatory Frameworks and standards were found significant (p<.05). Moreover, both the enhancing and inhibiting factors model have a significant impact on flower producers and exporters as is seen in the ANOVA test.

CONCLUSIONS

This study investigated determinants of flower producers and exporters performance level by using enhancing and inhibiting factors. This research explains the relationship between the various determinants i.e. distribution functions in the physical distribution system and their impact on the competitive advantages in the beer market. In fact, the nature and relationship of each enhancing and inhibiting factors is complex. Now days, the flower market is becoming a more imperative issue in Ethiopia in particular and in global market in general. This is the basic reason that this research requires to deal with the impact of key determinants on Flower producers and exporters performance.

This study tries to see the relationship and role of each determining factor on the level of performance flower producers in the horticulture industry. Accordingly, the Pearson correlation coefficient tells us all predictor variables have a significant, p<0.01, positive relationship with Flower producers and exporters performance. From the finding it can be concluded that all enhancing and inhibiting factors influence flower producers and exporters performance. However, the impact of each enhancing and inhibiting factor is different. The instrument used in this study should enable managers to bench mark performance and plan improvements.

RECOMMENDATIONS

1) The Ethiopian Horticulture Producers and Exporters Association need to serve producers and exporters of flowers as vibrant platform to share experiences as well as lobby government officials on critical issues affecting their performances.
2) The Ethiopian Horticulture Producers and Exporters Association should also stimulate domestic flower consumption for there is a substantial domestic market potential for flowers.
3) The Federal and regional governments need to revisit policies affecting the flower production and export sector with respect to Access to finance and foreign currency, Shortage of agricultural inputs and green house equipment and Inaccessibility and shortage of water and Infrastructural bottlenecks and availability of quality land.

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ANNEXURE

ANNEXURE I: DESCRIPTIVE ANALYSIS OF ENHANCING FACTOR

Variables	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistics	*Stat.*	*Stat.*	*Stat.*	Std. Error	*Stat.*	Std. Error
Potential domestic market	100	*4.2250*	.56127	*-.528*	.241	*.150*	.478
Proximity to major markets	100	*4.0100*	.33919	*.427*	.241	*.021*	.478
Market Access Privileged	100	*3.9250*	.69767	*-.523*	.241	*-.301*	.478
Government Financial and incentive packages	100	*3.8311*	.71373	*-.393*	.241	*-.860*	.478
Availability and Quality of Land	100	*3.6425*	.51738	*-.584*	.241	*.307*	.478
Civilized population and labor Force	100	*3.6333*	.48432	*.177*	.241	*-.255*	.478
Support from the EHPEA	100	*3.2275*	.69821	*.114*	.241	*1.046*	.478
Contribution to export value	100	*3.1350*	.80984	*.118*	.241	*.076*	.478
Valid N (list wise)	100						

ANNEXURE II: DESCRIPTIVE ANALYSIS OF INHIBITING FACTOR

Variables	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Stat	*Stat*	*Stat*	*Stat*	Std. Error	*Stat*	Std. Error
The state of landlocked	100	*4.4500*	.57075	-.424	.241	-1.337	.478
Non-availability of strong domestic market for flower	100	*4.0833*	.59812	-.545	.241	-.266	.478
Airfreight cost and capacity	100	*3.9417*	.57461	-.684	.241	2.039	.478
Inaccessibility and shortage of water	100	*3.9250*	.57899	.100	.241	-.550	.478
Seasonality of production of flowers	100	*3.8400*	.94249	-.337	.241	-.984	.478
Access to finance and foreign currency	100	*3.7950*	.81058	-.295	.241	-.440	.478
Infrastructural bottlenecks	100	*3.1475*	.44537	.325	.241	.338	.478
Shortage of agricultural inputs and greenhouse equipment's	100	*3.0500*	.86894	.256	.241	-.549	.478
Intensity of competition	100	*3.0050*	.62963	-.824	.241	1.701	.478
Availability of a small product range	100	*2.8700*	.52039	-.609	.241	2.431	.478
International regulatory Frameworks and standards	100	*2.5267*	.54057	-.277	.241	-.451	.478
Valid N (list wise)	100						

ANNEXURE III: CORRELATION OF ENHANCING FACTORS VS. FLOWER PRODUCERS AND EXPORTERS PERFORMANCE

Variable key terms abbreviation	
AQL: Availability and quality of land	EHPEA: Support from the Ethiopian Horticulture Producers and Exporters Association
CP : Civilized population and labor Force	PAM: Privileged access to many markets
PM: Proximity to major flower markets	CEV: Contribution to export value
PDM: Potential domestic market	PP&E: Performance of flower producer and exporters
GFI: Government Financial and incentive packages	

ENHANCING FACTORS VS. FLOWER PRODUCERS AND EXPORTERS PERFORMANCE

		AQL	CP	PM	PDM	GFI	EHPEA	PAM	CEV	PP&E
AQL	Pearson Correlation	1								
	Sig. (2-tailed)									
CP	Pearson Correlation	.190	1							
	Sig. (2-tailed)	.058								
PM	Pearson Correlation	.272**	.514**	1						
	Sig. (2-tailed)	.006	.000							
PDM	Pearson Correlation	.025	.183	.015	1					
	Sig. (2-tailed)	.808	.069	.885						
GFI	Pearson Correlation	.013	.481**	.426**	-.184	1				
	Sig. (2-tailed)	.901	.000	.000	.066					
EHPEA	Pearson Correlation	.171	.003	.338**	.110	.079	1			
	Sig. (2-tailed)	.089	.978	.001	.277	.435				
PAM	Pearson Correlation	.059	.316**	.409**	.044	.735**	.235*	1		
	Sig. (2-tailed)	.558	.001	.000	.667	.000	.019			
CEV	Pearson Correlation	.012	-.212*	.149	.388**	-.169	.557**	.215*	1	
	Sig. (2-tailed)	.908	.035	.138	.000	.093	.000	.032		
PP&E	Pearson Correlation	.398**	.424**	.331**	.066	.195	.485**	.053	.392**	1
	Sig. (2-tailed)	.000	.000	.001	.512	.051	.000	.604	.000	

**. Correlation is significant at the 0.01 level (2-tailed).; N=100
*. Correlation is significant at the 0.05 level (2-tailed).

ANNEXURE IV: CORRELATION OF INHIBITING FACTORS VS. FLOWER PRODUCERS AND EXPORTERS PERFORMANCE

Variable key terms abbreviation	
LLC: the state of being a landlocked country	SPF: Seasonality of production of flowers
IBN: Infrastructural bottlenecks	AC&C: Airfreight cost and capacity
SAIGE: Shortage of agricultural inputs and greenhouse equipment	AF&FC: Access to finance and foreign currency
ISW: Inaccessibility and shortage of water	IntComp: Intensity of competition
ASPR: Availability of a small product range	InlRF&S: International regulatory Frameworks and standards
NASDMF: Non-availability of strong domestic market for flower	PP&E: Performance of producers and Exporters

INHIBITING FACTORS VS. FLOWER PRODUCERS AND EXPORTERS PERFORMANCE

		LLC	IBN	SAIGE	ISW	ASPR	NASDMF	SPF	AC&C	AF&FC	IntComp	InlRF&S	PP&E
LLC	Pearson Correlation (r)	1											
	Sig. (2-tailed)												
IBN	r	.243*	1										
	Sig. (2-tailed)	.015											
SAIGE	r	.102	.121	1									
	Sig. (2-tailed)	.313	.230										
ISW	r	.294**	-.045	.494**	1								
	Sig. (2-tailed)	.003	.658	.000									
ASPR	r	.275**	.329**	.054	.143	1							
	Sig. (2-tailed)	.006	.001	.596	.155								
NASDMF	r	.160	.361**	.215*	.310**	.084	1						
	Sig. (2-tailed)	.111	.000	.031	.002	.407							
SPF	r	.135	.418**	.201*	.260**	.240*	.224*	1					
	Sig. (2-tailed)	.180	.000	.045	.009	.016	.025						
AC&C	r	.112	.513**	.212*	.295**	.276**	.680**	.746**	1				
	Sig. (2-tailed)	.269	.000	.035	.003	.006	.000	.000					
AF&FC	r	.082	-.041	.233*	.397**	-.076	.077	.129	.005	1			
	Sig. (2-tailed)	.415	.683	.019	.000	.454	.445	.203	.962				
	N	100	100	100	100	100	100	100	100	100			
IntComp	r	.317**	.195	.000	.188	.272**	.102	.346**	.336**	.012	1		
	Sig. (2-tailed)	.001	.051	.996	.061	.006	.314	.000	.001	.906			
InlRF&S	r	-.088	-.053	.219*	.396**	-.077	.068	.121	-.007	.998**	.007	1	
	Sig. (2-tailed)	.382	.599	.028	.000	.444	.503	.231	.947	.000	.945		
PP&E	r	.045	-.070	-.128	.366**	-.033	-.016	.016	-.065	.759**	.189	.763**	1
	Sig. (2-tailed)	.658	.490	.204	.000	.748	.872	.875	.518	.000	.060	.000	

*. Correlation is significant at the 0.05 level (2-tailed). N=100
**. Correlation is significant at the 0.01 level (2-tailed).

ANNEXURE V: ENHANCING FACTORS - COLLINEARITY STATISTICS

Model		95.0% Confidence Interval for B		Collinearity Statistics	
		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.808	2.014		
	Availability & Quality of Land	-.015	.395	.791	1.265
	Civilized population and labor Force	-.028	.536	.476	2.101
	Proximity to major flower markets	.507	1.289	.506	1.976
	Potential domestic market	-.192	.225	.649	1.541
	Government Financial & incentive packages	-.104	.388	.289	3.460
	Support from the Ethiopian Horticulture Producers & Exporters Association	-.725	-.360	.547	1.829
	Privileged access to many markets	-.484	-.013	.329	3.039
	Contribution to export value	-.225	.142	.404	2.476

ANNEXURE VI: INHIBITING FACTORS-COLLINEARITY TEST

Model		95.0% Confidence Interval for B		Collinearity Statistics	
		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.503	1.288		
	The state of being a landlocked country	-.103	.207	.654	1.529
	Infrastructural bottlenecks	-.064	.362	.568	1.760
	Shortage of agricultural inputs & greenhouse equipment	-.439	-.238	.669	1.494
	Inaccessibility & shortage of water	.189	.554	.457	2.187
	Availability of a small product range	-.215	.097	.774	1.292
	Non-availability of strong domestic market for flower	-.389	.057	.287	3.488
	Seasonality of production of flowers	-.296	.008	.248	4.026
	Airfreight cost and capacity	-.254	.443	.127	7.854
	Access to finance and foreign currency	-1.045	1.989	.003	6.088
	Intensity of competition	.046	.310	.741	1.350
	International regulatory Frameworks and standards	-1.976	2.582	.003	7.363

a. Dependent Variable: Flower Producers and Exporters Performance

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