**Appendix 1 :**

Table 1: Demographics

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| **Academic Qualification** |
| Secondary School  | Associate Degree | Bachelor Degree | Graduate Diploma | Master Degree |
| N | % | N | % | N | % | N | % | N | % |
| 8 | 8.1 | 25 | 25.5 | 50 | 51.1 | 6 | 6.1 | 9 | 9.1 |
| **Academic specialization** |
| Engineering | Scientific | Administrative | Vocational | Other |
| N | % | N | % | N | % | N | % | N | % |
| 23 | 23.4 | 14 | 14.2 | 49 | 50.1 | 7 | 7.1 | 5 | 5.1 |
| **Work Experience** |
| 1-5 years | 6-10 years | 10-20 | More than 210 |  |
| N | % | N | % | N | % | N | % |  |  |
| 6 | 6.1 | 41 | 41.9 | 32 | 32.6 | 19 | 19.3 |  |  |
| **Work specialization** |
| Head of Department | Head of Unit | Marketing Employee | Other |  |
| N | % | N | % | N | % | N | % |  |  |
| 29 | 29.6 | 35 | 35.7 | 7 | 7.1 | 27 | 27.5 |  |  |

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| **Table 2: Rate of adoption for Process Standard at UNIPHARMA** |
| Variables | Strongly Disagree% | Disagree % | Neutral % | Agree % | Strongly Agree % | Mean | Std. Deviation | Depend.% |
| Q1 | 0 | 3 | 33.7 | 59.2 | 4.1 | 3.61 | 0.58 | 72.4 |
| Q2 | 0 | 4 | 7.2 | 65.3 | 23.4 | 4.15 | 0.64 | 82.8 |
| Q3 | 0 | 4.1 | 16.3 | 63.2 | 16.4 | 3.92 | 0.69 | 80 |
| Q4 | 0 | 2 | 16.3 | 49 | 32.6 | 4.15 | 0.73 | 81.4 |
| Q5 | 0 | 5.2 | 11.1 | 52.1 | 31.6 | 4.11 | 0.78 | 81.9 |
| Q6 | 0 | 3.1 | 12.1 | 55.2 | 29.6 | 4.06 | 0.76 | 81.7 |
| Average | 3.56 | 16.11 | 80.56 | 4.00 | 0.69 | 80 |

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| **Table3: Rate of adoption for Industrial Standards at UNIPHARMA** |
| Variables | Strongly Disagree% | Disagree % | Neutral % | Agree % | Strongly Agree % | Mean | Std. Deviation | Depend.% |
| Q7 | 0 | 0 | 3.1 | 28.6 | 66.3 | 4.73 | 0.57 | 91.8 |
| Q8 | 0 | 1 | 2.1 | 22.4 | 74.5 | 4.69 | 0.52 | 95.8 |
| Q9 | 0 | 1 | 11.3 | 52.1 | 31.6 | 4.12 | 0.84 | 81.8 |
| Q10 | 0 | 0 | 12.3 | 67.3 | 20.4 | 4.08 | 0.55 | 82.2 |
| Q11 | 0 | 0 | 8.1 | 61.2 | 31.7 | 4.36 | 0.63 | 84.2 |
| Q12 | 0 | 2 | 30.6 | 58.2 | 9.2 | 3. 62 | 0.62 | 76.2 |
| Average | 0.66 | 14.23 | 85.2 | 4.26 | 0.62 | 85.33 |

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| **Table4: Rate of Response at UNIPHARMA Regarding Flexibility** |
| Variables | Strongly Disagree% | Disagree % | Neutral % | Agree % | Strongly Agree % | Mean | Std. Deviation | Response% |
| Q13 | 0 | 10.3 | 19.4 | 60.2 | 9.2 | 3.57 | 0.79 | 74.1 |
| Q14 | 1 | 0 | 20.3 | 63.3 | 15.4 | 3.82 | 0.75 | 77.3 |
| Q15 | 0 | 2 | 18.3 | 60.1 | 19.6 | 3.88 | 0.69 | 79.7 |
| Q16 | 1 | 2 | 34.7 | 49.1 | 13.2 | 3.61 | 0.72 | 74.3 |
| Q17 | 2 | 8.2 | 33.8 | 45.9 | 10.1 | 3.47 | 0.87 | 71.9 |
| Q18 | 3.2 | 9.9 | 33.6 | 43.9 | 9.3 | 3.43 | 0.91 | 67.9 |
| Average | 5.62 | 27.51 | 56.75 | 3.63 | 0.79 | 74.2 |

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| **Table5: Rate of Response at UNIPHARMA Regarding Delivery** |
| Variables | Strongly Disagree% | Disagree % | Neutral % | Agree % | Strongly Agree % | Mean | Std. Deviation | Response% |
| Q19 | 0 | 9.2 | 12.3 | 66.1 | 12.4 | 3.79 | 0.77 | 76.8 |
| Q20 | 3.1 | 11.3 | 28.5 | 51.8 | 5.1 | 3.24 | 0.92 | 68.4 |
| Q21 | 1 | 7.1 | 27.6 | 52 | 12.3 | 3.72 | 0.85 | 74 |
| Q22 | 1 | 2.1 | 22.3 | 63.3 | 12.2 | 3.84 | 0.67 | 76.6 |
| Q23 | 0 | 4 | 23.5 | 64.2 | 8.2 | 3.97 | 0.60 | 75.4 |
| Q24 | 0 | 3 | 21.4 | 68.3 | 7.2 | 3.82 | 0.58 | 76 |
| Average | 6.33 | 22.06 | 70.1 | 3.73 | 0.71 | 73.33 |

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| **Table 6: The effect of process and industrial standards on flexibility** |
| Dependent Variable | Flexibility |
| B | t value | Sig. | F value | R2 | Durbin-Watson |
| F Calculate | Sig. level |
| Independent Variable |
| Process standardization | 0.32 | 2.66 | 0.01 | 14.6 | 0.000 | 0.22 | 2 |
| Industry Standards | 0.34 | 1.91 | 0.05 |
| P ≥ .05 N – 98 |

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| **Table 7: The effect of process and industrial standards on delivery** |
| Dependent Variable | Delivery |
| B | t value | Sig. | F value | R2 | Durbin-Watson |
| F Calculate | Sig. level |
| Independent Variable |
| Process standardization | 0.35 | 2.85 | 0.01 | 17.5 | 0.000 | 0.28 | 1.8 |
| Industry Standards | 0.26 | 2.03 | 0.04 |
| P ≥ .05 N – 98 |