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INTEGRATION OF ORGANIZATIONAL GOALS WITH INDIVIDUAL GOALS AS A BASIS OF COMPETITIVE ADVANTAGE FOR BATA SHOECOMPANY LIMITED, KENYA

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ABSTRACT

The research objective of the study was to determine the integration of organizational goals with individual goals as a basis of competitive advantage for Bata Shoe Company Limited, Kenya. The study used descriptive survey research design. The population of the study was all the three hundred and five employees working in the company. The study adopted stratified sampling techniques in selection of respondents for the study. The study used primary data that was collected through self-administered questionnaires containing both open ended and closed questions. The data was analyzed by the use of descriptive statistics. The study found out that sharing of organizational goals in the company resulted in improved employee level of engagement at the work place as well increasing employee productivity and faster execution of the organization strategy which ensured that the company responds to market changes before competitors. Individual interest was found to be important to the company it helps in fostering good relationship between the management and employees thus employees ought to be trainedon programmes that improve employee-organization identification. Integration of organizational and individual goals was found to have enabled the company achieve competitive advantage through improved innovation, creation of synergy betweenthe two resources and reduces sub-optimization, genuine empowerment and enhancement of employees' sense of ownership to the organization. The study recommends that Bata Shoe Company should adapt and develop their organization goals with individual goals to overcome competition from other companies. The study further recommends that organizational and individual goals alignment in the company should be pursued as it allows knowledge and expertise inherent in the existing management infrastructure and thus resulting in a competitive advantage that will positively affect business performance.

Key Words: integration, organizational goals, individual goals, competitive advantage

INTRODUCTION

Over time, it has been argued that individual goals and therefore their interest are not always in line with the organizational goals and consequently, there might appear to a strategic need to instead align the organizational goals to the individual goals (Kaplan and Norton, 1992). The concept of goal integration is concerned as a measure of the correspondence between individual and organizational goals. Organizational goal integration is concerned with the degree to which members of an organization work towards the realization of the organizations overall objectives and this is no longer a human resource issue but more prominently a strategic issue (Schuler, 2008). The philosophy behind this integration is that it is going to enhance the firm's coordination and integration between organizational culture, employee management system,business strategy, and corporate goals. Establishing goal integration in organizational management systems is critical for increasing organizational performance (Walker, 2013).

Several theories have advanced the role of aligning organizational goals to the individual employee interest. The Strategic Choice Theory posits that organizations choose the human resource policies that best match their strategy (Kochan, McKersie and Cappelli2004). The strategic perspective of HRM examines the fit between various HRM practices and the company's business strategies and has proved that there exist a linkage between generic businessstrategy and HRM types (Bird and Beechler, 2005). The Cost Advantage strategy was found to be strongly related to cost-reduction HRM and through the firm meeting or found to be meeting individual employee interest. On the other hand, organizations differentiation strategy was associated with the improved employee commitment system. Further, from the Principal-Agency Theory perspective, Andrews, Boyne, Meier, O'Toole, and Walker, (2012) observe that vertical strategic Integration leads to better performance and different levels of hierarchy play an important role in the strategy process. Therefore, the interests of individuals and organizations should be better linked since individuals are more likely to be motivated and achieve goals if they understand what is being expected of them. Thus, "goal integration" helps ensure employees direct their efforts toward organizational and management goals (Schiemann, 2013). Therefore, an agency must ultimately hold its employees accountable to achieve intendedresults, but those employees must know and agree to the standards and outcomes to which they are being held accountable.

The Bata Shoe Company is the largest shoe manufacturing company in Kenya. In the firm's Strategic Plan for 2014/2018, the company has planned to increase its shoe outlets by over 50 shops both within the country and in the East African region. To achieve the same, there is need for the firms continue relying on its staff to actualize the set target and this can best be achieved through aligning the organizational goals to the individual employee interest. To get the best outcome from its staff, there is a compelling point for the staff to be motivated by the organization undertaking policies that aim in meeting the employee interest. This is because, in the long-run, integration of the organizational goals with individual employee interest might be the best avenue to realize the desired growth. The maintenance of the employees' interest by Bata Shoe Company will include pursuing policies that will increase both the short term and longterm personal interest of the staff and at the same time not subordinating the organization's profitobjective. The firms' strategic plan for the current period 2014/2018 for example has budgeted Kenya shillings one twenty million for employee training in courses such as marketing and production engineering which is expected to improve their current competence and eventually the firms performance.

Organizational Goals

An organization goals is a formally organized association that seeks to influence public policy. Chan and Reich (2006) state that organization goals is a concept in which the management of an organization use their powers for the benefit of the company and its members. It seeks to understand the acceptable standards that guide the behavior of individuals within the organization. This indicate that organization goals need planning in the formal ways, potentially leading to published statements about organizational goals. Ouchi (2001) note that using the economic models of human and organization behavior in determining organizational interest is more efficient and effective methods of gaining competition. Therefore, organization goals or interest in Bata Shoe Company will be more active when shared among employees at different levels so as to achieve their objective in time.

Frey and Jegen (2011) noted that organization goals results in increased benefit to the organization as evidenced in operating margins. For example, if Bata Shoe Company understand individual goals and relates them to the organization interest, this integration will be expected to improve their level of engagement at the work place as well increasing employee productivity; operating margins and profitability for the organization. Similarly, Raps and Kauffman, (2005) argued that organization interest also contribute to faster execution of the organization strategy through establishing goal integration which enables organization management team to be more effectively allocate labor resources across various projects. Hagel and Singer (2009) assert that the importance of organization interest also reduced employee turnover in an organization. Bata Shoe Company can therefore utilize organization goal and employee interest integration to increase the level of employee ownership in organization success. The organization interestintegration also establishes a true pay-for-performance culture by providing good reward systemswith both individual and team performance.

Individual Goals

Alexander, (2007) defines individual goals as an action that elicits the individual benefit. This indicates the best economic benefit when individuals act in their own self-interest. Similarly, Rogers, (2003) stated that organization interest is superior to the individual interest. Therefore, the manager must try to integrate the individual goal with the organizational goal in such a manner so that both the objectives are accomplished with efficiency and effectiveness. In addition, individual goals in organization are enhanced through undertaking training sessions which will enhance employee-organization identification and to achieve its set objectives.

Individual joins the organization with certain expectations and objective. However, Ayers, (2013) stated that individual join the organization for a goal. This involves individuals with common interests, goals, and requires cooperation with others for achievement of such goals. If the objectives of the individual is in the direction of the achievement of the organizational objective then there is no problem, but where the individual has an objective which drives him inthe opposite direction from that of the organizational objective, then the organization members must try to reconcile the goals of both, the individual with the organization so as to achieve the objectives. The individual goals also contribute to the satisfaction among the employees which helps to maintain a cordial relation among the employees and the management. Therefore, an individual goals should be designed to provide support to the organization activities and realization of organizational objectives (Barney, 1986). This indicates that individual are more committed and engaged when they are involved in organization decisions. The individual goals are linked with higher motivation, satisfaction, fairness, acceptance, and trust which contribute toachieving the strategic plan’s goals and objectives.

Competitive Advantage

Competitive advantage is the ability of the firm to occupy a superior position in an industry and outperform its rivals on the primary performance goal-profitability. A company’s superior competitive position allows it to achieve higher profitability than the industry’s average (Porter, 1985). It provides firms strive to survive and succeed in competition by pursuing strategies that enable them to perform better than their competitors. Barney, (2008) defines competitive advantage as being sustainable if competitors are unable to imitate the source of advantage or if no one conceives of a better offering. Barney, (2008) distinguishes between two types of competitive advantage: temporary and sustainable competitive advantage. Competitive advantage typically results in high profits, but these profits attract competition, and competition limits the duration of competitive advantage in most cases, therefore most competitive advantage is temporary. On the other hand, an organizations competitive advantages are sustainable if competitors are unable to imitate the source of advantage or if no one conceives of a better offering (Barney, 2008).

Competitive advantage is the pursuit of finding a competition position in an industry, the fundamental arena in which competition takes place. Competitive advantage results in performance outcomes that include: superior customer satisfaction; customer loyalty; market share; and enhanced financial performance (Miles and Covin, 2013). Therefore the purpose of the competitive strategy is to create a profitable and sustainable position against its competitors. The commonly accepted three ways to create competitive advantage, by Porter (1985), are cost efficiency, differentiation, and focusing. Competitive advantage can arise from various sources. According to Porter, (1985), a firm can achieve a higher rate of profit (or potential profit) over a rival in one of two ways: either it supplies an identical product or service at a lower cost, in which case the firm possesses a cost advantage; or it can supply a product or service that is differentiated in such a way that the customer is being able to pay a price premium that exceeds the additional cost of the differentiation advantage. Once established, competitive advantage is subject to erosion by competition. This arises because a company with a competitive advantage earn higher than average profits. These profits send a signal to rivals that the company is in possession of some valuable distinctive competence that allows it to create superior value (Hill 2001).

Research Problem

The need for organizations goal integration's with that of individual employee interest has assumed a prominent role due to its perceived role in increasing organizational performance. By aligning organizations goals with that of its employees helps them to understand how their day-to-day activities support the strategic goals of the agency (Yu and Egri, 2005). They further argue that the integration of organization and employee interest ensures that employee-level activities promote strategic goals, and indicators link to the desired outcomes of the strategic goals. Huang (2009) observe that if for example, a firm wishes to enhance the quality of client service and increase client satisfaction, the firm should tailor its employee individual appraisal process to include comments from the clients. Therefore, an organizations quality-enhancing strategy must adapt to changes and continuously upgrade product or service quality and the individual goals quality-enhancing strategy should include high levels of participation, feedback and cooperative teamwork. Holmstrom and Milgrom(2004) point that an organizations strategyto reduce cost should focus on controlling expenses and achieving economies of scale through itsstaff and the corresponding individual staff goals should include among others practices for a cost reduction strategy, maximize efficiency by using narrowly-designed jobs, close monitoring and a minimal level of training and development.

The Bata Shoe Company, and generally all other players in the Shoe industry in Kenya have experienced increased level of competition from importers of second hand shoes and imports from the other countries in the East Africa countries. Different types of shoes and its associated accessories have been finding their way to Kenya and this influx has created unprecedented level of competition to Bata Shoe Company. In such operating condition, the firm's level of competitiveness comes not only from the strategies it develops to counter the competition level but also from the internal resources that it has. A firm employees is unlimited form of resource at the disposal of the firm and the coming up of strategies to harness effectively this potential will determine the competitive advantage of a firm. However, to effectively harness the employee goodwill towards realization of the organizational goals, there is need for Bata Shoe Company to strive towards matching the individual employee interest.

Several studies have documented the relationship between organizational goal aligning and its effect on performance. Delery and Doty (2006) found that the involvement of HR practices are associated with positive performance outcomes and higher financial success. However the study did not delve into the employee interest integration and employee performance in the organization. Lawler et al.'s (2005) survey on Fortune 1000 companies found that companiesthat made use of employee involvement and worked towards improving their interest reported significantly higher financial success. Though the study looked into employee attribute of involvement in organizations activities, it did not look into the aspect of employee interest integration with organizational goals. Lepak and Snell (2009) examined the interaction of business strategy and HRM. This interaction is complementary in that the value of one element isincreased by the present of other elements and therefore, firms are likely to use inducement-HRto compete largely on price and quality, while involvement-HR relies on an innovation strategy to provide continually differentiated products and services.

Local studies done include, Jogiyato(2005) did a survey of the relationship between strategic integration of organizational goals and performance of firms quoted in the Nairobi Stock Exchange and found that for effective realization of the firms objective its needs to strategically align itself to the changing competitive landscape that it operates in. However, the study did not individual employee interest with organizational goals to which this present study will look into. Johnson (2013) researched on the factors influencing brand loyalty amongst buyers of Bata shoe company products in Nairobi, Kenya.

The findings were that the older generation tend to associate themselves with the company's products that the younger generation and there is need to diversify their product range toproducts that are flashy and will appeal to the younger segment of the market. The foregoing made it imperative to conduct a study to determine the extent of adoption of strategic human resources management practices among commercial banks in Kenya. From the foregoing, it can be established that there has been no studies that have looked at the role of organizations goal integration with that of individual goals at Bata Shoe Company and this therefore will form the gap to be filled by this research. This therefore leads to the following research question: how does integration of organizational goals with individual goals become a source of competitive advantage at Bata Shoes Company in Kenya?

Research Objective

The objective of the study is to establish the effect of integrating organizational goals with individual goals as a basis of Competitive Advantage of Bata Shoe Company Limited in Kenya.

LITERATURE REVIEW

Theoretical foundation of the study

Strategic Choice Theory

Wheeler & Hunger, (2000) noted that a company can outperform rivals only if it can establish a difference that it can preserve. The organization must deliver value to customers or create comparable value at a lower cost. The Strategic Choice perspective proposes that not only do organizations adapt changing environment, they also have the opportunity and power to reshape their environment. Mintzber, Lampeland Quinn,(2006) argue that operational effectiveness and strategy are both essential to superior performance which after all is the primary goal of any enterprise. Strategy is a very powerful tool for coping with the conditions of change which surround the firm today but it is complex, costly to introduce and costly to use. It also offers assistance in coping with turbulence confronted by business firms. Strategy matches the market position of the firm to its resources and capabilities.

Hofer and Schendel, (2009) noted that strategic choice relates to competitive advantage, organizational using the same terminology and accent that any strategic decision in an organization must concern itself with unique position an organization develops against its competitors. Strategic choice is an aspect of strategy that is considered before any strategic decision is completed. The organization management should make a choice to seek for synergy which means the degree to which various resource deployments and interactions of the organizations with its environment reinforce. The theory also posits that organizations proactively choose the systems that best match their strategy (Kochan, McKersie and Cappelli, 2004). The strategic perspective of strategic management examines the fit between various management practices and the company's business strategies.

The Agency Theory

This is one of the most applied theories since it defines the relationship between organization goals and individual goals. Agents are supposed to act in the best interests of the principals like maximizing their wealth. Fama and Jensen, (1983), states that a firm brings together two main functions in an organization namely the management and risk bearing which come as a result of bringing together factors of production. The agents might want to undertake in investments that are so risky which tend to wipe the shareholders wealth or capital hence there is always a conflict between agents and principals. This has necessitated firms to incur agency costs by hiring oversight bodies especially the Auditors who act as watchdogs for the principals. Furthermore, Fama, (1980) noted that the management is tasked with making key decisions that are timely and this as management decisions which sometimes are costly and borne by the principals who are the risk bearers because they provide the much needed capital for business operations.

Jensen and Meckling (1976) see both the agents and principals as being rational and want to maximize their own interests. For example, the managers would want to invest in risky ventures like the international acquisitions in order to earn abnormal returns in the short term so that they are seen as high performers hence earning huge perks while the shareholders would prefer steady income and gains over a long period of time that reduces their risk. Hence as per Davis (1997), such serious conflicts bring about agency costs as a result of hiring auditors to oversight managers. Hence, agency theory has a clear objective of minimizing agency costs by trying to align the interests of managers to those of the shareholders by using internal mechanisms (Jensen and Meckling, 1976). The best root of aligning these interests is thorough organization structuresand compensation. Also, the theory posits that the board of directors is the best organization structure to check actions by managers. The board of directors helps in aligning the managers' interests to that of the shareholders.

Fama (1980) posits that the board must be constructed properly in order to be effective. In the past, corporate scandals have been experienced and these have come as a result of the board being so reluctant in acting (Guli, 2012). The key function of the board is to protect theshareholders from directors' actions through corporate governance. The agency theory has been criticized for its focus on the managers and it is so pessimistic. Donaldson and Davis, (1991) defend managers by stating that they are trustworthy individuals and do not pursue their self- interests but are hell bent in maximizing the shareholders wealth or serving the principalsinterests.

Competitive Advantage Theory

The competitive advantage theory was developed by Porter (1990) and it identified four major determinants of international competitiveness: factor conditions – the nation's position in factors of production, such as skilled labor or infrastructure, necessary to compete in a given industry; demand conditions – the nature of home demand for the industry's product or service; related and supporting industries – the presence or absence in the nation of supplier industries and related industries that are internationally competitive; and firm strategy, structure, and rivalry-the conditions in the nation governing how businesses are created, organized and managed, and the nature of domestic rivalry. Also identified were chance events and government influences, which are deemed minor determinants (Porter, 1990). The determinants of national advantage reinforce each other, creating a dynamic system where the cause and effect of individual determinants become blurred.

Eisenhardt and Zbaracki (2012) noted that countries in particular points in time belong to the stage of development that corresponds to the predominant pattern in the nature of competitive advantage of their firms. Although these stages do not explain everything about a nation's development process, they can highlight the attributes of nations' industries that are most closely related to economic prosperity. Porter (1990) considers domestic rivalry as having a very direct role in helping firms 'reap the benefits of the other determinants'. He also connects domestic rivalry with another very important feature of competitive industries, geographic concentration. Proximity increases the concentration of information and the speed of its flow, raises the visibility of competitor behavior and attracts the necessary factors and resources.

Integration of Organization Goals to Individual Goals

Silvius (2007) define Integration as the degree to which the applications, infrastructure and organization, the business strategy and processes enable and shapes together a system in an organization. Organization integration addresses the problem of coordinating the relationship between the organization goal and the individual goals. As Luftman (2003) defined Integration as applying technology in an appropriate and timely way, in harmony with business strategies, goals and needs to achieve organizational goals, it is therefore expected that effective alignment of the organizational goals and individual staff goals will lead to a better realization of organizational goals. Strategic Integration is the link between an organization's overall goals and the competitive advantages and therefore, managers must look at both the short-term and long-term objectives of the management program in the context of the organization's customer-centric focus. Integration requires a shared understanding of organizational goals and objectives by employee at various levels and within various units of the organizational hierarchy. Therefore, a firm's ability to seek and maintain a competitive advantage rests on its ability to acquire and deploy resources that are coherent with the organization's competitive needs.

Organizational goals are identified with the know-how of a firm performing particular problem-specific activities (Dosi, 2003). Core capabilities embody proprietary knowledge that is unique to a particular firm and superior to that of the main competitors and is widely agreed that firms' competitiveness depends on the development of only a few core capabilities. Hackman and Oldham (2003) emphasis on the role of organization objectives in driving capability development is supported by a broad literature that points to the motivation and directionprovided by the pursuit of employee goals. Winter (2003) suggests that a capability comprises a large chunk of activity that enables outputs that clearly matter to the organization's survival and prosperity. Recent resource-based writings stress that the uniqueness of firm's resources and capabilities are not sufficient to sustain competitive advantage. The individual goal plays an important role in the success of high performance initiatives and achievement of organization goals. However, human resource is designed to foster high levels of autonomy, discretion,challenge and motivation, so that employees can make a meaningful and creative contribution.

Individual are more committed and engaged when they are involved in organization goal achievement which affects their work (Marrelli, 2011). Individual goal is valuable to the design of organization objectives and to the development of performance standards in performance appraisal plans. If employee's goals are involved in designing and developing organizational objectives, the more likely the employees have buy-in to achieving the strategic plan's goals and objectives

RESEARCH METHODOLOGY

The research design used was descriptive research survey. According to Bata Shoe Company human resource employee data base, as at 30th June 2016, the total number of management staff was 305. This formed the population of the study. Stratified sampling and simple random sampling techniques was applied in selection of respondents for the study. From each strata, the researcher picked 30% of the population to form the sample size. The study used primary data which was collected by filling questioners. The questionnaire was administered through "drop and pick later" method to the identified staff in the three cadres identified. Data was analyzed using statistical package for social sciences based on the questionnaires. In particular mean scores, standard deviations, percentages and frequency distribution was used to summarize the responses and to show the magnitude of similarities and differences. Results were presented in tables and charts.

DATA ANALYSIS, RESULTS AND DISCUSSION

Alignment of Organizational Goals

Organizational goals are important for the company as it acts a guidance in which the management works towards its attainment in the competitive sector.

Alignment of Organizational Goals

The respondents were requested to indicate the extent to which the company has aligned its goals. The range was 'strongly disagree (1)' to 'strongly agree (5). The scores of respondents' low level of practice usage represent a variable which had a mean score of below 3.0 while the scores of above 3.0 represent respondents' agreement with the usage of marketing practice. A standard deviation of >0.9 implies a significant difference on the impact of the variable among respondents.

Table 1: Alignment of Organizational Goals

Statement	Mean	Std. Dev.
Core capabilities embodied in the firm is unique to a particular firm and superior to that of the main competitors in the firm	4.267	.653
Sharing organizational goals improve employee level ofengagement at the work place as well increasing employee productivity	4.197	.576
Sharing of organization goals contributes to faster execution of the organization strategy through effective allocation oflabor resources across various projects	4.098	.635
The organizational objectives are defined by the firm's top management, board members and key shareholders,	3.985	.573
The organization has established a pay-for-performance culture by providing good reward systems with bothindividual and team performance.	3.845	1.077
Organizational goals are shared among employees at different levels so as to achieve their objective in time	3.816	.616
Organizational goals are identified with the know-howavailable at the company and this enable performance of particular problem-specific activities	3.788	.607

The result on alignment of company goals was that the company core capabilities embodied in the firm is unique to a particular firm and superior to that of the main competitors in the firm (M=4.267); sharing organizational goals improve employee level of engagement at the work place as well increasing employee productivity (M=4.197) and that sharing of organization goals contributes to faster execution of the organization strategy through effective allocation of labor resources across various projects (M=4.098). In addition, the organizational objectives are defined by the firm's top management, board members and key shareholders (M=3.985) and that company has established a pay-for-performance culture by providing good reward systems with both individual and team performance (M=3.8451).

The respondent further indicated that organizational goals are shared among employees at different levels so as to achieve their objective in time (M=3.816) and that they are identifiedwith the know-how available at the company and this enable performance of particular problem- specific activities (M=3.788). Based on the finding, it can be concluded that organization goals are key to company thus they need to be fostered by training and developing good goal that are shape to understand by every employee. In addition, all organizations have different and unique goal which makes them competitive in the business environment.

Individual Interest

Individual goal is valuable to the design of organization objectives and to the development of performance standards in performance appraisal plans. In addition, it plays an important role in organizational success by enhancing the employees 'sense of ownership to the organization.

The individual interest needs to be taken into consideration by any organization in order to be competitive in the market as it is the employees who are the implementers of company objectives. The results were presented in Table 2.

Table 2: Individual Interest

Individual interest	Mean	Std. Dev.
The individual goal plays an important role in the success of high performance initiatives and achievement of organization goals	4.239	.782
Employee's goals are involved in designing and developingorganizational objectives and consequently are able to buy-in to achieving the strategic plan's goals and objectives.	3.985	.917
Fostering individual goals contributes to the satisfactionamong the employees which helps to maintain a cordial relation among the employees and the management	3.971	.774
Individual goals in organization is enhanced through trainingsessions that improve employee-organization identification and thus achieve its set objectives	3.873	.653

The result in Table 2 show that the individual goal plays an important role in the success of high performance initiatives and achievement of organization goals (M=4.239); involvement of employee's goals in designing and developing organizational objectives and consequently are able to buy-in to achieving the strategic plan's goals and objectives (M=3.985). The finding further shows that fostering individual goals contributes to the satisfaction among the employees which helps to maintain a cordial relationship among the employees and the management(M=3.971) and that individual goals in organization was enhanced through training sessions that improve employee-organization identification and thus achieve its set objectives (M=3.873). The low standard deviation variation indicates that the respondents were in agreement to a largeextent on the need by the company to take into consideration individual needs in order for the company to succeed. The results show that individual goals are very important to organizational as it helps in fostering good relationship between the management and employees thus employees ought to be trained on programmes that improve employee-organization identification.

Competitive Advantage

Attainment of competitive advantage is the key objective of all organizations and therefore the organizations have to put in place measures that ensure they respond effectively and efficiently to changing business environment in order to achieve the objectives. The respondents were asked to indicate the extent to which the company has achieved competitive advantage as a resultof organizational and individual goals alignment.

Table 3: Competitive Advantage

Competitive Advantage	Mean	Std. Dev.
The resultant functional integration creates long-term sustainable competitive advantage and results in increased business performance	4.169	.716
The organizational interest alignment allows knowledge and expertise inherent in the existing management infrastructure and thus resulting in a competitive advantage that will positivelyaffect business performance.	4.046	.659
Alignment of organizational goals is able to improve its innovation process as a result of the fostering firm and individualemployee interest	3.985	.665
The alignment creates a synergy between the two resources andreduces sub-optimization	3.901	.658
The alignment of organizational and individual employee interestmakes organizations to succeed through establishment of genuine empowerment through creating efficiencies by minimizing the performance staff	3.746	.805
Individual interest and organizational goals enhances employeessense of ownership to the organization	3.662	.653

The results in Table 3 show that organizational and individual goals alignment enables the company to create long-term sustainable competitive advantage and results in increased business performance (M=4.169); allows knowledge and expertise inherent in the existing management infrastructure and thus resulting in a competitive advantage that will positively affect business performance (M=4.046). The respondent also noted that alignment of organizational goals is able to improve company innovation process as a result of the fostering firm and individual employee interest (M=3.985) and creation of synergy between the two resources and reduces sub-optimization (M=3.901).

The respondent further indicated that the alignment of organizational and individual employee interest makes organizations to succeed through establishment of genuine empowerment through creating efficiencies by minimizing the performance staff (M=3.746) and enhancement of employees sense of ownership to the organization (M=3.662). This implies that alignment of individual and organization interest enabled the company to achieve competitive advantage over its competitors though improved innovation, creation of synergy between the two resources and reduces sub-optimization, genuine empowerment and enhancement of employees' sense of ownership to the organization.

Conclusion

The competitive advantage of an organization in today's economy stems not from market position, but from alignment of both organizational and individual goals. Individual goal plays an important role in the success of high-performance initiatives and achievement of organization goals while employee's goals are involved in designing and developing organizational objectives and consequently are able to buy-in to achieving the strategic plan's goals and objectives. The study also concludes that organizational interest alignment allows knowledge and expertise inherent in the existing management infrastructure and thus resulting in a competitive advantage that will positively affect business performance. Leaders who articulate the importance of organizations having an aligned vision can receive positive work output from their employees. Employees who realize the importance of being aligned with the goals and objectives of the organization will increase their value by enhancing their productivity and reducing waste.

In the present-day business environment, organizations are confronted with substantial increases in both competition and uncertainty and consequently the management of these organizations have realized that they need to include employees in their plan so that they ensure the organizational objectives are implemented. From the findings, it was established that sharing organizational goals improve employee level of engagement at the work place as well as increasing employee productivity and contributing to faster execution of the organization strategy through effective allocation of labor resources across various projects. Based on the research findings, it can be concluded that organization should strive to adopt integration of organizational goals with individual goals as a basis of competitive advantage.

Limitations of the Study

The methodology required the use of both qualitative and quantitative methods of data collection but the analysis were more of qualitative due to the lack of finances and time, to effectively measure the advantage achieved by the company as a result of alignment between organizational goals and individual interest, a period of one year or more is needed to monitor the activities of the alignment thus the different methods should be given equal considerations.

The study used key informants from the Bata Company which put constraints on the generazability of the results on other firms and other country contexts. The sample selection mayalso limit the generalization of results to the overall population. The narrow and specific focus ofthis study means the results are limited to Bata company only which may not translate to other industry and national contexts.

Recommendations for Policy and Practice

The study found out that integration of organizational goals with individual goals enables the Bata Company to improve their performance and have competitive advantage. Therefore, it is recommended that the Bata Shoe Company should adapt and develop their organization goals with individual goals to overcome competition from other companies. The study recommend organizational interest alignment in Bata Company because it allows knowledge and expertise inherent in the existing management infrastructure and thus resulting in a competitive advantage that will positively affect business performance.

Managers should realize that the appropriateness of a particular organizational goal, whether adapted, standardized, or somewhere in between, hinges on its fit with individual interest. Hence managers should concentrate their attention and resources on finding the right alignment between organizational goals and individual interest that improves organization competitive advantage. The findings of the study would be of importance to human resource practitioners as there is need to come up with policies that would ensure that the management of different organizations involve their employees in coming up with organizational goals so that there is smooth implementation of the goals towards achievement of competitive advantage.

Suggestion for Further Research

The study was undertaken on Bata Shoe Company and it is recommended that future studies on alliance management on other sectors in the service industry, the manufacturing sector, nonprofit making organizations or a combination of the industries and organizations can give a more detailed view of the nature of the relationship identified in the study. Secondly, another study needs to be undertaken over a longer duration of time involving several companies as this would help establish the existence of relationship between alignment of organizational goals andindividual interest on company competitive advantage.

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