ST. MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTMENT OF MANAGEMENT

AN ASSESMENT OF TOTAL QUALITY MANAGEMENT PRACTICE IN OROMIA CULTURAL AND TOURISM BUREAU

BY

ABEBECH CHERU

JUNE, 2011

SMUC

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AN ASSESMENT OF TOTAL QUALITY MANAGEMENT PRACTICE IN OROMIA CULTURAL AND TOURISM BUREAU

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TO THE DEPARTMENT OF MANAGEMENT

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ACKNOWLEDGEMENTS

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ABBREVIATIONS

OCTB- Oromia Cultural and Tourism Bureau

TQM – Total Quality Management

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

One of the most important concerns of today's business environment is quality management. This movement was established in the early 1950 by W. Edwards dewing and was actively pursued in many countries worldwide. The core principle of total quality management is to meet the demanding needs of the customer. Total quality management incorporates a total commitment to the customer and develops strategies to limit error possibilities.

Six core characteristics are needed to achieve total quality management. First, the organizations culture needs to become customer focused. This happens on two levels first, a front line level that deals directly with the customer's needs, and an upper level that utilities planning and strategy to meet the needs of the customers. On both levels, standards become customer driven with quality being a top priority. This first variable factors in the importance to both internal and external customers and the need to meet their needs.

Additionally, the organization develops a concern for continual improvement. As managers, this characteristic enhances the need for systems approach to operations. Total quality management leads to an organization culture that values accuracy and exploits areas of high possibility for error. Because bench marks is a valuable tool to use, and is necessary to continually improve quality. Other areas of business become affected by continual improvement. Teams become quality focused, and even management concepts develop in to a more synergetic approach.

As the organization pursues continual improvement each operation becomes process focused. Quality is based within the organization production processes. As quality management improves, implementation of new processes will be planned. The success of these improvements will come from free flowing clear communication. The result from this commitment and pursuit of continual improvement results in improvement throughout the organizations.

Another characteristic important to total quality management is accurate measurement. Several measurement techniques exist for this concept such as the statically process control. Each of these techniques offer specified measurement of necessary processes. A quality measurement is accurate and tracks improvement. (Besterfield, 2001: 210)

The study research is conducted on the total quality management of OCTB /head office/ organization which was restructured in a new form since, 1998 E.C, with the proclamation number 162/97 and the establishment of the bureau has a great aim and objective of flourishing and expanding the sector which is the main regional economic sate of the government.

- ✓ The ultimate objective of the bureau is to develop and promote the culture, language and tourism of Oromia regional state.
- ✓ To safe guard peoples identity, history and to preserve the heritage of the region in order to promote and develop the sector to help poverty reduction. The study deals with organizational total quality management offers employment opportunity in Oromia Cultural and Tourism Bureaus by making special reference to head office. (OCTB broacher, 2010)

1.2. Statement of the Problem

Most organization do not give the required level of attention to the importance and relevance of Total Quality Management. However, majority of advantages is long-term, and tangible benefits from them appear only after successful realization. In big organizations this process can take few years. Long-term benefits expected from implementation of TQM is higher productivity, increasing morale of personnel, decreasing of cost and increasing of customers trust.

This will make company popular and increase its status within society. Avoidance of mistakes allows company save money and time. Extra resources can be sued for range of products and services expansion or for other improvements. TQM creates atmosphere of enthusiasm and satisfaction with performed job and welcome awarding bonuses for creative approach to professional duties. (www.taskmanagementsoft.com)

In this study it was tried to identify specific problems related to TQM of the case organization. The results of preliminary assessment revealed that the Total Quality Management of Oromia Culture and Tourism Bureaus is characterized by:

- ✓ Staff turnover,
- ✓ Lack of strategy and,
- ✓ Lack of employee involvement

Thus, the researcher tried to identify other problems and confirm the existence of the above mentioned problems. All these problems are identified in the annual report of head office, 2010.

1.3. Research Questions

The research paper assumes that total quality management intends to bring an adverse effect on Oromia Culture and Tourism Bureaus in order to archive its goal.

1. What are the main factors for the lack of effective model of quality in the OCTB (Oromia Culture and Tourism Bureaus)?
2. What are the main factors /source/ that brought lack of shared values and vision for the OCTB?
3. Do the problems really exist in OCTB management? If so does the OCTB management take responsibility for the case?
4. What are the view of OCTB management and employees towards the established service to meet the published requirement?
5. How does the organization evaluate the effectiveness of the quality management from quality assurance?

1.4. Objectives of the Study

1.4.1. General Objective

The general objectives of the study was to assess evaluate examine and give a clear picture about Total Quality Management practice of Oromia Culture and Tourism Bureaus (head office)

1.5.2. Specific Objectives

More specifically this survey strives to:

- ✓ Assess the effect of total quality management on individual and group mental model of quality in organizational progress.
- ✓ To differentiate functional and dysfunctional problem of TQM in organization.
- ✓ Investigate the techniques and the role of employees to resolve the problem of TQM in organizations.
- ✓ Examine the significance of TQM to employees and organization in general.
- ✓ Identify the approaches that are used to stimulate TQM.

1.5. Significance of the Study

Every research should have something to contribute since a lot of time, money, human skill power and energy is existed to do it. This study could contribute a lot among these:

- ✓ The study tried to reveal the major factors that creates problem in TQM in OCTB.
- ✓ The study could help OCTB to identify and improve the method of quality service it renders.
- ✓ The study will create awareness on the part of TQM and the achievement of organizational goal by resolving the problems.
- ✓ The study will serve as a spring board for the other research who would like to study the same issues in a wide scale.
- ✓ The study will create a motivation on the part of commitment as the driving force rather than compliance by identifying the problems.

1.6. Scope of the Study

The study has mainly focused on Total Quality Management practice of the different department within the organization and responsible official within the OCTB head office.

1.7. Research Design and Methodology

1.7.1. Research Design

The student researcher has to use descriptive type of the research design for the reason that it has to create a mental picture in describing the existing situation

1.7.2. Population and Sampling Techniques

The numbers of employees and Manager of the Oromia Culture and Tourism Bureau head office are 153. The researcher took 30% which means 46 in number as a sample size to get appropriate result by using simple random sampling systematic technique because it gives an equal chance to participants of the study.

1.7.3. Type of Data Collected

For this research the researcher has used both primary and secondary data. Primary data was collected through questionnaires that were dispatched to employee and Manager.

The secondary data was gathered from published and unpublished organization's document and other related areas.

1.7.4. Method of Data Collection

Both close and open ended questions to employees and managers were employed as a method of data collection to gather the necessary information.

1.7.5. Method of Data Analysis

The data collected was analyzed and interpreted through descriptive method since it describes the obtained result as it is and then presented in the form of tables.

1.8. Limitation of the study

The major limitation of this study is that it only confines on the total quality management practice of OCTB. The study doesn't address management problem of other organization.

Furthermore, as a student researcher, lack of experience, time and financial constrain were the challenges of the study.

1.9 Organization of the Study

The research paper consists of four chapters. Chapter one deals with background of the organization and study, objectives of the study, statement of the problems, significance of the study, methodology, scope of the study, limitation of the study and organization of the paper. Chapter two deals with review of related literature. Chapter three concerned with data presentation and analysis and finally, chapter four contains summary conclusions, and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Over view of Total Quality Management

Definition

Total Quality Management (TQM) is an enhancement to the traditional way of doing business. It is a proven technique to guarantee survival in world-class competition. Only by changing the actions of management will the culture and actions of an entire organization be transformed. TQM is for the most part common sense. Analyzing the three words, we have:

Total – Made up of the whole.

Quality – Degree of excellence a product or service provides.

Management – Act, art, or manner of handling, controlling, direction, etc

Therefore, TQM is the art of managing the whole to achieve excellence. The Golden rule is simple it needs but effective way to explain it: Do on to others as you would have them do on to you.

TQM is defined as both a philosophy and a set to guiding principles that represent the foundation of a continuously improving organization. It is the application of quantitative methods and human resources to improve all the processes within an organization and exceed customer needs now and in the future. TQM integrates fundamental management techniques, existing improvement efforts, and technical tools under a disciplined approach. (Besterfield and et al, 2004: 1)

Total Quality Management is both a philosophy and system of organization management. Therefore, TQM has two dimensions: cultural (organization behavior) and technical (processes by which the product or service is produced and delivered) of these two, the "people change" dimension is the most important & the most difficult.

Total Quality Management is an effort to continuously improve all human and business systems and processes by rousing all employees on identifying customers and meeting the requirements.

Total Quality Management is a management philosophy that seeks to integrate all organizational function to focus on meeting customer needs & organizational objectives TQM is a philosophy that is designed to make organization faster, flexible, focused, & friendly. It leads to a structure system that focuses each employee on the customer. It creates an environment that allows organization wide participation in planning and implementing continues improvement process to meet customer needs.

Total Quality Management a cost effective system for integrating the continuous quality improvement efforts of people at all levels in an organization to deliver products and services which ensure customer satisfaction. (Bagade, 2000: 30)

Seven Points of Quality

1. Quality is an attribute: strategic product distribution, the "extra something" that causes a product to stand out in its field.
2. Quality reflects its maker: pride of workmanship, experience and care shown in every product; bought when customers recognize and trust a familiar trademark.
3. Quality ensures survival of a brand name.
4. Quality is a builder of consumer products/service. Century old companies gained and held success by providing good products and good services to the customers.
5. Quality is an attitude: the personal attitude of employees towards their company, their job and their products determine the degree of their product quality.
6. Quality maintenance involves many people: no one person is responsible or a quality product and acceptance try customers.
7. Quality is planned: a company either makes a top quality product or a price item. It should be dedicated to the principle of planning, making and selling quality good/service. (Bagade, 2000: 31)

2.2. Concepts of TQM

There are six basic concepts of Total Quality Management:

1. A committed and involved management to provide long-term top-to-bottom organizational support.
2. An unwavering focus on the customer, both internally and externally.
3. Effective involvement and utilization of the entire work force.
4. Continuous improvement of the business and production process.
5. Treating suppliers as partners.
6. Establish performance measures for the processes.

These concepts outline an excellent way to run an organization. A brief paragraph on each of them is given here.

1. *Management must participate in the quality program*. A quality council must be established to develop a clear vision. Set long-term goals, and direct the program. Quality goals are included in the business plan. An annual quality improvement program is established and involves input from the entire work force. Managers participate on quality improvement teams and also act as coaches to other teams. TQM is a continual activity that must be entrenched in the culture it is not just a one-shot program. TQM must be communicated to all people.

2. *The key to an effective TQM program is its focus on the customer*. An excellent place to start is by satisfying internal customers. We must listen to the "voice of the customer" and emphasize design quality and defect prevention. Do it right the first time and every time, for customer satisfaction is the most important consideration.

3. *TQM is an organization-wide challenge that is everyone's responsibility*. All personnel must be trained in TQM, statistical process control (SPC), and other appropriate quality improvement skills so they can effectively participate on project teams. Including internal customers and, for that matter, an internal supplier on project teams is an excellent approach. Those affected by the plan must be involved in its development and implementation. They understand the process better that anyone else. Changing behavior is the goal. People must come to work not only to do their jobs, but also to think about how to improve their jobs. People

must be empowered at the lowest possible level to perform processes in an optimum manner.

4. ***There must be a continual striving to improve all business and production processes***. Quality improvement projects, such as on-time delivery, order entry efficiency, billing error rate, customer satisfaction, cycle time, scrap reduction, and supplier management, are good places to begin. Technical techniques such as SPC, benchmarking quality function deployment, ISO 9000, and designed experiments are excellent for problem solving.

5. ***On the average 40% of the sales dollar is purchased product or service***: therefore, the supplier quality must be outstanding. A partnering relationship rather than an adversarial one must be developed. Both parties have as much to gain or lose based on the success or failure of the product or service. The focus should be on quality and life-cycle costs rather than price. Suppliers should be few in number so that true partnering can occur.

6. ***Performance measures:*** such as uptime, percent nonconforming, absenteeism, and customer satisfaction should be determined for each functional area. These measures should be posted for everyone to see. Quantitative date is necessary to measure the continuous quality improvement activity.

The purpose of TQM is to provide a quality product and/or service to customers, which will, in turn, increase productivity and lower cost. With a higher quality product and lower price, competitive position in the marketplace will be enhanced. This series of events will allow the organization to achieve the objectives of profit and growth with greater ease. In addition, the work force will have job security, which will create a satisfying place to work. (Besterfield and et al, 2004: 2-3)

2.3. Principles of TQM

The key principles of TQM are as follows.

- ✍ Management commitment.
  1. Plan (drive, direct)
  2. Do (deploy, support, participate)
  3. check (review)
  4. Act (recognize, communicate, revise)

- ✍ Employee Empowerment
  1. Training
  2. Suggestion scheme
  3. Measurement and recognition.
  4. Excellence teams.

- ✍ Fact Based Decision Making.
  1. SPC (statistical process control)
  2. DOE, FMEA.
  3. The 7 statistical tools.
  4. Tops (Team oriented problem solving)

- ✍ Continuous Improvement
  1. Systematic measurement and focus on CQNQ
  2. Excellence teams.
  3. Cross - functional process management.
  4. Attain, maintain, and improve standards.

- ✍ Customer Focus
  1. Supplier partnership
  2. Service relationship with internal customers.
  3. Never compromise quality.
  4. Customer driven standards.

TQM as a Foundation

TQM is the foundation for activities which includes.

- ✓ Meeting customer requirements.
- ✓ Reducing development cycle times.
- ✓ Just in time/demand flow manufacturing.
- ✓ Improvement team.
- ✓ Reducing product & service costs.
- ✓ Improving administration systems training. (Gopalakrishnan, 1987: 8)

2.4.   Implementing TQM

Ten steps to TQM are as follows.

1. Pursue new strategic thinking
2. Know your customers.
3. Set true customer requirements
4. Concentrate on prevention, not correction.
5. Reduce chronic waste.
6. Pursue a continuous improvement strategy.
7. use structured metrology for process improvement
8. Reduce variation.
9. Use a balanced approach.
10. Apply to all function.

A five-phase guideline for implementing TQM: preparation, planning, assessment, implementation, and diversification. Each phase is designed to be executed as part of a long-term goal of continually increasing quality & productivity.

Preparation

During preparation, management decides whether or not to pursue a TQM program. They undergo initial training, identify needs for outside consultants, develop a specific vision and goals, draft a corporate policy, commit the necessary resources and communicate the goals throughout the organization.

Planning

It is the planning stage, a detailed plan of implementation is drafted (including budget and schedule), the infrastructure that will support the program is established, and the resources necessary to begin the plan are earmarked and secured.

Assessment

This stage emphasizes a thorough self assignment with input from customers/clients of the qualities and characteristics of individuals in the organization as well as the organization as a whole.

Implementation

At this point the organization can already begin to determine its return on its investment in TQM.

It is during this phase that support personnel are chosen and trained, and managers and the work force are trained. Training entails raising workers awareness of exactly what TQM involves and how it can help them and the company. It also explains each workers role in the program and what is expected of all the workers.

Diversification

In this stage, managers utilizes their TQM experiences and successes to bring groups outside the organization, into the quality process. Diversification activities include training, rewarding, supporting and partnering with groups that are embraced by the organization TQM initiatives. (JAIN, K.C. and Chitale, A.K. 1998: 30-31)

2.5. Obstacles to Implementation TQM

Many organizations, especially small ones with a niche, are comfortable with their current state. They are satisfied with the amount of work being performed, the profits realized, and the perception that the customers are satisfied. Organizations with this culture will see little need or TQM until they begin to lose market share.

Once an organization embarks on TQM, there will be obstacles to its successful implementation. They are given below.

Lack of Management Commitment

In order for any organizational effort to succeed, there must be a substantial management commitment of management time and organizational resources. The purpose must be clearly and continuously communicated to all personnel. Management must consistently apply the principles of TQM

Inability to change organizational culture

Changing an organization's culture is difficult and will require as much as five years. Individuals resist change they become accustomed to doing a particular process and it becomes the preferred way. Management must understand and utilize the basic concepts of change. They are:

1. People change when they want to and to meet their own needs.
2. Never expect anyone to engage in behavior that serves the organization's values unless adequate reason (why) has been given.
3. For change to be accepted, people must be moved from a state of fear to trust.

It is difficult for individuals to change their way of doing things; it is much more difficult for an organization to make a cultural change.

Improper planning

All constituents of the organization must be involved in the development of the implementation plan and any modifications that occur as the plan evolves. Of particular importance is the two-way communication of ideas by all personnel during the development of the plan and its implementation. Customer satisfaction should be the goal rather than financial or sales goals.

Lack of continuous Training and Education

Training and education is an ongoing process for everyone in the organization. Needs must be determined and a plan developed to achieve those needs. Training and education are most effective when senior management conducts the training on the principles of TQM. Informal training occurs by communication the TQM effort to all personnel on a continual basis.

Incompatible organizational structure and isolated individuals and departments

Difference between departments and individuals can create implantation problems. The use of multifunctional teams will help to break down long-standing barriers.

Restructuring to make the organization more responsive to customer needs may be needed. Individuals who do not embrace the new philosophy can be required to leave the organization. Adherence to the six basic concepts will minimize the problems over time.

Ineffective Measurement Techniques and Lack of Access to Data and Results

Key characteristics of the organization should be measured so that effective decisions can be made. In order to improve a process you need to measure the effect of improvement ideas. Access to data and quick retrieval is necessary for effective processes.

Lack of employee involvement

Lack of employee involvement, particularly at the middle management level could be second most important reason for the failure of TQM in a company. People at all levels must be persuaded to understand the theme behind this system and they must accept it by their hearts. Everyone must support the scheme. A favorable culture must be developed in the company where every employee feels himself a part and parcel of the quality management system and feels responsible for its success or failure. Only a progressive management with a supportive attitude can create this culture of mutual trust and Confidence.

Paying inadequate Attention to Internal and External Customers

Organization need to understand the changing needs and expectations of their customers. Effective feedback mechanisms that provide data for decision making are necessary for this understanding. One way to overcome this obstacle is to give the right people direct access to the customers.

Inadequate use of empowerment and Teamwork

Teams needs to have the proper training and, at least in the beginning, a facilitator. Whenever possible, the team's recommendations should be followed. Individuals should be empowered to make decisions that affect the efficiency of their process or the satisfaction of their customers,

Lack of attention

paid to customer feedbacks and complaints. This could be one of the most serious stumbling blocks in the implementation of TQM. It is necessary for the success of TQM to give due attention to the feedbacks received from the customers from time to time and keep them informed about the action taken to their reports. Even if the complaints are not fully attended to immediately, keeping them informed about the follow- up and corrective actions being taken on their reports. Even if the complaints are not fully attended to immediately, keeping them informed about the follow- up and corrective actions being taken may not be enough to maintain good relations. In fact, it is a good practice to have an independent section for looking into customer complaints and suggestions very often; these feedbacks can be extremely valuable in improving the quality of design or the quality of performance, apart from improving marketability of the product.

Failure to Continually Improve

It is tempting to sit back and rest on your laurels. However, a lack of continuous improvement of the processes, product, and/or service will even leave the leader of the pack in the dust. (Besterfield and et al, 2004: 10-13)

2.6. Benefits of TQM

Adopting the TQM philosophy will enable us to gain:
- ✓ Employee and customer satisfaction
- ✓ Profitability
- ✓ Employee participation
- ✓ Make an organization more competitive.
- ✓ Establish a new culture which will enable growth and longevity.
- ✓ Provide a working environment in which everyone can succeed.
- ✓ Reduce stress, waste and friction.
- ✓ Built teams, partnerships and co-operation.
- ✓ Greater efficiency.
- ✓ Larger market share.
- ✓ Improved reputation produced rework and warranty work.
- ✓ Higher profits.

- ✓ Safer work execution and resulting in lower insurance cost.
- ✓ Lower absenteeism and turn over. (J.stevenson 1982: 384)

2.7. Advantage and Disadvantage of TQM

2.7.1. Advantages of Total Quality Management:

1. Improves reputation- faults and problems are spotted and sorted quicker (zero defects)
2. Higher employee morale– workers motivated by extra responsibility, team work and involvement in decisions of TQM
3. Lower costs – Decrease waste as fewer defective products and no need for separate
4. Quality Control inspectors

2.7.2. Disadvantages of Total Quality Management:

1. Initial introduction costs- training workers and disrupting current production whilst being implemented
2. Benefits may not be seen for several years
3. Workers may be resistant to change – may feel less secure in jobs (www.accountingformanagement.com)

2.8. Basic Principles of Total Quality Management (TQM)

According to Ron Kurtus (2001), the basic principles for the Total Quality Management (TQM) philosophy of doing business are to satisfy the customer, satisfy the supplier, and continuously improve the business processes.

Questions you may have include:

- ✓ How do you satisfy the customer?
- ✓ Why should you satisfy the supplier?
- ✓ What is continuous improvement?

This lesson will answer those questions. There is a mini-quiz near the end of the lesson.

2.8.1. Satisfy the customer

The first and major TQM principle is to satisfy the customer--the person who pays for the product or service. Customers want to get their money's worth from a product or service they purchase.

Users

If the user of the product is different than the purchaser, then both the user and customer must be satisfied, although the person who pays gets priority.

Company philosophy

A company that seeks to satisfy the customer by providing them value for what they buy and the quality they expect will get more repeat business, referral business, and reduced complaints and service expenses.

Some top companies not only provide quality products, but they also give extra service to make their customers feel important and valued.

Internal customers

Within a company, a worker provides a product or service to his or her supervisors. If the person has any influence on the wages the worker receives, that person can be thought of as an internal customer. A worker should have the mind-set of satisfying internal customers in order to keep his or her job and to get a raise or promotion.

Chain of customers

Often in a company, there is a chain of customers, -each improving a product and passing it along until it is finally sold to the external customer. Each worker must not only seek to satisfy the immediate internal customer, but he or she must look up the chain to try to satisfy the ultimate customer.

2.8.2. Satisfy the Supplier

A second TQM principle is to satisfy the supplier, which is the person or organization from whom you are purchasing goods or services.

External suppliers

A company must look to satisfy their external suppliers by providing them with clear instructions and requirements and then paying them fairly and on time.

It is only in the company's best interest that its suppliers provide it with quality goods or services, if the company hopes to provide quality goods or services to its external customers.

Internal suppliers

A supervisor must try to keep his or her workers happy and productive by providing good task instructions, the tools they need to do their job and good working conditions. The supervisor must also reward the workers with praise and good pay.

Get better work

The reason to do this is to get more productivity out of the workers, as well as to keep the good workers. An effective supervisor with a good team of workers will certainly satisfy his or her internal customers.

Empower workers

One area of satisfying the internal suppler is by empowering the workers. This means to allow them to make decisions on things that they can control. This not only takes the burden off the supervisor, but it also motivates these internal suppliers to do better work.

2.8.3. Continuous Improvement

The third principle of TQM is continuous improvement. You can never be satisfied with the method used, because there always can be improvements. Certainly, the competition is improving, so it is very necessary to strive to keep ahead of the game.

Working smarter, not harder

Some companies have tried to improve by making employees work harder. This may be counter-productive, especially if the process itself is flawed. For example, trying to increase worker output on a defective machine may result in more defective parts.

Examining the source of problems and delays and then improving them is what is needed. Often the process has bottlenecks that are the real cause of the problem. These must be removed.

Worker suggestions

Workers are often a source of continuous improvements. They can provide suggestions on how to improve a process and eliminate waste or unnecessary work.

Quality methods

There are also many quality methods, such as just-in-time production, variability reduction, and poka-yoke that can improve processes and reduce waste. (www.school-for-champions.com)

2.9.   Definition of Quality

One way to think about quality is the degree to which performance of a product or service meets or exceeds customer expectations. The difference between these two, that is performance-Expectations, is of great interest. If these two measures are equal, the difference is zero, and expectations have been met. If the difference is negative, expectations have not been met, whereas if the difference is positive, performance has exceeded customer expectations.

Customer expectations can be broken down into a number of categories, or dimensions, that customers use to judge the quality of a product or service. Understanding these helps organizations in their efforts to meet or exceed customer expectations. The dimensions used for goods are somewhat different than those used for service.   (J. Stevenson, 1982: 386)

2.9.1. Product Quality

Product quality is often judged on these eight dimensions of quality.

Performance: main characteristics of the product or service.

Aesthetics: appearance, feel, smell, taste.

Special features: extra characteristics.

Conformance: how well a product or service corresponds to design specifications.

Reliability: consistency of performance.

Durability: the useful life of the product or service.

Perceived quality: indirect evaluation of quality (e.g, reputation)

Serviceability: handling of complaints or repairs.

2.9.2. Service Quality

The dimensions of product quality don't adequately describe service quality. Instead, service quality is often described using these dimensions.

Tangibles: the physical appearance of facilities, equipment, personnel, and communication materials.

Convenience: the availability and accessibility of the service.

Reliability: the ability to perform a service dependably, consistently, and accurately.

Responsiveness: the willingness of service providers to help customers in unusual situations and to deal with problems.

Time: the speed with which service is delivered.

Assurance: the knowledge exhibited by personnel who come into contact with a customer and their ability to convey trust and confidence.

Courtesy: the way customers are treated by employees who come into contact with them.

The dimensions of both product and service quality establish a conceptual framework for thinking about quality, but even they are too abstract to be applied operationally for purposes of product or service design, or actually producing a product or delivering a service. (J. Stevenson, 1982: 387)

2.10. The Determinates of Quality

The degree to which a product or a service successfully satisfies its intended purpose has four primary determinants:

1. Design.
2. How well it conforms to the design
3. Ease of use.
4. Service after delivery. (J. Stevenson, 1982: 388)

2.11. Benefits of Good Quality

Business organizations with good or excellent quality typically benefit in a variety of ways:

- ✓ an enhanced reputation for quality,
- ✓ the ability to command premium prices,
- ✓ an increased market share,
- ✓ greater customer loyalty,
- ✓ lower liability costs,
- ✓ fewer production or service problems which yields higher productivity,
- ✓ fewer complaints from customers,
- ✓ Lower production costs and higher profits. (Mamun, M. Z. and Afrin, S. 2001)

2.12. Responsibility for quality

It is true that all members of an organization have some responsibility for quality, but certain areas of the organization are involved in activities that make them key areas of responsibility. They include to management, design, procurement, production/operations, quality assurance, packaging and shipping, marketing and sales, and customer service.

Top management: Top management has the ultimate responsibility for quality. While establishing strategies for quality, top management must institute programs to improve quality: guide, direct, and motivate managers and workers; and set an example by being involved in quality initiatives. Examples include taking training in quality, issuing periodic reports on quality, and attending meetings on quality.

Design: quality products and services begin with design. This includes not only features of the product or service; it also includes attention to the processes that will be required to produce the products and/or the services that will be required to deliver the service to customers.

Procurement: The procurement department has responsibility for obtaining goods and services that will not detract from the quality of the organization's good and services.

Production/operations: Production/operations have responsibility to ensure that processes yield products and services that conform to design specifications. Monitoring processes and finding and correcting root causes of problems are important aspects of this responsibility.

Quality assurance: Quality assurance is responsible for gathering and analyzing data on problems and working with operations to solve problems.

Packaging and shipping: this department must ensure that goods are not damaged in transit that packages are clearly labeled, and that instructions are included, that all parts are included, and shipping occurs in a timely manner.

Marketing and Sales: This department has the responsibility to determine customer needs and to communicate them to appropriate areas of the organization. In addition, it has the responsibility to report any problems with products or services.

Customer service: Customer service is often the first department to learn of problems. It has the responsibility to communicate that information to appropriate departments, deal in a reasonable manner with customer, work to resolve problems, and follow up to confirm that the situation has been effectively remedied. (J. Stevenson, 1982: 391)

2.13. Cost of Quality

Quality processes cannot be justified simply because "every one else is doing them."But return on quality (ROA) has dynamic impacts as company's nature. Research shows that the costs of poor quality can range from 15%-40% of business costs. Most businesses do not know what their quality costs are because they do not keep reliable statistics. Find and correcting mistakes. Consumes inordinately large portion resources. Typically, the cost to eliminate a failure in the consumer phase is five times greater than its development or manufacturing phase. Effective quality Mgt. decreases production costs because the sooner an error is found and corrected, the less costly it will be.

When to use it?

Four categories of costs contribute to an organ's over all coq:

Internal failure costs:- Costs associated with defects found before the customer receives the product or service. These are costs that would disappear if no defects existed prior to shipment to the customer. These costs include rework, scrape, recheck or re-inspection, corrective action redesign, vendor defects, and other like defects.

External failure costs:- Costs associated with defects founds after the customer receives the product or service. These are also costs that would disappear if no defects existed in the product after shipment to the customer. These costs include warranty and repair costs, product, liability & product recall.

Appraisal Costs:- Costs incurred to determine the degree of conformance to quality requirements. These are costs incurred while performing inspections, testing or other planned activities to assure the hard ware and soft ware confirm to a certain requirement .These costs include first time inspection, checking, supplier surveillance receipt inspection and other like costs .

Prevention costs:- Costs incorrect to keep failure and appraisal costs to a minimum. These are the cost relate to all activates to prevent defects from occurring and to keep appraisal and failure to a minimum. (Dean, J. W. and Evans. J. R. 1994: 391-392)

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this chapter attempt has been made to present and analyze the data that is collected by distributing questionnaires of officials of the Oromia cultural and tourism bureau. A total of 46 questionnaires distributed randomly selected employee namely plan and finance, Cultural hand crafts and Tourism Market, Oromia Language and Research, Tourism promotion and Art, and administration and Human resource department. Out of the total questionnaires distributed 45 (97%) of the questionnaires are, collected from the respondent properly.

3.1. Characteristics of the Study Population

Based on the questionnaires the employee is recruited based on theri age, sex, educational background and departments. The Profile of the respondent is presented as follows:

Table 3.1.1: Respondents distribution per department

Departments	Frequency	Percent	Cumulative Percent
Plan and finance	10	22.0	22.0
Cultural hand crafts and Tourism Market	10	22.0	44.0
Oromia Language Research	10	22.0	66.0
Tourism promotion and art department	5	12.0	78.0
Administration and Human Resource	10	22.0	100.0
Total	45	100.0	

Source: Questionnaires, 2003

Table 3.1.2: Sex distribution of respondents

Sex of respondents	Frequency	Percent	Cumulative Percent
Male	30	66.66	66.66
Female	15	33.33	100.0
Total	45	100.0	

Source: Questionnaires, 2003

As shown in the above table from a total number of 45 respondents, 30(66.66%) are male and the rest 15(33.33%) are female .This shows in Oromia Cultural and Tourism Bureau (OCTB) the proportion of male employees is very high as compared to the number of female employees.

Table 3.1.3: Age distribution of respondents

Age of respondents	Frequency	Percent	Cumulative Percent
20 – 24 years	3	06.66	06.66
25 – 29 years	16	35.55	42.21
30 years and above	26	57.77	100.0
Total	45	100.0	

Source: Questionnaires, 2003

In this table the student researcher tries to show the age of the respondent. As shown in the above table most of the employees are found between the ages of 30 and above. This indicates most of employees belong to the middle age group. This means above half percent (57.77%) of the employees that are found within the organization belongs to this age category.

Table 3.1.4: Educational backgrounds of respondents

Educational background of respondents	Frequency	Percent	Cumulative Percent
Secondary School	6	13.3	20.0
Certificate	4	08.8	28.8
Diploma	6	13.3	35.4
First Degree and above	29	64.6	100.0
Total	45	100.06	

Source: Questionnaires, 2003

In considering the respondents educational background the number of employees who have got First degree and above is very high which means 64.6 as compared to the number of employees who have got diploma and completed secondary school which is 26.6% of the total respondents.. This indicates that majority of the respondents are highly

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qualified having more than diploma and secondary school. Therefore, the larger portions of these respondents have a lot of information accumulated through their longer exposure and experience in addition to their qualification. Thus, they can understand what total quality management is and how it is undertaken in their organization.

3.2. Analysis of the Findings of the Study

From the total questionnaires distributed to each department the questioners returned and not retired to the researcher is present as follows.

3.2.1. Using the Concept of Knowing Quality Criteria

In order to know what, how and when we have the knowing of the concept of total quality management should be clear and un abstract knowledge. Sample employees were asked to the extent the concept is known.

Table 3.2.1: Knowledge of respondent on Quality

Knowledge of respondents on Quality		Frequency	Percent	Cumulative Percent
Valid	**Yes**	40	88.4	91.2
	No	4	8.8	100.0
	Total	44	97.2	
Missing	**System**	1	2.8	
Total		45	100.0	

Source: Questionnaires, 2003

As shown in the above table most of the respondents said the organization has the concept of knowing quality criteria for all employees in the organization. 40 (88.4%) of the respondent replied that the concept of knowing the meaning and the importance of quality of word service and quality on culture and tourism aspects 4(8.8%) respond knowing somewhat about quality this shows that some of the concept about the quality is used to measure the activities of service rendering.

Table 3.2.2: Response to the level of importance of TQM

Level of importance of TQM		Frequency	Percent	Cumulative Percent
Valid	**Very important**	42	93.3	93.3
	Important	3	6.6	100.0
	Not important	-	-	
	Total	45	100.0	

Source: Questionnaires, 2003

As shown in the table above most of the respondents said that it is relevant to have TQM. And around 42(93.3%) of the respondent said it is very important to have TQM because without having quality measurement the service that we provide is meaningless.

3.2.2. Using Accurate and Job Related Criteria

In order to make TQM effective the criteria of evaluation has to be job related and should be clear and unambiguous. Because the sample employees were asked to the extent which the criteria are job related and clear. They responded as follows:

Table 3.2.3: Perception of employee regarding the standard of TQM

№	Item	Frequency	Percent	Cumulative Percent
1	*Is the performance evaluation and the criteria used are job related?*			
	Very high	16	35.5	35.5
	High	15	33.3	68.8
	Low	14	31.1	100.0
	Total	**45**	**100.0**	
2	*Does the organization have work procedures and criteria to evaluate the employee effectively?*			
	Very high	18	40.0	40.0
	High	14	31	71
	Medium	9	20	91
	Low	4	8.8	100.0
	Total	**45**	**100.0**	

Source: Questionnaires, 2003

As shown in above the Item 1 of table 3.2.3, reveals 16(35.5%) of respondents replied that the criteria of evaluation Very high relates to the job the employee performs. 15(33.3) of the respondents high and the rest 14(31.1) low. This shows that some of the criteria are not job related. So far 68.9% the criteria of evaluation is relevant and important even though around 31.1% of the respondents said that the criteria of evaluation are not job related.

Performance standards/criteria are the benchmarks against which performance is measured to be effective, they should relate to the desired results of each job. They cannot be set arbitrarily in addition; the standards must not focus on personal behaviors of the employees since this will encourage TQM reflect their personal attitude to the employee.

Item 2 of table 3.2.3; shows 18(40%) of respondent replied that the criteria and evaluation are very high accurate and motivates employees actual performance, 23(51.1) replied medium and the remaining 4(8.8) low. Accordingly, this data suggests that there are criteria which are not that much significant. In addition it may not evaluate the employee actual capacity. This in turn reveals that some of the standards make employees personal behavior rather than what they are doing. But actually the criteria used merely by the employees and our external partnerships. The distortion of the result of service is made by the workers because the supervisors of the organization will interpret each criterion based on their understanding. So the criteria used must be accurate and representative of the result based on the job   systems.

3.2.3. Participation of Employee

For the evaluation to be effective on TQM, the employee must understand it. One way of realizing this understanding is to participate the employee in system design and to train them about total quality management. Sample of employees were asked whether they take part in the design of total Quality management on culture and tourism sectors. They respond as follows.

Table 3.2.4: Employees participation in the design of the TQM program

Item	Frequency	Percent	Cumulative Percent
Do we have explanation about the use of when TQM strategy formulated?			
Yes	-	-	-
NO	45	100.0	100.0
Total	**45**	**100.0**	

Source: Questionnaires, 2003

As shown in the above table 45 (100.0%) of the respondents say there is no participation that TQM strategy formulates. This indicates in the design of the program no respondents answered "yes" this conforms to the answers obtained from interview made with the personnel manager of Oromia culture and tourism bureaus to this question. This reveals that OCTB does not consider the employees in designing Total Quality Management. The use and purpose of total quality management conducted in their organization is not explained to them before it is designed this causes poor performance evaluation and the work procedure as well as the criteria to evaluate the employee become in effective. So they are discouraged to improve their performance depend on rendering quality service to the customers, rather than improving their deficient behavior. But actually employees have to be participated in the design of the program. To have a good attitude, the concept and philosophy behind total quality management on culture and tourism must be clear to employees as discussed in previous chapter. Otherwise they will not work well in the organization. Participating employees will improve the working environment and also improve the relationship between subordinate and management of the bureau. But Oromia Culture and Tourism Bureau (OCTB) lose advantages as it does not participate its employees in the process of designing the program of Total Quality Management in the sector.

3.2.4. Training TQM to the Employees

As it is well known, the practice of evaluating employees by their supervisors is most common. Supervisors of Oromia Culture and Tourism Bureaus are responsible for evaluating the quality of those who are directly subordinate to them. To avoid on the problems of supervisor in making the evaluation and total quality management systems effective training of quality is needed.

Table 3.2.5: Extent to which training is given to employees

№.	Item	Frequency	Percent	Cumulative Percent
1	*Does the OCTB conducted train on TQM?*			
	Yes	12	26.66	26.66
	No	33	73.33	100.0
	Total	**45**	**100.0**	
2	*Extent to which training is needed and TQM is understandable to employees?*			
	Greatly	36	80.0	80.0
	Average	6	13.33	93.33
	Fairly	3	6.66	100.0
	Total	**45**	**100.0**	

Source: Questionnaires, 2003

As we have seen from item 1 of Table 3.2.5 there is contradiction in the response given to this question. There are very few respondents 12 (26.66%) that says training is given to the employees (supervisor). But almost all of the respondents i.e. 33(73.33) said that training is not given to the employees in their organization. Except three sample employees of the Bureau, others replied that training is not given. The organization does not given training completely to evaluation on how to accomplish quality in the (interview made with the personnel Managers). From this we can conclude that the organization of not effective in making total quality management in the culture and tourism bureau. In literature review we have seen that the evaluators (employees) need training to develop the insights, skills and techniques needed for evaluating quality of others. They should be given written instruction, training and guidelines for conductions the test of quality. This avoids

personal prejudice on the quality and helps them to fill the evaluation from with great care and concern. So we can say that OCTB missed their advantages like absence of personal judgment on the side of the quality programs towards with a fully rendering a service of the customers.

According to the response provided from item 2 of table 3.2.5, of the respondents support the need for training of employees before the quality is conducted even if the degree is differ.

3.2.5. Communicating the Result of TQM to the Customers and Employees.

The major and most important part of total quality management is communication of the result to employees. Unless employees are told on how they are doing, they will not improve their quality rendering and efficient their behavior. The sample employees were asked whether they get feedback on quality towards the service rendering.

Table 3.2.6: Feedback on TQM evaluation

№.		Frequency	Percent	Cumulative Percent
1	*Would you employees and your customers receive the result of TQM?*			
	Yes	12	26.66	26.66
	No	33	73.33	100.0
	Total	**45**	**100.0**	
2	*Can an employee have good relationship with department worker?*			
	Very good	43	95.6	95.6
	Good	2	4.4	100.0
	Total	**45**	**100.0**	

Source: Questionnaires, 2003

As smallest portion of the sample employees i.e. 12(26.66%) respond that they will get the report on their performance result and the rest 33(73.33) says that they do not receive efficient report. This indicates that results of rendering quality service process are not

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communicated to the employee. Those who respond "yes" to this question may be the ones who score low in their best quality service result. As we know that, it is feedback that contributes much to effectiveness of the quality management system. The employee can know their strength and weakness in their participation result, and through the report. In addition, each and every employee (i.e including good result) should receive their quality systems. For good performance result, the feedback result serves as a motivating factor, and it enables effective communication to improve their past performance for the future result.

Generally, all employees must get feedback of their result frequently and know their progress. Otherwise the effectiveness of total quality management conducted will be questionable. So this organization missed the very objectives of Total quality and hence is not effective.

In the questionnaires the researcher asked the respondent to rate the relationship between employers and employees and departments. Response obtained with regard to the relationship of employees presented in the above table.

Form the above table most of the respondent says the communication between employee is very good. 43 (95.6%) of employees and 2 (4.4%) of the respondent says the relationship is good respectively the rest says moderate. No respondent says poor. So Oromia cultural and Tourism Bureau (OCTB) are in good position to facilitate work relationship to do the job properly.

3.2.6. Making Use of TQM for the Intended Purpose

The total quality management program conducted has to serve various purpose as we have seen in chapter 2. The following table demonstrates the extent to which OCTB uses TQM for the following results.

Table 3.2.7: Extent to which TQM serve for the employees purposes

№.	Item	Strongly Agree		Agree		Neutral		Not agree	
		№.	%	№.	%	№.	%	№	%
1	*Salary dissatisfaction*	25	55.0	15	33.3	5	11.0	-	-
2	*Uncomfortable working environment*	15	33.3	10	22.2	20	44.4	-	-
3	*Lack of TQM Strategy*	17	37.0	20	44.4	8	17.7	-	-
4	*Work over load*	-	-	15	33.3	30	66.6	-	-
5	*Management problem*	25	55.5	12	26.6	8	17.7	-	-
6	*Demotion*	7	15.5	7	15.5	31	68.8	-	-

Source: Questionnaires, 2003

Item 1 of in the above table shows that 25(55.5%) of respondents replied that total quality management serve for employees conducted is highly used for salary dissatisfaction due to less payment and un increment systems, 15(33.33%) answered agree, and the rest 5(11%) neutral. As it is indicated by majority of the respondents OCTB uses Total Quality Management for salary adjustments we have seen in last chapter. TQM serves many purposes. One of which is salary adjustment, but this is not practice in OCTB. This means to determine those employees which should receive pay in reverse of their own motivation towards the job. We can say that more or less OCTB is making use of the TQM result for administrative purpose, in this case, salary adjustment.

According to item 2 in the above table show the 15(33.3%) replied that TQM serves highly agree for uncomfortable working environment, 10(22.2%) answered averagely agree to serves TQM for uncomfortable working condition and the rest 20(44.4%) neutral. This indicated that OCTB primarily uses TQM system and result in solving the problems occurred in the bureau. Because of due to occur comfortable working condition how is the employees making a good result oriented to words their won job and TQM must show employees motivates by purely objectives.

Item 3 of in the above table indicates 17(37.0%) of the sample employees replied that OCTB lack of the programs have impact on the result of TQM systems is highly agree, 20(44.4%) answered averagely agree and the rest of 7(17.7%) neutral. And one of the respondents replied that, lack of TQM strategy in a level of the Bureau, it is a great factor put in the work because of without the strategy no bureau/plant have no any mission, vision and objective of their own result.

Then, for the lack of TQM strategy as a program in the bureau should must be make it as the essential element of from this part of police because without have not strategic police any plant any dream regarding on their work. As we know that the OCTB to serve the Customers and stock holders must have the best strategy programs towards the work of the result based systems.

From the responses given in the above table item 4 indicates none of respondents replied that TQM results are averagely agree 15(33.3%) is agree and the rest 30(66.6) are neutral to put there im0act by work over load in employees. This prevents the employees to decease their effort towards achieving personal and organizational goals.TQM systems should have eliminated the problems behind of the work over load in the bureau, unless no one to because full fruit in his/her ways. Because it should increase the employees efforts toward achieving the organizational goals. The TQM system encourages employees (good performers) through the reward that they receive (E.g. Promotion, salary increase, and others.) It also make the poor systems of work load made by un necessary systems to the good of designing training programmed to help the employees improve their performance and giving whatever insistence the employees needs to overcome his or her deficiencies. But OCTB does not use TQM on work and employees related process in the gap of work over load. So, the organization is not effective in its work procedure in employees as it does not faster initiative systems of the result.

As indicated in item 5 of in the above table indicates 25(55.5%) of the respondent replied that problems of management are highly agree used to make those who need their own bureaucracy, 12(26.6%) of respond agree and 8(17.7%) respond answered neutral. This indicates that the organizations have no keep the right of the employees. As we know that every plant of the service delivering in the management science world any manager must

should practice the right things to their won employees, unless there is a chance to make more of turnover of employees. Because once the employees ignore the bureau and left it the bureaus systems, the bureau have lost their won brand in the market world. OCTB has one of the sector to delivering different service activity like Tour and Travel, to shows the tourist his asset of tourist destination for peoples. Then if and only if the management of the bureau can take the correction action towards the employees in order to encourage and motivates the worker, psychology to because the full fruit and keep the bureau mission, vision and objective of the mandate which give by the regional government of Oromia state.

As indicated in item of 6 in the above table 7(15.5%) of the sample employees respond that total quality management serves highly agree and agree for demotion of the employees. And the rest 31(68.8%) respond that TQM serves little for emotion in words to the employees.

As we have seen above the result of total quality management conducted in OCTB serves ruinous purpose like for salary increase, promotion, motivating worker, balanced score cards, quality service and encourage employees including demotion. But not yet emphasis is given to salary dissatisfaction and management problem are the most and fundamental problems occur. The TQM results are rarely used for the other purpose. Actually perform their serves too equally for all purpose i.e. administrative, development and motivational purpose. It is when we can say that the total quality management result serves appropriately for the intended purpose.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

In the previous chapter the researcher tries to analysis the data collected through questionnaires. This chapter contains summary of major finding, conclusions and recommendations based on the analysis.

4.1. Summary of Major Findings

As a whole the objective of this study is to assess the problem of TQM implementation in OCTB head office. To achieve this objective related literatures were reviewed, and questionnaires were distributed to the sample respondents by using systematic sampling techniques and analyzed using descriptive analysis method. The basic research questions were presented in summary part by relating with the questions that responded by respondents .The data obtained are presented using percentage and summarized as follows:

- In terms of gender (sex) of employees of OCTB 30(66.66%) of the employees of OCTB are male and 15(33.33%) are female, 26(57.77%) of the employees are in the age of 30 years and above, and 29 (64.6%) of them have first degree and above educational level.

- TQM implemented in relation to the principle of OCTB organizations.

- The culture and tourism head director said that the organizations implement TQM using principle but still it needs further improvement.

- According to employees distribution per departments such as plan and finance, cultural handcrafts and tourism market, Oromia language research and administration and human resource departments share 10(22%) each and 5(12%) of Tourism promotion and art department.

- In terms of knowing quality criteria 40(88.4%) replied that they know quality criteria and 4(8.8%) respond that they know little about quality criteria.

- With regard to the level of importance of TQM 42(93.3) said it is very important and 3(6.6%) of them said it is important.

4.2. Conclusions

Based on the above findings of the study, the following conclusion can be stated.

- Observing the summarized data it reveals that the employees and customers of OCTB have a good understanding about what is TQM, but this alone is not enough so instead of replacing it by a new it is better to make basic improvement because as the research shows TQM was not implemented according to the rule and regulation of OCTB (head office)

- From the summary, the OCTB office has shortage of employees. Not only this those employees which are found lacks basic training and also there is delaying in response to customers request and this in turn affect the OCTB office not to undertake its activities properly so in order to address this first and for most proper and basic training has to be given for the employees.

- As to the study there is no that much feedback given to the employees and this inturn affects employee's improvement by gaining opinion.

- As it is indicated in the summary majority of the employees of OCTB uses TQM for salary adjustment but TQM serves many purposes. So it is better to use TQM for different item.

- As it is raised in the summary even though OCTB uses principle to implements its work but the principles has to be improved and modified to meet the required level.

4.3 Recommendations

Depending on the conclusion the student researcher has the following recommendation

- As it is indicated in the result, TQM was not implemented on the general principle, rule and regulations of OCTB office. This OCTB should have to follow those general principles, rules and regulations in order to have effective implementation of the program.

- Depending on factors affecting the TQM implementation of the OCTB office it is necessary to educate and train the employee to know what TQM is and how it works and especially in service delivery and utilization of resource which is mentioned as the basic problems in the OCTB office. Not only this great emphasis has to be given on the arrangement and structure of employee's regarding the general principle of TQM to reduce shortage of the employees and delaying of service delivery.

- The OCTB office should focus on feedback to benefit the employee in the way that they can make better themselves both in communication with one another and rendering service to the customers.

- The success gained as a result of the implementation of TQM only shows small improvement. Thus the OCTB should accurately implement TQM in order to bring big (dramatic) change rather than little improvement.

- The OCTB office should concentrate on the objective and goals that means to make the employee give emphasis on the interest and satisfaction of the customer rather than existing actions (work process).

- Finally, the student researcher recommends that the office should follow the rule intensively; rendering quality service effective utilization of resources and increasing skilled man power and applying effective feedback. So generally speaking to bring the required level of service the office should follow the rule and regulation and also the other requirement effectively.

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APPENDICES

Questionnaire for Employees [English Version]

Total Quality Management Practices: The Case of Oromia Cultural and Tourism Bureau [OCTB]

Addis Ababa, 2011

For Employees and Managers Use only

<u>**Informed Confidentiality and Consent**</u>

I am a prospective graduate of St. Mary's University College from the department of Management. I am conducting a research for the partial fulfillment of my B. A. Degree in management, entitled "Total Quality Management Practices: The case of Oromia Cultural and Tourism Bureau"

The general objective of the research is to assess the causes and consequences of Total Quality management practices and employees in your organization and to suggest recommendations that would help to minimize problems.

Since your honest and timely response is valuable for the success of the research, please try to answer the questions frankly with due attention.

Thank you in advance for your cooperation

Note:

- No need of writing your name since the questionnaire is prepared for academic purpose.
- Please, put a tick mark (√) in the box or circle choices for your answers
- Discuses briefly open ended questions

I. General Characteristics of Respondents

1. Gender
   - ○ Male   ○ Female

2. In which age group are you?
   - ○ 15 - 19   ○ 20 - 24
   - ○ 25 - 29   ○ Above 30

3. What is your highest educational status?
   - ○ High school complete   ○ College Diploma
   - ○ Degree   ○ Masters Degree and above

4. For how long have you been working in OCTB (in years)?

   ○ 0 - 3   ○   4 - 7

   ○ 8 - 11   ○   Above 11

5. What is your job position at OCTB? _____

II. Questions Directly Related to the Study

5. Do you know about total quality management?

   ○ Yes   ○   No

   If yes, how do you come to know?

   ○ Training   ○   From friends   ○   Reading

6. Is TQM important for your organization (OCTB head office)?

   ○ Not important   ○   Important   ○   Very important

7. Who are your customers?

   _____

8. How and within time you communicate with your customer?

   ○ Interview   ○   Using questionnaires

   ○ Letter   ○   Telephone

   ○ Others

   ○ In a day   ○   In a week

   ○ In a month   ○   In three month

   ○ Six month   ○   In a year

9. Do you have any performance evaluation techniques?

   ○ Yes   ○   No

10. How much is the degree of interest you have towards your study?

    ○ Very high

    ○ High

    ○ Neutral

    ○ Low

    ○ Very Low

11.   Does the organization have work procedures and job description for total quality management ?

○ Yes   ○   No

If no, please, describe how work is accomplished.

_____

_____

12. What is your participation during the establishment of TQM strategy?

_____

_____

13. To what extent is your understanding about TQM?

   ○ To a very great extent

   ○ To a great extent

   ○ Undecided

   ○ To some extent

   ○ To less extent

14. What is your agreement that there is lack of strategy in the organization?

   ○ Strongly agree

   ○ Agree

   ○ Neutral

   ○ Disagree

   ○ Strongly Disagree

15. If your answer for question No 14 strongly agree and agree what is the reason, please mention.

_____

_____

16. Do you get in your organization any training about TQM?

   ○ Yes   ○   No   ○   No response

17. what is your agreement that there is high employee turnover?

   ○ Strongly agree

   ○ Agree

   ○ Neutral

   ○ Disagree

   ○ Strongly Disagree

18. If your answer for question No 17 is strongly agree and agree so what is the reason for the absence of strategy?

○ Salary dissatisfaction

○ Uncomfortable working environment

○ Lack of TQM strategy

○ Work overload

○ Management problem

○ If other, specify

_____

_____

19. Do you have good relationship with your colleagues in your organization?

○ Yes ○ No ○ No response

20. Did OCTB conduct environmental analysis both internal and external environments while preparing its TQM?

○ Yes ○ No ○ No response

21. Have you ever taken any training related to TQM issues?

○ Yes ○ No

If yes please, list some of them

_____

_____

DECLARATION

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato **Daniel Meread**. All sources of materials used for the manuscript have been duly acknowledged.

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Date of submission: _____

SUBMISSION APPROVAL SHEET

This Senior Research Paper has been submitted to the Department of Management in partial fulfillment for the requirement of BA Degree in Management with my approval as an advisor.

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