ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Institute of Quality and Productivity Management

QUALITY MANAGEMENT PRACTICES AND CHALLENGES IN

ETHIOPIAN TELECOMMUNICATION

BY:

FASIKA TEDROS

Date June 2021,

Addis Ababa, Ethiopia

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A THESIS TO BE SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES, INSTITUTE OF QUALITY AND PRODUCTIVITY MANAGEMENT AS A PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE (MSS) DEGREE IN QUALITY AND PRODUCTIVITY MANAGEMENT

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ETHIOPIAN TELECOMMUNICATION

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Quality management Practices and Challenges in Ethiopian Telecommunication

By: Fasika Tedros Bekele

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Addis Ababa

DECLARATION

I, the undersigned declare that this thesis is my original work. All material used for this thesis has been duly acknowledged, as well, I confirm that this has not been submitted either in part or in full to other higher education institution for the purpose of earning any degree.

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EDORSEMENT

ADDIS ABABA, ETHIOPIA

This thesis has been summated to St. Mary's university, school of graduate studies for examination with my approval as a university advisor.

Advisor ……………..   Signature…………………

ACKNOWLEDGMENTS

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List of Abbreviation

CCL: - centre for creative leadership

DRMAS: - digital radio multi access system

EOS: - Executive Officers

ETA: - the Ethiopian Telecommunication Agency

ETC: - Ethiopian Telecommunication Corporation

HF: - long line and high frequency

ICT: - Information Communication technology

MP: Management Practice

UHF: - Ultra High Frequency

VHF: - Very High Frequency

VSAT: - Very Small Aperture Terminal

QMs: - quality management system

ABSTRACT

As the world moves towards a globalized service dominant economy system with experiencing rapid growth, many nations shift from a manufacturing –based economy to service economy, the major factor for this change is the invention of computer technology and advancement in telecommunication. This research was conducted with the objective of the quality management practices and challenge in Ethiopian telecom,

The research has adopted a qualitative and quantities approach. The data were gathered through a survey questionnaire was distributed for managers in all level additionally the company policy, documents and procedure were used as a secondary source of data. The study reveals that, there were absences of systematic management training. Regularly the company provided training for managers whenever the mangers up graded to fill new position. Quality Management practice faces many problems: lack of long term plan, poor quality management training program, inaccurate development, difficulty to evaluate training and development out comes. Then I recommended that, management practice program needs to be a systematic function, linked and derived from the overall organizational strategies, plans and policies, rather than being piecemeal, standalone activities, designed to react to the current organizational conditions. In terms of management practice, this process needs to be systematic; training needs should be change and adopted based on objective systematic techniques rather than being subjective to the mangers direct viewpoints and personal aspects and it should be for all managerial level by emphasizing the need to be on performance appraisal records and job descriptions. When adopting and assessing a quality management practice training needs, the analyses should include individual, organizational training needs rather than only individual's needs.

CHAPTOR ONE

This section mainly addresses the background of the study, statement of the problem, basic research questions, and objectives of the study, significance of the study, scope of the study and organization of the paper

1.1   Background of the study

The world has passed through different ages, from the early stone and hunting age to the present information age. The present information age is characterized by continuous flow of information among the different members of the society. This flow of information enables the world to be considered as a small village creating Globalization. Though globalization has numerous advantages to different elements of the society through quick flow of information, qualitative and standardized products and services, product differentiation which will result in bargaining power of customers and many more, it has brought a challenge to business organizations creating tough competition among them. Higher product quality is required for a company to become more competitive, both locally and in international trade. Improved quality at the enterprise level lowers its cost of operations 'and increases its productivity. The firm's ability to produce better products at a reduced (or even the same) price boosts its market share. in other hand Excellent service quality generates a competitive advantage for service organizations, but firms must implement a comprehensive system of quality management if they are to develop effective and reliable service quality accordingly competition has forced many organizations to re-evaluate their competitive strategies and management practice with an aim of improving performance to increase the customers and wealth of the company. At this moment when the organization is characterized by liberalization, globalization and knowledgeable environment quality has become the main issue for organizations to gain competitive advantage. Hence the birth of quality based on concepts and doctrines of Gurus quality developed and followed by different philosophers or writers such as Deming (1986) Juran and Crosby (1989) have been abundant contribution by people in all circumstances starting from academician and researchers to practitioners. Based on this several researchers by the help of empirical studies the quality management have come out with different dimensions, such as, top management commitment and leadership quality policy, training, product/ service design, supplier quality management, process management, work force management, corporate quality management and strategic quality management are some of examples. The implication of this showed us service quality has emerged as an important field of study in the organizational behaviour contexts.

In many countries, the Telecommunication industry is emerged as one of the most important industries in the service sector. Development in this sector brought a radical transformation creating exciting new opportunities and new challenges for service providers as well as for rapid growth and modernization of various sectors of the economy by contributing to improve efficiency and productivity T.Curristine -2007. The industry has been growing and plying important roles in the progress of the society

The impact of quality management practices on organizational performance has been the subject of constant interest and challenge among researchers. Numerous empirical studies have attempted to investigate the relationship between quality management practices and firm performance. However, only a few studies have attempted to investigate the relationship between quality management practices and telecom performance, compared with manufacturing industry. In addition, there was little knowledge relevant to the impact of quality management practices on the performance of Ethiopian telecommunication.

The telecommunications market is one of the most rapidly developing markets in Ethiopia. There is a constant battle for coverage area expanding; new tariff plans and services are constantly offered. This market is characterized by the federal institutions in all regions intense administrative autonomy providing communication services. There comes a time when the quality of provider's services determines the customer's choice. Therefore, the purpose of the organizations (the Ethiopian Telecommunication Agency (ETA) and Ethiopian Telecommunications Corporation (ETC)).which are working in the telecommunications market is Continuous improvements of competitiveness through maximizing satisfaction of the growing needs and expectations of consumers of telecommunications services. The current stage of development of the methodology of quality encompasses not only problems of the products' and services' quality, but also the quality of management, which is directly responsible for the formation of an appropriate level of the service quality. As the consequence of this, the companies began to use the quality management practice, having obtained widespread application, which covers all stages of the company.

Telecommunication Corporation has changed to Ethio-Telecom in December 2011. During this time, the administration task is given to the France Company with the aim to facilitate the development of telecom infrastructures and to ensure knowledge transfer and international best practices and experiences in the industry and, thereby, improving the quality and competitiveness of the Ethiopian telecom company.

With these broad goals, capacity building trainings were given locally and in abroad for both management teams and experts in order to enhance the implementing capacity of the

company. This would in turn enhance Ethio-telecom performance to provide customer oriented and quality services. Currently, the company provides different telecommunication services including fixed line, mobile, internet and data services. As of November2018, the total number of customers in mobile subscriber reached 46.2 million, fixed line 3 million and internet users, 23.8 million. Currently, Ethio-telecom has 22,288 employees. Ethio-telecom is the sole provider of the telecom service without competition but it has to see its operation had it been competition. Globalization and WTO have been forcing the country directly or indirectly to accept private operators. it is because of this that firms are being forced take up quality management systems which is relatively one of new and proper management philosophy that integrate strategy, management practice and organizational outcomes to create a quality organization that continuously strive to improve and maintain performance.

To remain competitive, in this global business world, organizations often find it necessary to adapt a feasible business governance system that affects their processes and people. Therefore, good management practice is seen as a permanent business function to improve efficiency and keep any organization adaptable to the competitive marketplace. To this end, the proposed study explores the different management practices which has been practiced in the Ethio-telecom and develops a holistic quality-management system and its challenge for service organizations – based on sound theoretical and pragmatic considerations. The feasibility and effectiveness of this quality-management system practice for service organizations is demonstrated by using the eth telecom company in Ethiopian as case studies.

1.2   Background of the company

The introduction of telecommunication in Ethiopia dates back to 1894.Ethiopian Telecommunications Corporation is the oldest public telecommunications operator in Africa. In those years, the technological scheme contributed to the integration of the Ethiopian society when the extensive open wire line system was laid out linking the capital with all the important administrative cities of the country.

After the end of the war against Italy, during which telecommunication network was destroyed, Ethiopia re-organized the Telephone, Telegraph and Postal services in 1941. In 1952 the Imperial Board of Telecommunications was established by proclamation No. 131/52 in 1952. The Board had full financial and administrative autonomy and was in charge of the provision and expansion of telecommunications services in Ethiopia.

The Imperial Board of Telecommunications of Ethiopia, which became the Ethiopian Telecommunications Authority in 1981, was placed in charge of both the operation and regulation of telecommunication services in the wake of the market reforms. In 1996, the

Government established a separate regulatory body, (ETA) the Ethiopian Telecommunication Agency by Proclamation 49/1996, and during the same year, by regulation 10/1996, the Council of Ministers set up the Ethiopian Telecommunications Corporation (ETC).

Under the supervision of the ETA, the principal duty of ETC is maintaining and expanding telecommunication services in the country and providing domestic and international telephone, telex, and other communicate on services. In this respect, currently ETC is the only operator of any telecommunication related service.

Present status

At present, the total numbers of exchanges are 306 with a total exchange capacity of 780,000 lines; out of this 171 are automatic Digital exchanges with 760,368 capacities of lines. The remaining lines are connected to manual exchanges. Local Network: By the end of June 2004, 91 Microwave, 43 UHF, 242 DRMASS, 281 VSAT, 78 VHF and 8 HF stations have been operational.

Fixed Telephone Subscription & Traffic: The total number of fixed telephone subscribers has reached 484,368. These subscribers had generated 2,225.14 million urban metered calls and 17.7 million outgoing minutes. Internet Services: The Corporation has been providing internet services since 1997. The number of subscribers has reached 12,155 by the end of June 2004. The current server capacity is about 20 Mb. Eth-internet renders Domain name, web designing and web hosting service .Metro Ethernet, Wireless internet, ADSL and GPRS services are planned to be provisioned. The broadband internet project /40,000/ is also under way and expected to be commissioned soon.

Services and Products

ETC provides fixed line telephony, mobile telephone and Internet and multimedia services. ETC uses satellites, digital radio multi access system (DRMAS), Very Small Aperture Terminal (VSAT), Ultra High Frequency (UHF), Very High Frequency (VHF), long line and high frequency (HF) radio networks.

Ethiopia has signed dual international roaming agreements with 144 countries in order to increase its international roaming service. ETC has also started providing roaming services to foreigners coming from countries where the Corporation has made an international roaming agreement.
(http://www.telecom.net.et) and (etc.commun@telecom.net.et)

1.3   Statement of the problem

Organizations become complex in their operations so that they could be able to satisfy the ever increasing demand of customers for a quality product or service. In order to ensure the provision of a quality product or service the overall organization should strive Quality management practice for creation of a suitable environment so that each service to be provided.

Quality management is a principle that ensures quality in a company's products and services. There are various types of quality management programs which include but are not limited to Six Sigma, Theory of Constraints and Quality Management. Although the approach to solving quality issues vary with the different quality management programs, the goal remains the same--to create a high quality, high performing product or service that meets and exceeds the customers' expectations. Quality management is important to companies for a variety of reasons. Quality management systems force company departments to work as a team. A quality system incorporates measures that affect sales, finance, operations, customer service and marketing

The major problems with the corporation in service provision and that has contributed to the development of hesitations in the corporation are expressed as a network problem, System interruption, high costs charged by the corporation, backward telecommunication equipment, and lack of customer treatment.

To be practical use, management practice must be in song with what managers are expected to achieve, what they actually do, the frequent different role they play, and how well they perform. Furthermore, the benefits for implementing management practice have been widely recognized by many companies. In general, it enhances a company's performance by enhancing the knowledge skills and attitude of the manager (Prokpenko, 1998).

The gap I observe, Ethiopian telecoms have been placing managers in to different position but this practice has never been under study for its efficiency and effectiveness. Good Quality Management practice a recently used measure of quality, is a measure of evaluating the overall organizational commitment towards ensuring quality service or product in the organization. This would enable organizations to evaluate their commitment towards quality hence, the main reason that the researcher want to conduct this research to investigate the management Practice its challenge in corporation.

1.4   Research Question

❖ What are the challenges on the acceptability by evaluating quality management of ETC?

❖ To what extent the corporation takes corrective measure to ensure quality management practice in all over the company management level?

❖ What are the areas that need improvement in relation to the service and practice of quality management in Ethiopia telecom?

❖ What kinds of standards, internal and external, are available to evaluate the quality management of ETC?

❖ How can the quality management of ETC be evaluated using the different quality measuring techniques?

1.5   Objectives of the Study

1.5.1   General Objective

The general objective of this study is to investigatethe practices and challenges of quality management in the telecom industry

1.5.2   Specific Objectives

❖ To identify the current quality management practices in Ethiopian telecom.

❖ Identify the major challenges of implementing the quality management system.

❖ To forward appropriate recommendations to the company based on the findings of the study.

❖ Evaluate the importance of quality management system to eth telecom,

❖ To identify role and responsibility related to the required standard of the job

1.6   Significance of the study

In addition to demonstrating the importance of quality management practice for those service providing organizations, the study has Enables in showing business organizations on the importance, if any, of implementing quality management for improving their organizational performance and ensuring quality products services and by so doing getting a competitive advantage and Alert organizations to be more careful in providing quality service to their customers and produce a total quality product. Furthermore, this study helps to advance the academic scope and to widen the student researcher's knowledge on the raised issue.

1.7   Delimitations/Scope of the Study

Since the study is on the management practice and challenges of Ethiopian telecom, also the quality of management, which is directly responsible for the formation of an appropriate level of the service quality. As the consequence of this, the companies began to use the quality management practice, having obtained widespread application, which covers all stages of the company is a broad and difficult concept that needs the integration of each and every member of an organization starting from the work labour up to the top management

1.8   Organization of the paper

The remaining parts of the paper are organized as follows: chapter two presents a review of literature and relevant research's associated with the problem addressed in this study. Chapter three focuses on the methodologies and procedures used for data collection chapter four present an analysis, interpretation and presentation of the results. Chapter five reveals summary and conclusion of the researcher's findings and recommendations for future research. The references and appendix are presented at the end of the paper, respectively.

CHAPTOR TWO

Review of related literature

2.1   Introduction

   Following recent developments in the world, emphasis has been given in each and every aspect of a product which gave rise to the idea of quality. Quality is a complex concept that has become one of the most universally appealing in all of management theory. A quality revolution is truly afoot in business today. While this concern with quality has historical roots, suffice it is to say that every business today wants to have quality products and services, and by that they mean products and services that are better than average, perform to the level needed, and are affordable.

Quality is a sense of appreciation that something is better than something else. It changes in a lifetime, and it changes generation to generation, and it varies by facets of human activity. (Richards, 2010:222)

Many people perceive attention to quality as one of the most important competitive issues of today and tomorrow. In fact, quality may be one of the most important ways a manager can add value to products and service to set them apart from those of a competitor. At one time, managers believed that there was an inevitable trade-off between productivity and quality. They thought that the two were diametrically opposed that increasing one meant decreasing the other. Today, however, effective managers consider productivity and quality as two sides of the same coin- one that can increase profits and build customer loyalty. (James Stoner, 2003:213.)

Quality management in the early 1900s primarily meant inspection to ensure quality product. In the 1930s, statistical analysis and control of quality were developed by Walter Shewhart. Around the 1950s, some quality gurus made huge contributions to quality management method diffusion. Edwards Deming taught managing quality through statistical techniques to Japanese people. Joseph M. Juran introduced the concepts of controlling quality and managerial breakthrough. Phillip B. Crosby promoted zero defects for quality improvement. From the 1960s, quality management has been viewed from a broader perspective as "companywide quality control" (ASQ), "an integrated approach to achieving and sustaining high quality output" which involves "all levels

2.1.1 Definition of Management Practice

From a functionalist perspective, it is generally agreed that management practices and related challenges refers to the process by which individuals improve their capabilities and learn to perform effectively in managerial roles. Management practice is designed to improve the overall effectiveness of managers in their present position and to prepare them for greater responsibilities when they are promoted (stone and Freeman, 1998)

As Mumford explains, management development is all about developing the abilities of people to manage in their organizational environment but stone and freeman argued that it is a design to improve the current managerial capacity and preparing them for future responsibilities

2.1.2 Quality Management Principles and Practices

The quality practices of an organization (which take place within a quality culture or context) are defined as the actions and procedures undertaken by a company or organization to ensure the delivery of a high-quality service or product.

Sousa and Voss, (2002), mention that "practices are the observable facet of quality management and it is through them that managers work to realize organizational improvements. Principles are too general for empirical research and techniques are too detailed to obtain reliable results. The quality management principles can be used by senior management as a framework to guide their organizations towards improved performance. There are many different ways of applying these quality management principles. The nature of the organization and the specific challenges it faces will determine how to implement them. It would be relevant that future studies should make explicit at what level they are addressing quality management content: principles, practices or techniques. Researchers should also strive for a standardization of definitional terms. For example, different terms have been used for "practices", such as "factors" (Saraph et al., 1989; Powell, 1995), "implementation constructs" (Ahire et al., 1996; Anderson et al., 1995) and "interventions" (Hackman and Wageman, 1995).

Based on the literature review carried out, they have identified the most common and the most implemented quality management practices. It is important to refer that this selection was based on one sector which will be target of our study service. Hence, it is believed, in fact, that these quality management practices and principles are comprehensive because they:

2.2 Approach and Components of management practices

According to (Woodall and Winstanly, 2002) there are eight approach and component of management practice process, formal education and training, action learning, career planning, learning from experience ,open and distance learning ,self-improvement, management consulting.

2.2.1 Formal Education and Training

The distinction between education and training is not a precise one. Program which leads to formal qualifications such as an MBA and QPM degree, dealing with basic management disciplines such as quality management system, economics and psychology tends to be lumped together under the heading management education. These are usually longer rather than shorter in duration. Short course which do not lead to qualification, and which focus on skills and techniques, Tend to be describing as management training program. This training can be divided in to two: on the job and off the job training.

2.2.1.1 There are three major formal on the job training methods:

1. Coaching training of employee by his or her immediate supervisor is by far the most effective management practices technique. Many firms make a point of training their managers in the file art of coaching. Conscious manager often keep a file for each of their employee indicating the training they are receiving the skill they are acquiring and how well they are performing.

2. Job Rotations involves shifting managers from position to positionso they can broaden their various aspects of the firms operations.

3. Training position trainees are given staff post immediately under a manager, often with title of ''assistance to'' such assignment gives trainees a chance to work with and model them after outstanding managers who might otherwise have little contact with them. planned work activities involves giving trainees important work assignment to develop their experience and abilities .trainee may be asked to head a task force or participate in an important committee meeting such experience help them to gain insight in to how organization operate and also improve their human relation skill.

Is remove individuals from the stress and on-going demands of the works place, enabling them to focus fully on the learning experience. In addition, they provide opportunities for meeting people from other department or organization. Thus employees are exposed to useful new ideas and experience while they make potentially useful contact. The most common off

the job enlargement method are class room instruction sponsored by universities and organization (Stoner, Freeman and Gilbert, 1998).

2.2.2 Action learning

Involve a small self-selecting team undertaking a practical real-life and organizational based project. The emphasis is learning by doing with advice and support from tutors and other course members. It is essentially a learner driven process. It is designed to help develop both the manager and the organization to find solution to actual problem. Action learning demands flexibility and fluidity. For many, reared on a diet of chalk and talk, this is a daunting prospect. Typically there is no formal structure with facilitators acting as catalyst rather than as a leader. While some executive are attracted to this, others are wary that action learning cannot be measured in the conventional sense. Indeed it is impossible at the beginning of a program to forecast exactly what benefits each participant will take away with them.

Nor can the benefit of action learning be easily related to the bottom line of business performance. But, if it is working effectively, action learning should involve a continuous process of self-evaluation. Action learning is a process applicable to developing leaders as a leader change the way he or she manages based on realities. The focus of action learning is on learning about the process of managing change by actually managing organizational change. It stress the importance of learning about self and the influence that our attitude and assumption on how we lead and make decision in short, rather being taught through case studies or simulation, participant learn through being exposed to real problems and to each other insight(Mullins 2005).

2.2.3 Career planning

The systematic interweaving of management practices with career and management succession planning involves a set of inter-linked activities including those listed below (prokopenko, 1998).

2.2.3.1 A Systematic Evaluation and Grading of Jobs Based on their Content

Job evaluation and grading is usually first introduction as a base for company-wide salary determination, but it is equally relevant to management practices providing a common language to describe and group jobs according to their content. Increasingly such processes involve using the concept of management competence and competency model or standards.

2.2.3.2 A system for Performance Appraisal

Performance appraisal systems have varied uses- for example to facilitate objective, wage setting, to provide an equitable base for differential compensation or for counselling individuals on performance issues. They also have an important part to play in the process of management development by providing on the other a means of identifying gaps in competence and hence the individual's needs for development.

2.2.3.3 A system for the Assessment of Potential

No career planning can avoid decisions about the potential of individual managers. These decisions must be translated into actions such as promotion or rotation of personnel. The potential assessment is less concerned with what a manager has achieved and more concerned with how he or she has achieved it. Also the assessment of potential usually involves the use of objective tests to measure such factors test form parts of the apparatus of assessment centres

2.2.4 Management Resource Planning or Succession Planning

One of the key features of a structured management practice system is succession plan. This is basically a plan for identifying who is currently in post and who is available and qualified to take over in the event of retirement, voluntary leaving, and dismissal or sickness. The normal vehicle for this a meeting or conference at corporate level, at which information derived from job grading, performance appraisal and assessment of potential will be examined and attention focused in particular on the individual whose name appears on the management practice lists. Normally such meeting will be run by the chief executive, closely support by the personnel director and attended by the top line manager in charge of division. Frequently company also employs specialist management staff who will play key role in the process. Increasingly the internal "professional" will be supplemented by one or more external consult.

Management succession planning aims to ensure that a sufficient supply of appropriately qualified and capable man and women are available readily to meet the future needs of the organization. Such men and women should be readily available to fill vacancies caused through retirement, death, resignation, promotion or transfer of staff or through the establishment of new position. Despite the influence of de-layering, change to the traditional hierarchical structures and less opportunities of jobs for life, there is still an important need for effective succession planning in order to develop internal talent and help maintain loyalty

and commitment to the organization. However excessively detailed and rigid career planning has become unrealistic and belongs to the past.

The current business environment requires considerable flexibility and adaptability of individual management jobs and total management system; this has strong impact on career patterns. Managers have to be developed in a way that makes them available for a wider array of new positions, including position that could not be anticipated in out lining their future career path. More open career planning also assumes that, for some managers, their whole career cannot with the same company, helping individual to maintain a necessary degree of employability. (J. Mullines, 2005).

2.2.5 Open and Distance Learning

The growing use of open and distance learning approach in management practice reflect the attractiveness of the ideas that mangers should be able to learn at a time, at place to suit themselves. It is also widely believed that most mangers, being, mature, experienced people are not excited by traditional, formal methods of learning. Being primarily people of action, they will favour learning close to the job rather than attending long training courses at external institutions some may also be simulated by the use of modern multimedia communication technique. Coffey (1977) define open learning system as removed constraints which would otherwise make them closed. He puts forwards constraints of two kinds:

1. Administrative Student must attend at specific place and at specific times or must complete a course of education or training within a specified period of time.

2. Educational for example, minimum qualifications for entry and lack of flexibility concerning learning objectives, methods and sequence

2.2.6 Management Self Improvement

Management self-improvement is another way of assisting managers to hone their management skill and perspective at a time of place and pace appropriate to their individual circumstances and motivation. Unlike other approaches where attention has to be paid to schedules, assignment, group interaction and formal evaluation. However, despite more flexible and freedom, self-progress requires a great degree of personal discipline and commitment in completing a program and achieving learning objective within reasonable time. To paraphrase the old saying associated with learning" the amount you get out of management self-development is directly related to the amount you get time, effort and commitment you put in "there is no short cut.

The motivation to pursuit management knowledge through self-development must first come from within, before the program is started. In assessing whether or not is able to complete successfully a management self-development program, one must ask oneself a few very difficult question. Do I have a time that required on a daily and weekly base? Are my personal and professional obligations sufficiently under my control to devote myself to the required schedule?

What is my past experience with self-development activities in general such as resolutions concerning exercise, dieting and so on? What is my motivation for pursuing management self-development? Am I perusing this course of study because, given my special circumstances, it is the only realistic way of acquiring this body of knowledge? A significant factor affecting the success of self-development is the extent to which individual managers take advantage of development opportunities around them. This demands that the manager must be able to identify clearly real development needs and goal, to take responsibility for actions to reach these goals and recognize opportunities for learning. Self-development has to be self-initiated. But if this is to be realistic aim of it requires an organizational climate that will encourage managers to develop themselves and the active support of top management. Managers need sufficient authority and flexibility to take advantage of situation which is likely to extend their knowledge and skills. Superior is prepared to delegate new and challenging projects including problem-solving assignments. (J.Mullines 2005)

2.2.7   Management Consulting

The original purpose of management consulting was different from the purpose of management practice. In steady of training and developing manager, a management consultant was providing advice on how to solve a particular management problem, or even working out a problem solution individually and submitting this solution to the manager. However ,managers and consultant alike were becoming increasingly aware of the limit of this ways using consultant, the consultant cannot make full use of the client's experience and know how in looking for the best solution. The client manager fail to collaborate closely with the consultant, the consultant cannot make full use of the client's experience and know how in looking for the best solution. The client regards the solution thus produced as someone else's product and does not feel committed to it. The client has learned little or nothing about the consultant approach and method and may have to call the consultant again to deal with the same sort of problem. The solution has been found in various mode of client participation in consulting assignments and in linking management consulting and management

development. Modern consulting styles facilitate and encourage the client manager's learning in various ways. The client must be more than an attentive observer, who works together with consultant, sharing ideas, knowledge, information, judgment, feeling, feedback, experiences and assessment of results.

Increasingly, consulting project pursue distinct learning objectives. The consulting practice has developed a wide array of methodological approaches and the client are thus in a position to choose among alternative that fit their own personal and organizational learning needs and objectives. Consulting is also used to identify training needs and prepare management and human resource development program, either internal or external .Conversely, consulting projects. Maybe generated by management course and workshops, with the aim of assisting course graduate to apply particular approaches or technique in their organization.

2.2.8   Learning from Experience

Frequently expressed view that" experience is the best teacher "strongly support by a major research project carried out by the centre for creative leadership (CCL) in the United States. The CCL researcher argue that, their findings concerning what kinds of experience leads to what kinds of learning can be used to make development on the job much more systematic than it has been in the past. They cited broad category of experience and factors affecting experience that executive generally report as being potentially developmental they are: These include start-up, fixing troubled operations dealing with crisis and working against tight deadlines. The lesson learned include how to cope with pressure and stress, how to learn new skills and techniques rapidly, and how to deal with problem subordinate. Experience of Other People These people serve mainly as a model of values either by representing what to be or do, or what not to be or do. Hardships help people learn their limits. Things like making serious mistake having to lay off employees or close plants and enduring the traumas of personal life cause managers to pause and reflect on what is desirable and also what is possible.

2.3   Conditions for Effective Management practice

In Recent years a consensus has begun to emerge about the most important conditions for effective management practice. Briefly, these are management education and training is perceived within the enterprise. Especially by senior managers, as key activities; education and training needs are derived primarily from the strategic plan for the business; the design of education and training program and the selection of learning methods take into account the nature of managerial works; decision about education and training take into account the

needs and capacity of individual managers; education and training are seen as a continuous process in which job experience, career progression and opportunities for learning are linked together; and management education and training are systematically reviewed and evaluated to establish their cost –effectiveness each of will be considered in turn .(Mullins,1985) Enterprises do not remain static. They grow, they diversify, they expand overseas, and they restructure themselves. They also acquire subsidiaries and effect mergers. Not all these things will, of course, be planned or foreseen, certainly not in detail or in precise timing and sequence. In the well managed enterprise, however, they will reflect a corporate purpose or policy and strategy for bringing it to fruition, which has profound implications for both the quantity and quality of managers required. In quantitative terms, this means having managers at each level to meet the changing needs of the enterprise. More importantly, in qualitative terms these managers must be capable of meeting the challenges, both internal and external, that the future will bring. It is the gap between today's level of managerial competence and the demands likely to be made on management in the future which defines training and development needs. At individual level, it requires an appraisal of current performance and an assessment of the existing level of knowledge, skill, and other forms of competence possessed by individual for comparison with the expected future requirements for managerial performance, knowledge and skill. At the level of the management team, it requires an objective assessment of the collective capability of the management of a firms or an enterprise division in such matter as achieving innovation, adapting to change, and securing financial control, launching new products or service, and meeting competition all those matter in fact which reflect the functioning of a management team rather than the performance of individuals. Inevitably, such an assessment is likely to identify not only education and training need in the area of interpersonal skill, communications, leadership, planning and handling information, but also in the less obvious and field of values and attitudes.

2.3.1 Management Practice Related to Individual Need and Potential

Where management Practice is sponsored by business, the anticipated out comes will be stated in terms of benefits for the business. In order to achieve this, the needs of managers must be studied as well as those the organization. The evidence suggests that two things are fundamental. First, managers should be able to perceive the development program as a way of achieving the things they variously want to attain, such as personal development, career advancement, and sense of belonging, recognition, esteem, status or other forms of satisfaction. If attendance at courses is unrelated to these needs, then managers will either

find reasons for not attending them or will attend them for the wrong reason, such as taking an extra vacation at the company expense. Secondly managers must be motivated to learn. This state of mind is quite different from merely being willing to be taught. It implies an active, searching, enquiry approach to learning, and one which having been developed while attending course, is capable of continuing back on the job, making a reality of the percept that management education is a continuous process. Assessing individual for Practice is a more difficult problem and the weakness of traditional approaches is well documented. Appraisal of the individual's personal qualities and potential for higher management by an immediate supervisor is a highly subjective process, in which personal bias and prejudice tend to cloud the issues. Once individuals are assessed as having high potential, they become marked out as favoured, collect the best jobs and attend the most prestigious management course until they arrive through the reliable mechanism of the self – fulfilling prophecy, in top management jobs. At this stage it may be difficult to convince them that such a system doesn't necessarily produce the best senior managers. It is no answer, to rely solely on measured performance in relation to well defined objective or target as a means of identifying potential senior and op managers. The requirements of jobs changes a great deal of mangers in the company will one day make a good marketing director, let alone a good chief executive.

2.3.2   Management Practice as Continuous Process

People tend to see education and training as a process which happens to them and in which they have a more or less a passive role. They also see formal course of education and training largely as episodic processes, which begin on the first day of a program and ends on the last day. The manager to return to the real world and get on with the job until it is time for the next course. "Learning" however is not something that happens to people: it is something they do and something they can be active rather than passive about. Courses provide opportunities for learning, but so does the job itself, and so do other processes and activities, inside the organization or away from it, in which the individual manager becomes involved. Learning, therefore, does not begin when the course begins, nor stops when the course finished in order making this concept operational, however certain conditions have to be satisfied. First managers must not only be motivated to learn and be offered learning opportunities, they must also know to take advantage of them, which means learning how to learn. Secondly, few people are capable of sustained learning without supporting relationships and a means of achieving knowledge of result and a sense of progress.

Increasingly ,these conditions are being created by means of close and continuing relationships, between an organization and its managers on the one hand, and an episodic nature of management education program, whether these take place within the company or externally.

2.4   Empirical Literature Review

2.4.1   Evaluation and Review

According to prokopenko (1989) the evaluation of management development program is difficult, because it is not normally possible to establish absolutely precise criteria of management performance. As in other instance where judgment has to be exercised in a condition of uncertainty, however, the provision of relevant data can be an important aid to decision-making. The relevant data in the case of management training include course participant perceptions of the relevance of training program and their impact on performance, assessment of change, and such performance measure as are available in a given managerial situation

2.4.2   Training Needs Analysis

Pearce (1997:6) explains that no evaluation of training can be accomplished unless we know what we are trying to achieve. This can be at an individual, work team or organizational level. The individual's objectives must be aligned with the organization's objectives. This will lead us to a logical process of identifying training needs. It is also very important to define the individual task requirements and performance standards required. The following should be kept in mind when identifying training needs for individuals: identify any performance deficiency and agree on training needs, agree on a future development plan and agree on training needs for the individual, evaluate training needs, evaluate those needs against the organization's strategy. According to Whetten and Cameron (1995:21), it is important to identify the training needs of managers to determine their management skills. According to Kleiman (2002), an organization should "employ for attitude and train for skill". The acronym used is CAPS According to Kleiman (2002), "capacity", that holds up the rest of the pyramid, If an employee does not have the capacity to do the job, nothing else matters. There are two kinds of capacities required for any job. The first is physical capacity and the second is mental capacity. These two are the bare minimum requirements needed for doing any job. The second layer in the pyramid is "attitude". Having ascertained that an employee or applicant has the required capacity, the next step would be to find out if he/she has the attitude needed to do a good job. The third layer of the pyramid is "personality". In

considering personality, it should be understood that there are three personality fits to look for. First, the job has a personality.

A job that requires an employee to interact with a lot of people would, of course, be best suited to someone who likes working with others. At the peak of the CAPS pyramid is "skill". While it is always possible to train a person in the skills needed to do almost any job, there is simply no way to train someone to have the right mental and physical capacities, attitude, or personality. Thus, always hire in respect of capacity, attitude and personality, and train for skills. Erasmus and van Dyk (1999:53) state that the starting point for planning all organized learning events (this includes management) in an organization would be a comprehensive needs assessment. A broad systematic examination of conditions conducted for the purpose of identifying general differences between what people should know or do and what they actually know or do. A training need analysis is an essential and simple procedure that follows certain steps to decide what is required for doing the job, and assess what the individual can do. There are many methods available to formalize this procedure. A checklist or discussion between the individual and his superior may be used to ensure that training would be the successful approach to close the gaps between the organization's goals and the individual, there should be a connection between the problem and the solution, between the need for the training and the nature of the training. The common practice in so many studies is that the candidate's needs are disregarded and also that no training needs analysis is made before the training program are developed. Just as psychometric test results provide useful additional information, so should training material and systems be used by enterprises as useful additional information and not be used as the norm
(Van dyk, et al, 1995).

2.4.3   Levels of Training Needs Analysis

According to Erasmus, (2003), training needs assessment should cover three key areas, namely the organization, the job and the individual. In the organizational assessment, the proposed training needed in the organization is considered. It is also important to determine the impact that training in one department could have on other departments. An important consideration, however, is whether or not the proposed training will be compatible with the organization's mission, strategy, goals, and culture. The second crucial aspect is the job with its duties and responsibilities and is called "task analysis". For this analysis, different methods are used; for example, the critical incident and Delphi technique. The third and final analysis focuses on the individual's needs. Here, it should be determined which employees should receive training and what their current levels of skill and knowledge are.

Individuals may be nominated on the basis of their past performance, but the trainer should assess, or at least estimate, the skill and knowledge levels of the chosen trainees, so that the training fits their needs. If an individual assessment indicates that a wide range of skills and knowledge is required, it is advisable to group employees together into basic and advanced groups. Erasmus et al (2003:454) explain the training needs assessment phase model: It is clear that successful training begins with a needs assessment to determine which employee should be trained and what he or she should be trained to do. The training needs analysis phases are formulated from a set of objectives that state the purpose of the training and the competencies required of the trainees once they complete the training program. According to Erasmus et al (2003:455), a needs analysis requires time, money and expertise. Unfortunately, many organizations undertake training without making this essential preliminary investment. Often, there is no systematic plan to predict future training needs or to determine whether perceived needs can be met and problems be solved by training. If training has taken place without a careful analysis of requirements, it is likely to be ineffective, reducing the motivation of employees to attend future training program.   The model below may be used as a training assessment tool: According to Erasmus et al (2003:455), Phase One is an investigation into the nature of performance problems. Its purpose is to determine the underlying causes of the performance problems and the way in which they can be resolved through training. This phase is a process of instructions that will give the necessary information to design the training program. The difference between the required standard set according to which the job should be performed and the person's actual performance is referred to as the "training gap". The starting point for any training and development is identifying the needs. The needs identification is not a routine function, but should be made in a careful, diagnostic way. The aim is to establish what those needs are – whether they are important; how they manifest themselves; up to the identification itself. After identifying the training needs, there should also be guidelines on how they should be met and, lastly, they should be prioritized the proposed training should be aligned with the organization's goals, vision, mission and culture. The responsibility brought about by a need analysis is that of defining a task analysis.   The purpose of this is to ascertain whether the task is important and the training is essential. This will help in the selection of employees that should be subjected to training interventions, taking into consideration the employee's current skills level and knowledge. Needs identifications during the needs analysis should be translated into measurable objectives.

2.4.4   Need of the Individual

In today's world, "training" has become the buzzword, but research has shown that training is not the only key to success. There are many instances where changing an individual's behavior might be more appropriate and could lead to an increase in productivity. Changing the individual's behavior is part of the results of training. However, in today's business world, it should be remembered that skilled behaviors are no substitute for basic skills and knowledge. Robbins (2003:496) states that effective formal training should be individualized to reflect the learning style of the employee. Some people learn by watching others do the work and then copy it, and then being able to do it as well as it should be done. Others listen well and that becomes the method they use to grasp the concept. Then there are those who gain hands-on experience by practicing. If the preferred style of an employee is known, a formal training program can be designed to optimize that preference. If that information is not available, the best practice would be to design a program that utilizes a variety of learning styles.

2.4.5   Needs of the Organization

Organizations have training needs, both in terms of implementation of current strategies and in managing changes in the internal and external environment. From a business point of view, it is very important to establish the real need, because of the cost involved. The individual's needs and the organizations needs should be aligned. All the alternatives should be considered before making any decisions about a training course. People can be developed in house, or attend special training courses for development (Pearce, 1997). In the research of (Garavan, 1997), he found that industrial and organizational psychology indicates that the training and development of employees at all levels in the organization are regarded as a vital component in maintaining competitiveness in the international arena. This is supported by the view that training, education strategies are the key means to reduce the inefficiency of the employment relationship and to obtain a competitive labor market outcome. One of the main focuses of human resource development is learning, with the principle aim being   to realize the objectives of both the organization and the individual. The importance of human resource development as a means of ensuring that organizations maintain their competitiveness in an ever-changing environment cannot be overemphasized. An organization that seeks excellence recognizes the need for employee training and skill development. What matters most is the conversion of technology through people into better organizational performance the workplace skills plan refers to strategic human resource training and development aimed at

developing the work-force skills capacity and thereby achieving the business goals contained in the business plan.

2.5 Measurements and Evaluation

Compared to the measurement and evaluation of changes in managerial skills or organizational behavior, it is relatively easy to measure and evaluate the changes in physical skills. The aim is to measure all the specific components, utilizing a scientific approach of measuring prior to and after training interventions. According to (Pearce 1997:10), the main reason for measurement prior to training interventions is to determine the candidate's initial skills and the effectiveness of the training intervention. There are many ways of evaluating training. In studies where the candidate is taking part in a lengthy program for example a MBA or MDP program, which range from one year to four years, a good manager will carry out informal reviews as the training progresses. It is also important to monitor the candidates on a regular basis with in-house programs. When monitoring the candidate's progress, a performance deficiency can be identified .This can be achieved by comparing the current results with the set targets; and. if a contradiction emerges it can be dealt with by applying various techniques. Evaluation compiles the big picture out of a lot of components. According to Smit and Cronje (2005:146) evaluation should take place at the end of a performance period; the superior should meet with the subordinates to review the degree of goal attainment. The point that needs to be discussed should focus on the goals and the results achieved against those targets. The next point should be the progress of the subordinates against set targets.

It is clear that evaluation can only be done after a training need has been identified and the person has been trained in a specific discipline, the best time to do such a evaluation will be between three or six months after completion of the training. Kirkpatrick Model is one of the better models to use to evaluate training. This model consists of the following four questions: It is also important that training should not be evaluated at a financial level only. A good training event will help the morale and team spirit intangibles that can increase productivity and performance. Often, employee training fails to give the value it should for the organization. A major reason for this is that, too often, training is viewed tactically rather than strategically. It is not connected to overall organizational goals and strategy. Many organizations view training as something to be implemented when the time and budget allow it. Those that use training to maximum advantage view it differently. Training is how skills are developed, attitudes are changed, ideas evolve, and the organization is re-invented. A new culture is created as employees learn the skills that will increase sales, build effective

teams, improve quality standards, or meet a wide range of other objectives. To make training cost-effective, it is necessary to ask five questions, according to Daniels (2006): Who needs training? Who will deliver the training? What form will the training take? How will the training be transferred to the job? How will the training be evaluated? Training can bring extraordinary improvements to any organization. The key to getting the most returns on an organization's investment in training is to view it strategically rather than tactically.

CHAPTER THREE

Methodology of the Study

3.1 Methodology

Different methodologies have been employee for the preparation of this thesis paper. The main sources of information especially for compiling the theoretical background are different reliable books and Internet websites. One good local source of information using by the study is the work of past graduates of Post-graduate program of the University. Different printed materials including brochures, achievement reports, strategic plans etc. have also been using. Interviews and discussion with individuals actively involved in the topic area of the thesis is the other methodology using to gather information. Discussion on the actual practices of quality in the country, international quality standards and quality concepts in telecom industries are made with different experts in the field. Interviews on the processes employing by the case companies have been conducting with those employees responsible for the respective process. The involvement of employees in quality activities of any organization is of paramount importance. To understand and assess the attitude of employees towards their company and quality, a survey has been made on each case study. Questionnaires that are considered to be helpful in revealing employee's attitudes have been distributing and the answers acquired have been analyse to give bases for the recommendations put forward.

3.2   Research design

The collected data has been analyses in a descriptive way. The quality management practise of Ethiopian Telecommunication Corporation will describe and its commitment evaluate. The comparative analysis will make by considering the quality management of other public enterprises. The main objective of this study was to investigate the practices and related problems, the researcher decided to use descriptive survey type of research design which is concerned with the present situation and attempts to determine the status of the phenomenon under investigation.

Therefore by considering the above, the descriptive survey is help to see the actual practice of management development activities like how need is assessed, how performance is evaluated and it will also assisted to gather information regarding to the problem and challenges encountered during implementing management development program. Finally it was used to determining the current status of the management activities of the organization through fact finding by using primary data collection and document analysis.

3.3 Data sources Data collection method

Gerber-Nel, Nel and Kotze (2005:88) identify three primary data collection methods, namely, observation, experiment and survey. Of these methods, this study used the survey research. Surveys can be divided into four major types: personal interviews, telephone surveys, mail surveys and self- administered surveys the data for this study was gathered through company reports from Eth telecom, personal interviews with managers and self-administered questionnaires from employees selected by the sampling technique indicated below. The questionnaire respondents to this research were required to fill in the questionnaire distributed to them. However, some staffs included in the sample have not returned the questioner. In summary a response rate of 92%was achieved and this means that 235 out of 250 Employees selected for the surveyed have responded. Accordingly the results obtained are:-

Table 1 Response rate for selected samples

Response rate for selected samples

Description	Amount
Selected sample for the study	250
Staffs who filled and returned valid questionna	235
Response rate	94%

3.4   Types of data collecting

In this study both primary and secondary source of data was use. The primary data's was collected from enterprise management staff through questionnaires and interview with the managers of Eth telecom. In addition, the study deems secondary data from previous researches and study's on quality management practice

3.5 Population, sample & Sampling Techniques

3.5.1   Survey Participants

The survey participants in this study are General Managers, Project Managers/Operations Managers and the Executive Officers (EOs) of the Ethiopian telecommunication. These respondents are select by assuming that the selections of key respondents shall be generally based on those who have knowledge about the problem and subject area of the research.

According to Kumar et al., (1993), indications are that their responses will minimize response error.

3.5.2 Sample size

The sample size for surveyed staffs was calculated using the Raosoft sample size calculator with a margin of error of 5%, and 95 confidence levels. Ethiopian telecom staffs were arranged /organized/ from A to G level. Staff which is arranged from A to D level is non-managerial and the rest from E to G are managerial, by considering the above, all managerial staffs were used for the study and as of December 2020 they are 250 in number. Because the population of this research is small, the study targeted the entire population. In this context, Easter by-Smith et al. (2002) point out that, when the population is small, it is customary to send the questionnaire to all members. This 100 per cent sample is known as a census. Therefore, the entire population, which consists of 250 management staff, according to their reports for the year 2020, was targeted as a sample for this study. The main reason for choosing the entire population is to ensure that the sample is representative and not biased. The sample size calculator gave a minimum recommended sample size of 224 staffs. However, 250 questionnaires were distributed to provide for non-responses. 12 managers from different divisions were interviewed.

EQUATION 3-1

$$x = Z(c/100)^2 r(100-r)$$

$$n = N\ x/((N-1)E^2 + x)$$

$$E = Sqrt[(N - n)x/n(N-1)]$$

RAOSOFT'S SAMPLE SIZE CALCULATION FORMULA
Source: raosoft.com Where: N- is the population size, r- is the fraction of responses that you are interested in, and Z (c/100)- is the critical value for the confidence level c.

3.5.3 Methods of data analysis and Estimation of Error

The questionnaire registered was designed with five Likert scale ranging from strongly disagree to strongly agree and neutral in the middle (very low to very high and low and medium). The data collected using this questionnaire was analysed and presented with tables and percentages. Based on the results of the analysis, using the mean and standard deviation of the sample further discussions and conclusions are made. The discussions and conclusions are further supported by analysis of interview responses, review of company documents and Literatures.

Furthermore to estimate error or how well the sample represented the population, confidence interval method was employed. This was done by using the standard error of the mean and the 95% confidence level assuming the sample was large, random and normally distributed. According to the central limit theorem, for very large number of samples, the sampling distribution of means is approximately normal; that is, it is approximately the same shape as the normal distribution. (Bowen and Weisberg, 1980 pp 123)

3.5.4   Ethical considerations

The researcher maintained scientific objectivity throughout the study, recognizing the limitations of his competence. Every person involved in the study will entitled to the right of privacy and dignity of treatment, and no personal harm was caused to subjects in the research. Information obtained will held in strict confidentiality by the researcher. All assistance, collaboration of others and sources from which information was drawn is acknowledge.

4.1 Presentation, Analysis and Interpretation of Data

This chapter deals with presentation, analysis and interpretation of the data obtained from Ethiopia telecom management and office. The first part of the chapter present the back ground of the respondent, whereas the second part describes about the management practices and related problems regarding the case of head office managers/employees based on the data obtained through questionnaires and document analysis.

Analysis of Demographic Factor of the Respondents

Frequencies

Table 2 Statistics

	Age	Years of experience in the company
N	235	235
Missing	0	0
Mean	2.73	2.53
Std.devision	1.122	1.072

Source: Data collected through Questionnaire, 2021

4.2   Characteristics of the respondent

Analyzing the characteristics of the respondent will help to know whether the data obtained from the respondent is reliable or not and to determine the knowledge of the respondent about the topic of the study through their work experience, educational background and age. As shown in the table 3 below, out of 235 respondents, 178(75.74%) were male, whereas 57(24.3%) were female. This is visibly indicates that the administration position of Ethiopian telecom had been highly dominated by male.

Table 3 Characteristics of the respondent

No	Item		Valid Respondents		
			Frequency. Percentage		Cumulative %
1	Sex				
	Male		178	75.7%	75.74%
	Female		57	24.3 %	100 %
	Total		235	100 %	
2	Work experience in completed year				
	1– 5 years		6	2.55 %	2.55%
	6 – 10 years		13	5.53 %	8.08 %
	11-15 years		123	52.34 %	61.42%
	16 – 20 years		93	39.57 %	100%
	Total		235	100 %	
3	Age				
	20 -25 years		2	0.85 %	0.85%
	26 -30 years		16	6.8 %	7.65%
	30 -36 years		167	71 %	78.65%
	36 and above		55	23.4 %	100%
			235	100 %	
4	Academic Status				
	College Diploma	8		3.41%	3.41%
	B.A/B. Sc	187		79.57 %	82.98%
	MA/MSC	40		17.02 %	100%
	Other	**0**		**0 %**	
6					

Source: Data collected through Questionnaire, 2021

As it is shown in Table 3 among all the respondents 75.74% have found to be male whereas the remaining 24.3% are females. This is visibly indicates that the administration position of Ethiopian telecom had been highly dominated by male. The same table also revealed that out of the total 250 sampled and (valid) respondents of 235, 0.85 % to the age group of 20-25, 6.8 % to the age group of 25-30, and 71% to the age group of 30-36, and the remaining 23 % belongs to age category 35+. Having the majority to be in the range 30-36 years might have its positive impact on getting a smooth implementation of quality management system because they are assumed to the gear power of change. Thus this implies that under normal circumstance they were matured enough and can express their ideas related to the study

consistently and with better understanding. Therefore, there judgment and opinion can be taken as acceptable to the study. The same Table 3 made known years of service of respondents in the center. Accordingly, 2.55 %, .5.53 %, 52.34 %, 39.57 %,of all the respondents are grouped under years of stay in the center 1 – 5 years, 6 – 10 years, 11 – 15 years and 16 – 20 years respectively. For the reason that the preponderance has more than 6 years of stay in the center, it has been believed that they might provide dependable and consistent inputs to the survey.

The last item of Table 3presents the educational level of employees considered in the sample. Among which 1.23% of them are college diploma holders, 81.57% greater proportion, of them are bachelor degree which could have constructive impact on the trustworthiness of collected data, and the remaining 17.02% Master degree holders and above. The tables also treat the respondent qualification separately. As per the company policy and procedure the minimum qualification for supervisor and managers were first degree hence it can be concluded that almost all sampled mangers were qualified to the position they held.

Position in the Organization

For the question asked to the respondents to write down their position in the organization, they answered 43 different positions of the organization. This helped to maintain the quality of the data obtained. These accords with the literatures, which suggest that quality, must incorporate the opinions of everyone in the organization. However, to better understand the phenomena and get better results most of the employees work under quality department. This is because the research tends to assess practice of quality management in the organization and quality department is the nucleus of the area of study. In particular it shouldbe recognized that the organizational processes flow across the departmental boundaries and management focus on departmental practice will often have a departmental effect on the overall business process (Knowles, 2011).

4.3   Analysis and Findings of the Study Obtained from the Questionnaire

Table 4 Analysis and Findings of the Study Obtained from the Questionnaire

Quality rating of the existing management system	Respondents	
	No.	%
Excellent	0	0 %
Good	17	7.2 %
Unsatisfactory	90	38 %
Poor	128	54.5 %
Total	235	100 %

Source: Data collected through Questionnaire, 2021

This section contains analysis of primary data directly related to the study. All the data gathered form respondents are presented, analysed and interpreted in detail. Regarding the rating of the quality of the existing quality management system, 128 (54.5%) of the respondents are responded by saying poor, 90 (38%) of the respondents are unsatisfactory and 17 (7.2%) of the respondents are responded well. From such a response one can easily perceive that more of the manageress has agreed on the poor quality of management systems

Figure 1 Proportion of the respondents regarding the major problems (management system with related to customer satisfaction)
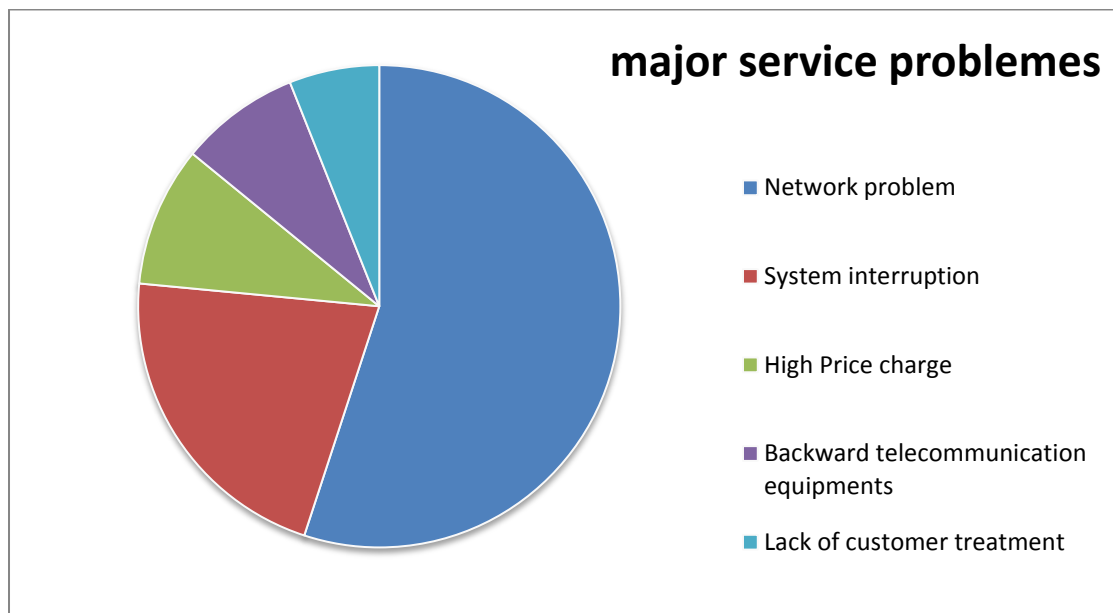
Source: Data collected through Questionnaire, 2021

The diagram revealed that the major problems with the corporation in management system, service provision and that has contributed to the development of hesitations in the

corporation are expressed as a network problem 127 (54%) of the respondents, 56 (24%) of the respondents are system interruption (for those internet service users), 28 (12%) of the respondents are High costs charged by the corporation, 14 (6%)of the respondents are backward telecommunication equipment and 10 (4%)of the respondents are Lack of customer treatment. The network problem, the system interruption and the high charges are supported by large number of the group.

4.4 Challenges to Provide Quality Service to Customer and management practice for the organization

 According to the data obtained from respondents indicated that, due to the ever-growing scope of the corporation function, capital constraint contributes to the poor quality of the services provided. The poor network available has been taken as a manifestation of lack of quality. On the other hand, another challenge that hinders the corporation from providing a quality service is lack of awareness in the public regarding the telecom service and managements commitments to achieve the current management practice. The public does not have the necessary information regarding the services of the organization.

Beside this, data obtained from respondent evidenced that, the size of the corporation is difficult to manage as to the number of available branches in different parts of the country with large number of employees, since the telecom serviced is only and only provided solely by the corporation. The larger size of the corporation is one reason for not delivering that of a quality service to its customers.

4.4.1 Management Style in Ethiopian telecom

It presents and analyses the findings regarding the current management style in Ethiopian telecom. As Table 5 shows, 136(57.9%) of the participants believed that Participative management style is most highly donated to management practice program. Also 75(31.9%) of the participants believed Consultative management style is the most widely held style in the corporation.

Table 5 Management Style

	Frequency	Percent	Valid Percent	Cumulative Perce
Autocratic	11	4.7 %	4.7	4.7%
Persuasive	13	5.5%	5.5	10.2%
Consultative	75	31.9%	31.9	42.1%
Participative	136	57.9 %	57.9	100 %
Total	235	100 %	100.0	

Source: Survey questionnaire, (2021)

Regarding to in what must be done to improve management system the following suggestions are forwarded:

❖ Benchmark should be taken from other country/organizations.

❖ Build sense of ownership attitude.

❖ Deliver d/f types of training.

❖ Improve communication b/n employee & management.

❖ Management should be proactive.

❖ Training on new technologies should be delivered.

4.4.2 Effectiveness of the System

Figure 2how do you see the effectiveness of current management practice in ETC?
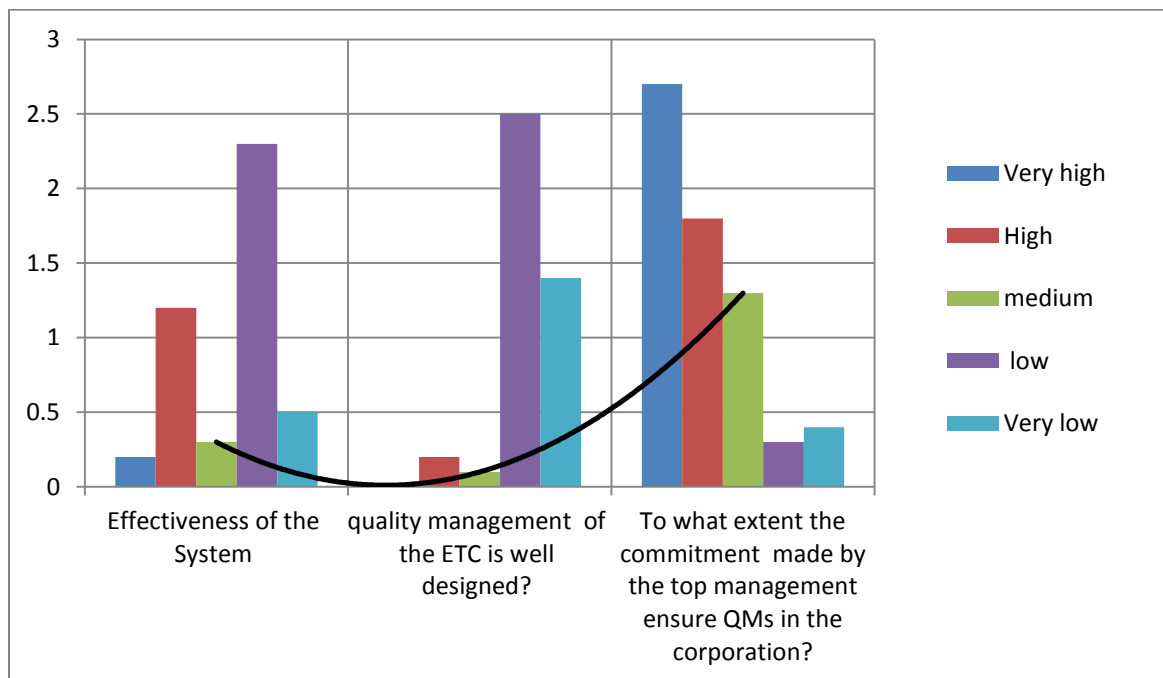
Source: Data collected through Questionnaire, 2021

As can be seen in chart above, majority of the respondent's i.e.137 (58%) of them replied that the current management practice of the corporation is low. While then the respondents argue 58(22%) of the respondents replied, the management practice rated high. This implies that, there is somehow gap in implementing the system in the operation of the corporation.

As can be seen chart In above, majority of the respondent's i.e.167 (71%) of them replied that they are disagreed with the current quality management system is not designed well. While the rest 64(27%) of the respondents replied, they strongly disagreed with the quality management system is not designed well because as the respondent replied that, other possible considerations does not considered. This implies that, the system of the corporation is not well functioned since not well designed.

As it is presented in chart above, majority of the respondent's i.e.127 (54%) of them replied that to great extent the top management of the corporation committed to ensure the designed quality management system. While the rest 75(32%) and 33((14%) of the respondents replied, to some extent and to lower extent the top management commitment ensure the current management system of the corporation. This implies that, there is high level of commitment by the higher management body to make of the service and management system quality.

4.4.3 To what extent the corporation takes corrective measure to ensure quality management practice in all over the company management level?

Figure 3 To what extent the corporation takes corrective measure to ensure quality management practice in all over the company management level?
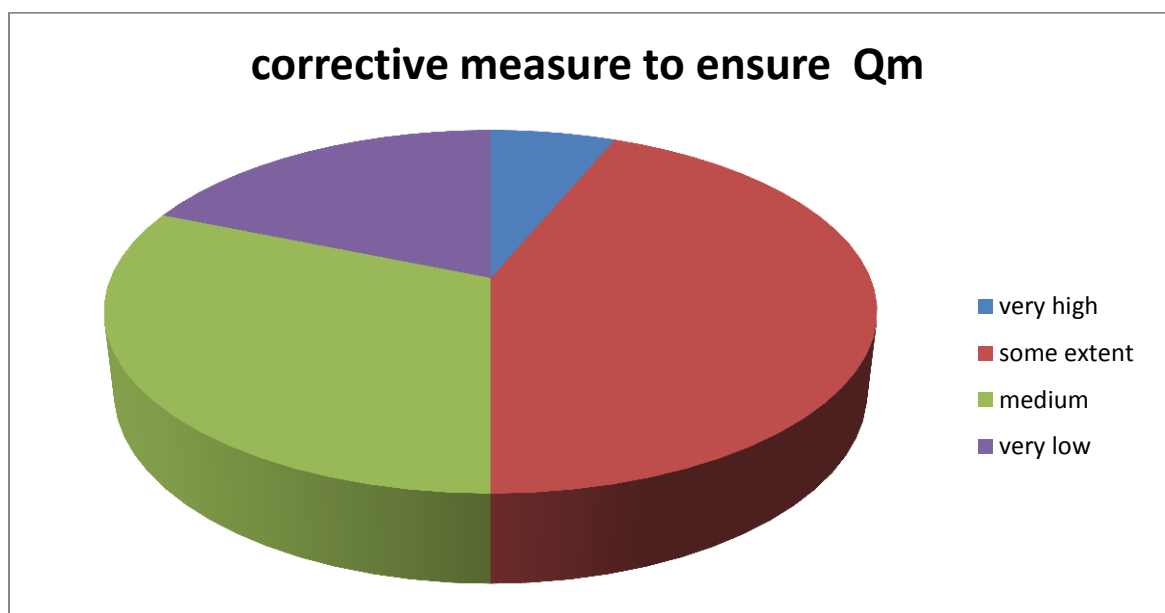
Source: Primary data, 2021

As can be seen in the pie above, majority of the respondent's i.e. 151(64%) of them replied that to some extent the corporation take possible measure to ensure quality management. While the rest 47(20%) and 38(16%) of the respondents replied that to medium extent and to very lower extent the corporation take corrective measure to ensure quality. This implies that, the corporation can have the possibility to reduce the cause to problem.

Analysis about Management Commitment Variable

Table 6 senior executive's highly visible leadership in maintaining an environment that supports quality improvement

Response options	Frequency	Percent %	Cumulative percent
Very low (strongly disagree	24	10.2	10.2
Low	33	13.6	23.8
Medium	53	22.7	46.5
high	88	37.6	84.1
Very high	37	15.9	100
Total	235		

Source: Survey questionnaire, (2021)

For the above table asking respondents that the senior executives of the organization provide highly visible leadership in maintaining an environment that supports quality improvement? 37.6% agrees, 22.7% neutral, may be their job type may prevent them from knowing about the phenomena or maybe they have their own reason not to pick one. 15.9% of the respondentsstrongly agree, 13.6% disagree and at last, 10.2% of the respondents strongly disagree. From these responses, we can infer that the senior executives of the organization provide highly visible leadership in maintaining an environment that supports quality improvement. During an interview with the General Manager of the organization, he raised a point that top management hold meetings every month about the work environment, reports from quality department and from marketing department about the situations with customers. All the decisions of these meetings recorded on the minutes of meetings and documented. When welook at the Literatures, quality management system raises a presumption in that a management that is committed to the development, implementation and continual improvement of a management system will be committed to quality because it believes that the management system is the means by which quality is achieved (Hoyle, 2001).

Table 7 Participation of senior executives on quality improvement

Response options	Frequency	Percent	Cumulative Percent
Very low	11	4.5	4.5
Low	40	17	21.5
Medium	29	12.5	34
High	83	35.2	69.2
Very high	72	30.7	100
Total	235	100	

Source: Data collected through Questionnaire, 2021

For the above table that asks if, the senior executives consistently participate in activities to improve quality 35.2% and 30.7% of the respondents high (agree)and very high (strongly agree), sharing the largest pie followed by respondents who disagree 17%. 12.5% are neutral, this is may be their job type may prevent them from knowing about the phenomena or maybe they have their own reason not to pick one. At the bottom, there are respondents who strongly disagree 4.5% that senior executives consistently participate in activities that improve quality. The result implies that the senior executives consistently participate in activities to improve quality. During an interview with the general manager of the organization, he raised a point that top management hold meetings every month about the work environment, reports from quality department and from marketing department about the situations with customers. All the decisions of these meetings recorded on the minutes of meetings and documented.

Factors that Made the Corporation Ineffective

As per the data obtained from respondents, the possible reason for the ineffective service of the corporation is existence of the problem; the largest share is those who support the idea of lack of proper management. And also respondents explained that, explained that the existing management in the organization lacks the commitment towards establishing a dependable ICT in the country so that the management should shoulder the responsibility for all the problems. Lack of the required technological equipment's in the corporation has also been taken as a reason for the existing service problems. Moreover, lack of skilled employees in the area of customer handling has created in customer disappointment. Other possible reasons include the nature of the telecom service in the country which operates in a

monopoly market, and lack of emphasis on the existing service rather 'putting expansion first'.

Finally, data obtained from respondents indicated that, the corporation should have to fulfil all the possible requirements in its service, operation and management practice in order to fully exploit the benefit of effective quality management. (Primary data, 20 21)

Table 8 Demonstration of an ability to manage the changes needed to improve the quality

Response options	Frequency	Percent	Cumulative Percent
Strongly Disagree	13	5.7	5.7
Disagree	29	12.5	18,2
Neutral	54	22.7	40.9
Agree	88	37.5	78.4
Strongly agree	51	21.6	100
Total	235	100	

Source: Data collected through Questionnaire, 2021

For the above table, 37.5% of the respondents agree that senior executives have demonstrated an ability to manage the changes (E.g. organizational, technological) needed to improve quality, 22.7% are neutral. This is may be their job type may prevent them from knowing about the phenomena or maybe they have their own reason not to pick one, 21.6% strongly agree, 12.5% disagree and 5.7% strongly disagree hence the results indicate that senior executives have demonstrated an ability to manage the changes (E.g. organizational, technological) needed to improve quality. During the interview session, all top-level managers included in the interview agreed that they make strategic decisions to make the changes manageable even by spending a lot of investment for consulting companies to help with the setup and training how to adapt with the changes coming due to practicing of new philosophy in the organization. The system also needs management to manage changes. Hoylehints at to meet this new requirement, change management processes need to be designed and put in place. The integrity of the management system will be maintained only if these processes are made part of the management system so that in planning the changes, due consideration is given to the impact of the change on the organization, resources, processes and products and any resulting or associated documentation.

Table 9 Employees' involvement and empowerment to improve quality

Response options	Frequency	Percent	Cumulative Percent
Strongly disagree	16	6.8	6.8
Disagree	19	8	14.8
Neutral	48	20.5	35.2
Agree	120	51.1	86.4
Strongly agree	32	13.6	100
Total	235	100	

Source: Data collected through Questionnaire, 2021

Asking if employee's involvement and empowerment encourages them to exert the best of their abilities to improve quality 51.1% of the respondents agree, 20.5% are Undecided to choose, This is may be their job type may prevent them from knowing about the phenomena or maybe they have their own reason not to pick one. 13.6% strongly agree, 8% and 6.8% of the respondents disagree and strongly disagree. These implies that respondents who agree and strongly agree is too high 64.7% compared to those who disagree and strongly disagree 14.8% thus we can infer that the organization's employees' involvement and empowerment encourages them to exert the best of their abilities to improve quality. While reviewing secondary data on a magazine printed for the organization 50th year anniversary, the chairperson said that they would not fire because of capabilities. If some employees get difficulties doing their job, we will not let them go. We have experts and they will train them. This shows that the company encourages employee's involvement and empowerment. Juran supported the argument that empowered employees become more productive. He point toward Empowered work team membership can make 80 to 90 percent of daily decisions regarding the team's business. The team is responsible for its own actions and team results, and thus for the overall product and service provided. Members accept that their job expanded to include improving the work processes of the team. They also accept more responsibility for problem solving, leadership, and team development as the team matures. Administrative tasks such as scheduling and the team itself coordinates trainings.
(Juran, 1999)

Table 10 Education and training in statistical and other quantitative methods that support quality improvement

Response options	Frequency	Percent	Cumulative Percent
Strongly disagree	16	10.2	10.2
Disagree	19	10.2	20.4
Neutral	48	17	37.5
Agree	120	47.7	85.2
Strongly agree	32	14.8	100
Total	235	100	

Source: Data collected through Questionnaire, 2021

For table asking question if the organization's employees given education and training in statistical and other quantitative methods that support quality improvement 47.7% and 14.8% of the respondents agreed and strongly agreed respectively. The fact that 17% are neutral is may be their job type may prevent them from knowing about the phenomena or maybe they have their own reason not to pick one. Responses of disagree and strongly disagree get 10.2% each. From these results, we can understand that 62.5% of the respondents agree and strongly agree is much higher than 20.4% who disagree and strongly disagree who might be from departments that do not need statistical and qualitative trainings. This implies that the organization's employees given education and training in statistical and other quantitative methods that support quality improvement and quality management challenges. On the training manual the organization state that the training manual presents the good manufacturing practices requirements on training, an overview of the training process, types of training and different groups requiring training, the instructional systems design (ISD) model, and some considerations to make training more effective. This manual also describes what to include in a training procedure. Different evaluation and assessment methods explained along with ways to plan and document training for the purpose of manufacturing pharmaceuticals of proven quality, safety and efficacy for the public. For most of human history quality goals consisted of product features or process features, usually defined in words. Juran relate the need to train employees in statistical terms to the growth in science and technology. He indicates that the growth of technology then stimulated the growth of measurement plus a trend to define quality goals in numbers. In addition, there emerged the concept of limits or "tolerances" around the goals. (Juran, 1999)

4.4.4 Effective system for employees to make suggestions to management on how to improve quality

Table 11 suggestions to management on how to improve quality

Response options	Frequency	Percent	Cumulative Percent
Strongly Disagree	11	4.5	4.5
Disagree	48	20.5	25
Neutral	48	20.5	45.5
Agree	99	42	87.5
Strongly agree	29	12.5	100
Total	235	100	

Source: Data collected through Questionnaire, 2021

For the above table asking the respondents whether the organization has an effective system for employees to make suggestions to management on how to improve quality or not 42% of the respondents agreed. The fact that 20.5% are neutral is may be their job type may prevent them from knowing about the phenomena or maybe they have their own reason not to pick one. 20.5% disagree, 12.5 strongly agreed and only 4.5% strongly disagreed. Since majority of the respondents agreed that, the organization has an effective system for employees to make suggestions to management on how to improve quality one can indicate that the organization has an effective system for employees to make suggestions to management on how to improve quality. The organization prepares training feedback sheet that the trainees use to fill after taking training. On this sheet, there is a field to be field by the trainee any suggestions they have on any improvements they have to enhance quality. Moreover, during the interview with the quality supervisor she said that employee's suggestions of any kind will be documented and be raised as an agenda on meetings with managers. Juran emphasizes the need to empower employees not only to take their suggestion but also to make them to be part of the decision makers. He indicates that empowered work team membership can make 80 to 90 percent of daily decisions regarding the team's business. The team is responsible for its own actions and team results, and thus for the overall product and service provided. Members accept that their job expanded to include improving the work processes of the team. They also accept more responsibility for problem solving, leadership, and team development as the team matures (Juran, 1999).

4.5   Problem and Challenges of Management practice Program

It presents and analyses the findings regarding the current management practice program problems and challenges in Ethiopian telecom. Taking into account the main factors that could influence the effectiveness of management practice activities and the main problems and challenges facing management practice activities in the company, the present study aim to explore the main factors, problems and challenges that face organizations in managing their management practice activities. Therefore, the questionnaires and interviews raised many questions related to this aim. Table below revealed that the main problems and challenges of the management practice program poor quality management training program 36.5% & lack of motivation among managers 43.5%, inaccurate management practices need assessment 38.8%, lack of on-the-job training & Poor co-operation and co-ordination between the various departments and the training and development department/division 36.5%, are some factors that were hinder to management practice program implementation.

Table 12 Problem and Challenges of Management practice Program

	strongly disagree		Disagree		Un decide		agree		strongly agre	
	f	%	F	%	F	%	F	%	F	%
Poor co-operation and coordina between the various department and the training and developme department/division	41	17.6	22	9.4	19	8.2	86	36.5	67	28.3
Poor quality management traini program	11	4.7	64	27.1	25	10.6	103	43.5	28	11.8
Inaccurate management practice need assessment	11	4.7	33	14.1	53	22.4	92	38.8	47	20
Lack of on-the-job training	33	14.1	55	23.5	39	16.5	86	36.5	22	9.4
Lack of motivation among managers	22	9.4	33	14.1	50	21.2	103	43.5	28	11.8

Source: Data collected through Questionnaire, 2021

4.6   Evaluation and follow up

The evaluation stage is the most critical one in the quality management practice cycle; it reflects the ways by which the effectiveness of management practice program will be judged or assessed. It indicates the overall effectiveness of program in achieving its objectives; this information could help in improving future management practice in the company. Therefore, it is unsurprising that many authors (MaCracken and Wallace, 2000) consider evaluation as an integral part of any systematic management program. According to Kearns and Miller (1996), the evaluation stage aims to build credibility and a solid foundation for management decisions, provides a basis for increasing return on investment (ROI), categorizes training by the type of return from investment in training, helps to link management practice program with strategic and operational business objectives and ensures all management level commitment and full support, particularly top management level.

In order to understand how this stage is considered and conducted in Ethiopian telecom, the respondents were asked about the techniques used to evaluate management practice and the challenge facing during evaluation. In this study, the participants were asked about the commonly used evaluation methods when evaluating management practice program. It was found, as shown in Table that the most commonly used evaluation methods by the organization was the performance appraisal reportsTable shows that 18(21.2%) of the participants agreed that interviewing at the end of each management practice program was the most common and frequently used evaluation method. All 22(25.9%) of the participants asserted that Testing the participant before and after the program pre and posttest method Regarding training evaluation, the training manager of Ethio telecom admitted that not much has been done in terms of training evaluation which is only limited to immediate assessment of trainers, trainees and training program during and sometimes after completion of training

Table 13 Evaluation Tool and Techniques

	Never		Rarely		Some times		mostly		Always	
	F	%	f	%	f	%	F	%	f	%
Asking to fill a questionnaire the end of the program	18	21.2	15	17.6	24	28.2	16	18.8	12	14.1
Interviewing at the end of eac evaluation program	20	23.5	19	22.4	28	32.9	18	21.2	-	-
Testing the participant before after the program(pre and posttest)	17	20	15	17.6	23	27.1	22	25.9	8	9.4
Performance appraisal reports	8	9,4	4	4.7	20	23.5	23	27.1	30	35.3
Other	2	2.4	-	-	-	-	1	1.2	-	-

Source: Survey questionnaire 2021

CHAPTER FIVE

5.1   Summary of Findings, Conclusion sand Recommendations

5.1.1   Summary of findings

Findings of the study were made from the analysis of primary and secondary data, interview and observation. Depending on the result of data analysis the following major findings are obtained: The primary objective of this research was to examine the management practices and related challenges at Ethiopian-telecom. A management practice is one of the key drivers for organizational success and employee performance. It is the main approach used by an organization to maintain and improve the capabilities and skills of its workforce. Trained people are responsible for implementing organizational strategies, conducting day-to-day business activities, running organizational assets represented by technology and satisfying the organizations" customers through providing high quality products and services. Therefore, organizations need to pay more attention to training and developing those people's skills to help them to undertake their current and future duties well. Also, this chapter aims to discuss the findings and results that have emerged from the data analysis presented in Chapters 4. It links the previous chapters together; also links the theoretical literature with the empirical side of the research. All the participants were managers and employees who were responsible for managing different section, department as well as division they were in the age group of 30 to 36 years. The majority of them possessed at least university degrees some of them hold masters. Predictably, most of the participants were males. In addition, this study found that the majority of the participants were managers with an average work experience of 11- 15 years.

For the first variable management commitment, the responses provide the highest respondent agree the management highly committed to implement and improve quality management system. Interview sessions with the members of management and reviewing organizational documents also lead that top management works hard to bring quality to the organization. Literatures discussed on previous chapters also point out the necessity of visible leadership of top management is vital to successfully implement quality management system. Therefore the management of etho- telecom is committed and striving to bring an environment that enhances quality system.

The second variable Customer focus shows that the responses are skewed towards the agree responses. From this result, one can infer that the company works hard on its customer's satisfaction, which is basic element to have successful quality management system. Review of the secondary sources also supported the above argument that the organization works hard

to improve quality that helped to satisfy its customers. Literatures on quality management system implementation enhance the need to focus on satisfying customer is one of the basic elements in quality management practice. Hence, the company is working hard to satisfy its customers by giving more appropriate and quality service focusing its customers primarily.

The third variable is process approach towards the works done in the organization in the aim of achieving higher quality management system. The result shows that the responses skewed towards agree that the organization uses process approach that is basic element to implement quality management system in the Organization. While reviewing of company documents, the researcher got documents on the application of processes throughout the organization in order to transform inputs in to outputs. Literatures support the need to focus on processes is vital for organizational success in implementing a good quality management practice .(Okland), suggest that Changing the culture of an organization to incorporate a sustainable ethos of continuous improvement and responsive business planning will come about only as the result of a carefully planned and managed process (Okland, 2004). Hence, the organization is applying different process approach methods which in turn helped the organization to produce quality products and give quality service.

The fact that most of the subjects choose to neutral that the organization is continuously improving is may be because, the subjects are working in positions that could not allow to notice continuous improvement in the organization or the subjects may not work for too long to notice whether the organization is continuously improving or not. In addition to that, they are unaware how to notice continuous improvement in the organization. However, having the facts discussed one can infer that the organization is continuously improving from time to time. The organization's documents show that the company is continuously improving in terms of financial positions, variety of service, geographical location operated and the provision and expansion of telecommunications services in Ethiopia and working with well-known companies from oversees. The best example for this is that the France telecom. Okland, Emphasizes the need to continuously improving He pointed out that the climate must change from the traditional approach of 'If it meets the specification, there are no problems and no further improvements are necessary'. The driving force for this will be the need for better internal and external customer satisfaction levels, which will lead to the continuous improvement question, 'Could we do the job better?' (Okland, 2004) Therefore continuous improvement is the heart of the organization's vision and it's shared across the organization by every departments and individuals hence every one involves to improve and bring the maximum state of the art technologies and service.

The last section is discussion of the qualitative data of interview with the managements about their awareness of quality management practice and the challenges they face while practicing of system. Their answer about their awareness was good. They raise points about the principles of quality management. They point out the need to implement quality management practice is to achieve superior quality with improved organizational culture and satisfied employees in a way that can help the organization to achieve its vision. They all agree that it makes dramatic change on the way things done throughout the organization. They believe practicing of quality management helped to increase service quality, less damage and waste, and more qualified products, which leads to higher financial results. From these thoughts of employees, one can infer that employees of the organization have satisfactory understanding about the current quality management practice

5.1.1 Conclusions

The qualities of management in Ethiopian telecommunication corporation measuring techniques are different angles starting from customer satisfaction by identifying the existing demand of the increasing of customers. The network capacity and relative points are answers by the corporation and some points mentioned here. Avoiding the concept of we're in a monopoly market, strengthening the existing service in the country, establishment of a strong quality control system, enhancing the capacity of employees awareness creation of the general public Enhancing the participation of top management establishment of quality Management. The challenges in quality management in the corporation mentioned here some are capital constraint the major problem stressing the growth and development of the organization and hindering the service rendering quality of the corporation. The next is lack of public awareness hinders the corporation from providing a quality service the other point is relative of the public regarding the telecom service is difficult to manage as the number of available branches in different points of the country with the large number of employees.

Moreover, in today's world, which is characterized by a frequent change and advancement in technology, keeping pace with such a system is unquestionable. Besides, implementation of such systems would enable the corporation to be internationally competitive and recognized organization. It can, therefore, be concluded that due to its indispensable importance, a quality management system should be established in the corporation for making fast decision, updating status report, following up work activity and integrating tasks of various management department. Initially the corporation should start giving emphasis to the concept of quality to the existing services which would grow into establishment of a total quality management system.

The following are the major conclusions remarked by the researcher:

- The company provides training and development program for their managers regularly when the mangers need training on new work methods, when mangers are upgraded to fill new position and sometimes when managers request it.
- The most important problems and challenges confronting management practice activities and program in company were: lack of poor quality management training program, lack of motivation among managers & inaccurate management practices need assessment difficulty to evaluate training and development out comes. Even though the company didn't have formal and written training and development plan, it is strategic in terms of the content.
- Since quality is not a one-night job there were some frustrations among management membersdue to high costs incurred at the initial phase of the implementation and practice.
- The benefits of practicing quality management systems are significant to the organization. The company's financial statements show improved results. Employee's relationship with the organization becomes better leading to fewer turnovers, less defects and reworks which significantly help the organization to minimize its costs. More satisfied customers leading to fewer complaints, quality results through process
- Approach and evidence based decision making are some of the benefits the organization is enjoying by implementing system.

5.1.2   Recommendation

- It is an undeniable fact that in recent times many organizations have come to the realization of the importance of the role of management development programs as it increases the organization's mangers efficiency, skills and productivity. Due to this fact, organizations must be cleared about the learning requirement of managers. Therefore, all managers regardless of their level must collaborate effectively and communicate the requisite for performance

Based on the findings of the study, the following suggestions are forwarded: It was found that, to tackle the main problems and challenges of the management practice and improving the situation, many things need to be done or many decisions need to be taken.

- Management practice needs to be a systematic function, linked and derived from the overall organizational strategies, plans and policies, rather than being piecemeal, standalone activities, designed to react to the current organizational conditions.

- Management practice needs to be systematic; training needs should be assessed based on objective systematic techniques rather than being subjective to the mangers direct viewpoints and personal aspects and it should be for all managerial level by emphasizing the need to be on performance appraisal records and job descriptions. When assessing training needs, the analyses should include individual, organizational and job training needs rather than individuals' needs only in order to use proper intervention mechanism for the gap identified be need assessment.
- Top managers and line managers need to be committed, and supportive for management practice activities through being involved in formulating the progress of a strategies, plans and objectives

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Appendix

QUESTIONNAIERS FOR THE RESPONDENTS

Dear respondents;

The purpose of this questionnaire is to carry out a thesis for the partial fulfilment of master's degree in quality and productivity management and gather primary data in order to assess the management practices and related Problems Regarding the case of head office managers, officers and chief officers. The researcher is grateful for your cooperation and assures you that all the information gathered will be kept confidential. You don't need to write your name on the questionnaire and since the data is processed and analysed in aggregation your individual answer cannot be separately identified.

Your cooperation in giving genuine and frank answers in the questionnaire is highly crucial to obtain relevant and reliable information for the success of this study. Thank you for your cooperation.

In case if you need any explanation here is my number 0913706791

Email st.fast.fanta@gmail.com.

General direction

You are kindly requested to put a "√" mark in the box provided in front of each alternative answer for each question; write your opinion and justification on the space provided for each questions.

Part1: Personal Information

- Gender:

1. Male ☐   2. Female ☐

- Age:

Under 25 years ☐   25- 35 years ☐   36-45 years ☐   46 years and above ☐

- Service years

1 -5years ☐   6 -10 years ☐   11-15years ☐   above ☐

- Educ. Level

Certificate ☐   Diplomas ☐   3. BA/BSC ☐

MA/MSC/MBA and above ☐

✦ Position

Division head ☐   Section manager ☐

1. How do you see the effectiveness of Ethiopian tele communication management practice in order to quality aspect?

     Very high ☐   Medium ☐
      High ☐   Very low ☐

2. What is the rating of the quality of the existing service provided?

     Very high ☐   Medium ☐
      High ☐   Very low ☐

3. What are the challenges, in providing a quality service to the customers?

Network Problem ☐   System Interruption ☐
High price charge ☐   Backward Tele equipment ☐
Lack of customer treatment ☐

4. To what extent the corporation takes corrective measure to ensure quality management practice in all over the company management level?

     Very high ☐   Medium ☐ low ☐
      High ☐   Very low ☐

5. Did you believe that the corporation use modern technology?

Strongly Agree ☐   Agree ☐
Neutral ☐   Disagree ☐
Strongly disagree ☐

6. The senior executives of the organization provide highly visible leadership in maintain an environment supports quality improvement and management practice.

     Very high ☐   Medium ☐
      High ☐   Very low ☐

7. The senior executives have demonstrated an ability to manage the change (organizational, technical) and management practice challenge in order to improve the quality management practice.

     Very high ☐   Medium ☐
      High ☐   Very low ☐

8. Every employee's thought has been used as an input to make any quality decision.

     Very high ☐   Medium ☐
      High ☐   Very low ☐

9. Training involvement the application of formal process to enhance knowledge and help managers to acquire the skills necessary for them to perform the jobs satisfactorily and improve quality

    Very high   ☐   Medium   ☐
    High   ☐   Very low   ☐

10. Which or any continuous improvement tools (brain storming, check sheet and other statistical process control) are applied on regular basis

    …………………………………………………………………………………………
    …………………………………………………………………………………………

11. How do you see the effectiveness of quality management practice in ETC.

    Very high   ☐   Medium   ☐
    High   ☐   Very low   ☐

12. Quality management practice of the ETC well designed?

    ☐ Yes   ☐ no

    …………………………………………………………………………………………
    …………………………………………………………………………………………
    ………………………..

13. The organization application of system for the measurement of tracking progress, identifying opportunities, and comparing performance managers internally and externally helped to improve quality

    Very high   ☐   Medium   ☐
    High   ☐   Very low   ☐

14. Top management seeks summarized reports of the facts recorded on daily basis to make quality related decisions

    Very high   ☐   Medium   ☐
    High   ☐   Very low   ☐

15. In what level, need improvement in relation to the service and practice of quality management in Ethiopia telecom?

    Very high   ☐   Medium   ☐
    High   ☐   Very low   ☐

Research-Work Timeline

ACTIVITY	DATE											
	November		December		January	March			April		May-June	
Acceptance of thesis title	X											
Preliminary survey of the thesis of work and develop basic data		X	X									
Write first draft of introduction			X									
Literature review												
Write first draft of literature revi			X	X								
Write first draft of methodology					X							
Select survey sample						X						
Prepare questioner						X	X	X				
Collect questioner data						X	X					
Analyze primary and secon data						X	X					
Write first draft of results discussion									X	X		
Write first draft of conclusion recommendation										X	X	X
Editing, formatting and prepa first draft of proposal for defens											X	X