ST. MARY'S UNIVERSITY COLLEGE

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

AN ASSESSMENT OF THE PRACTICE OF TOTAL QUALITY MANAGEMENT:
THE CASE OF ETHIOPIAN   TELECOMMUNICATION CORPORATION CENTRAL ADDIS ABABA ZONE

BY

WORKU MEKONNEN

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LIST OF ACRONYMS AND ABBRIVATIONS

- ➢ CDMA :- Code Division Multiple Access

- ➢ ETC:- Ethiopian Telecommunication Corporation

- ➢ SIM:- Subscriber Identity Module

- ➢ T:- Telephone

- ➢ WCDMA:- Wide Band Code Division Multiple Access

- ➢ CAAZ:- Central Addis Ababa Zone

- ➢ PT&T:- Post, Telegraph and telephone

- ➢ ICT:- Information Communication technology

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

A service giving organization like Ethiopian Telecommunication Corporation should have proper Total Quality Management system, and responsible for ensuring the provision of quality service in the organization. Ethiopian Telecommunication Corporation being the sole provider of telecom service in Ethiopia envisions becoming an international recognized agile strong and vibrant world-class ICT infrastructure and services provider with this in mind ETC has undergone through varies efforts to achieve a level best performance.

In order for organizations to generate huge amount of return, they should generate huge amount of sales through provision of quality service or product. The quality of a product or service has a pivotal impact not only on the growth and development of organizations but also on the mere survival. In today's technological world, quality of a product or service is viewed from a different angle which brought into attention the concept of *Total Quality Management* (*TQM*).

Total Quality Management (*TQM*) is a concept which states that the quality of a specific product or service can not only be linked to that product, but it needs the integration and commitment of each and every individual in the organizational structure so that an overall organizational excellence will be created. James Stoner. **Management,** 2003

This study, therefore, tried to show how total quality management is applied to *Ethiopian Telecommunication Corporation* as a basis for the analysis.

1.2. Background of the Organization

According to Ethiopian Telecommunication Corporation 2008 company profile, Telecommunication service was firstly introduced in Ethiopia by emperor Manlike II in 1894 when the construction of the telephone line from Harare to the capital city, Addis Ababa was commenced. The service was under Ministry of Post, Telegraph & Telephone (PT & T) in

1910. The ministry of PT&T had difficulties to meet the growing demand of telecom service for improved & increased telecommunication service. The shortage of trained personnel was acute and funds extremely low. Hence, a complete and urgent reorganization was necessary. The desire was to create an autonomous body efficiently organized, suitable staffed with financial autonomy to plan and operate the pressing telecommunication needs of the country. With this basis Imperial Board of Telecommunications of Ethiopia was established being separated for Ethiopia Postal Service.

The organization was renamed as "Provisional Military Government of Socialist Ethiopia Telecommunications Service" and "Ethiopian Telecommunications Authority" in 1975 and 1981 respectively. Finally, Ethiopian Telecommunications Corporation (ETC) was established as a corporation in 1986.

Telecommunications service in Ethiopia is provided by the Ethiopian Telecommunications Corporation (ETC), which is a state-owned operating entity. In recognition of the huge challenges created by the increasing demand for a modern telecommunications services by its customers in response to the economic policy and strategy of the government and in view of the vision, mission and strategic plan of the corporation, ETC is in a continuous effort to meet the purpose of its existence.

Vision, Mission and Core Values of ETC

Vision

ETC envisions an information-based Ethiopian society where all our people have access to information infrastructure on equitable basis. ETC shall be an internationally recognized, agile, strong and vibrant world-class ICT infrastructure and services provider.

Mission

ETC is established for the following missions:

○ Develop and maintain a modern information and communication network infrastructure capable of supporting voice, data and video services, equitably across the country and with high capacity digital connectivity to the rest of the world.

○ Provide world-class telecommunications services including basic telephony, mobile and internet and Multimedia services. Provide training, education and research in the field of ICT.

Core Values

○ Will be committed to understand, meet and exceed the needs and expectations of our customers.

○ Will recognize employees as the most important asset and will help them develop and grow.

○ Will commit to high-level performance, service quality organizational excellence and continuous development.

○ Will be ethical, honest and accountable in what we do.

○ Will make every effort to achieve superior financial return for our corporation.

1.3. Statement of the Problem

Organizations are getting complex in their operations so that they could be able to satisfy the ever increasing demand of customers for a quality product or service the overall organization should strive for creation of a suitable environment so that each product to be produced (*or each customer to be served*) is of with a standard quality. In order to ensure this, Organizations are now adopting a system which enhances their quality measures-*Total Quality Management (TQM).*

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 equipments, and lack of customer treatment.

Total Quality Management (*TQM*), a recently used measure of quality, is a measure of evaluating the overall organizational commitment towards ensuring a total quality in the organization. This would enable organizations to evaluate their commitment towards quality

so that possible measures could be taken for improving their future performance regarding quality.

1.4. Research Questions

This study has been conducted to assess the importance and application of total quality management considering the operations of *Ethiopian Telecommunication Corporation*. In doing so, the study has tried to answer the following basic questions:

1. What is the importance of quality management to *Ethiopian Telecommunication Corporation*?

2. How can the quality management of *Ethiopian Telecommunication Corporation* measuring techniques?

3. What kinds of standards are available to evaluate the quality management of *Ethiopian Telecommunication Corporation*?

4. What are the challenges in quality management of *Ethiopian Telecommunication Corporation*?

1.5. Objectives of the Study

General Objective

The overall objective of the study was to assess the application of total quality management in *Ethiopian Telecommunication Corporation*.

Specific Objectives

❍ Evaluate the importance of total quality management to *Ethiopian Telecommunication Corporation*,

❍ Identify the challenges in quality management of *Ethiopian Telecommunication Corporation*?

❍ Assess the different ways of quality measures that will be used to evaluate the eminence of an ICT service,

❍ Find out standardized quality measures, of *Ethiopian Telecommunication Corporation*.

1.6. Significance of the Study

In addition to demonstrating the importance of total quality management for *Ethiopian Telecommunication Corporation*, the study would have the following importance:

- ⭕ Serve to other researchers as base line survey for conducting further and detailed studies on TQM.
- ⭕ Alert *Ethiopian Telecommunication Corporation* to be more cautious in providing quality service to its customers and provide a total quality telecom service.
- ⭕ Enable the reader to have a better understanding regarding the subject under study- *'Total Quality Management: The Case of Ethiopian Telecommunication Corporation'*
- ⭕ Add to the existing literature and serve as an additional reference material.

1.7. Delimitation of the Study

Total quality management is a broad and difficult concept that needs the integration of each and every member of an organization starting from the work labor up to the top management. Total quality management of an organization requires detail and in-depth analysis. However, due to the limitations stated below, thorough evaluation of the quality management would not be expected to be made. To make the research manageable it was delimited to treat the problem in Central Addis Ababa Zone.

1.8. Operational Definition of Terms

Total Quality Management (TQM) means that the organization's culture is defined by supports the constant attainment of customer satisfaction through an integrated system of tools, and reading, this involves the continuous important of organizational processes, resulting in high quality products and services of the Ethiopia Telecommunications Corporations(ETC), Ethiopian Telecommunication Corporation is the only communication service provider in the country.

1.9. Research Design and Methodology

1.9.1. Research Design

The nature of the research design, which was deployed to assess the practice of Total Quality Management of the Ethiopian Telecommunication Corporation, Central Addis Ababa Zone is descriptive.

1.9.2. Population and Sampling Technique

To make available adequate data for analyzing the various responses of the sample elements taken out of the entire population, non probability sampling method has been used. The total population existing in Central Addis Ababa Zone was counted to be 500, among which nearly 200+ of them are working out in the field. Questionnaires were distributed to 20% from 300 internal employees 60 in number and 40 questionnaires for external customers. Hence, the researcher tied up to go for his conviction to form a sample of 100 respondents using the non random sampling method called Judgment Sampling Technique. The researcher highly believed that the technique has given him a chance to opt for employees who have been correlated with the total quality management practice the corporations.

1.9.3. Types of Data Used

The research has used both primary and secondary data. The primary data includes information from questionnaire and interviews; secondary data incorporates all type of internally generated documents from the internal and external sources like internet, books and other materials available.

1.9.4. Methods of Data Collection

The data required for conducting the study was collected using questionnaire, and interview methods. The primary data collection method involves questionnaire, and interviews. The secondary one includes review of the documents, related literature, evaluation of similar studies, and browsing of the internet.

Questionnaires were dispatched among the sampled staff member. In the interviews two different groups were considered, namely internal and external interviewees. The former

represents the employees and management of the corporation and the latter represents those users of the services of the corporation.

1.9.5. Methods of Data Analysis

The collected data was analyzed using the techniques learnt under the lesson descriptive statistics. Descriptive research helps the researcher to get answers for WH questions , fact finding and present time situation is assessing. Among the techniques some of them are measures of averages, and percentage counts etc.

1.10. Limitations of the Study

The following were the limitations which hindered the success of the study:
- There was a shortage of time as compared to the requirement of the study for detailed investigations.
- Similar studies were not obtained so that getting a reference could be difficult.
- Capital constraint is also a problem as it requires a lot of money for conducting the survey, and processing the study.

1.11. Organization of the Study

The study was organized in four major chapters. The first chapter, being an introduction, provides different concepts regarding the subject and provides general information on the overall study. It includes statement of the problem, objectives, scope, significance and limitations of the study. The second chapter was review of the related literature. The different aspects of quality and total quality management including the various applications are included in the second chapter. The data collected was presented and analyzed in the third chapter. The fourth chapter includes summary findings, conclusions and recommendations.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.1. An Overview

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 to day 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.

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. (Dale H. Besterfield.2003: 453)

2.2. Definition of Total Quality Management

Various scholars have tried the concept of quality and total quality management in different ways. However it is difficult as the concept could vary from individual to individual or from organization to organization. Thus the definition of total quality management given by different scholars is presented here under:

Total Quality Management (TQM) is a set of management practices throughout the organization, geared to ensure that the organization consistently meets or exceeds customer

requirements. TQM places strong focus on process measurement and controls as means of continuous improvement. (James Stoner, 2003: 314).

Total Quality Management (TQM) is approach to the art of management that has become steadily more popular in the West since the early 1980's. in a couple of sentences, total quality can be summarized as a description of the culture, attitude and organization of a company that aims to provide, and continue to provide, its customers with products and services that satisfy their needs. The culture requires quality in all aspects of the company's operations, with things being done right first time, and defects and waste eradicated from operations. (http://www.johnstark.com)

TQM requires six basic concepts

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

Total quality management (TQM) is an enhancement to the traditional way of doing business. It is a proven technique to guarantee survival in world-class competition only by changing the action of management will the culture and actions of an organization is transformed.TQM is for the most part common sense analyzing the three words. We have

- ❍ Total - Make up of the whole
- ❍ Quality – Degree of excellence a product or service provides
- ❍ Management- Act, art or manner of handling, controlling directing etc.

Therefore, TQM is the one of managing the whole to achieve excellence.   The Golden Rule is a simple but effective way to explain it.

TQM is defined as both a philosophy and a set of guiding principles that represent the foundation of a continual improving organization. It is the application of quantitative methods and human resources to improve all the processes with an organization and exceed customer needs now and the future. TQM integrates fundamental management techniques, existing improvement efforts and technical tools under a disciplined approach. (Dale H. Besterfield.2003: 463)

Total quality management (TQM) defined as a cost effective system for integrating the continuous quality improvement efforts of people at all level in an organization to deliver products and services which ensure customer satisfaction.

TQM includes maximum focus on customers their satisfaction leadership in setting values, fulfilling the organizational mission leading to goals and continuous improvement. (Shankar, D. Bagade.2002: 207)

The TQM perspective assumes that quality can and should always be improved, with exceeding customers' quality expectations being the goal. Since customers define quality, customer satisfaction and product or service quality are closely linked. Quite naturally, adopters of TQM assume that increased customer satisfaction and product service quality are the lead indicators of improved profits. (Ronald W. Hilton.2003: 255)

Total Quality Management (TQM) means that the organization's culture is defined by and supports the constant attainment of customer satisfaction through an integrated system of tools, techniques, and training. This involves the continuous improvement of organizational processes, resulting in high quality products and services. (James Stoner.2003: 438)

Though other different definitions could be provided for the concept *Total Quality Management (TQM)*, all the explanations have the following key points in common:
   a. Customer – driven quality
   b. TQM leadership from top management
   c. Continuous improvement

d. Fast response to customer requirements

e. Actions based on data and analysis

f. Participation by all employees

Customer – driven Quality

TQM has a customer-first orientation. Customer satisfaction is seen as a company's highest priority. This demands constant sensitivity to customers and fast response to their requirements. Each part of the company is involved in Total quality, operating as a customer to some functions and as a supplier to others. Vendors are seen as partners in the process of providing customer satisfaction.

Many early attempts to improve quality systematically failed precisely because managers became enamored of the tools of quality. They spent a great deal to time creating diagrams, doing statistical process control and bench marking. If customer needs are not the starting point, though, using the tolls of quality may result in products and services that no one wants to buy. Joseph Juran defined quality as "*fineness for use*" – the ability of a product or service to satisfy a customers. (James Stoner.2003: 438)

Leadership from Top Management

Top management commitment and involvement is required in creating and deploying clear quality values and goals consistent with the objectives of the company, and in creating and deploying well defined systems, methods and performance measures for achieving those goals. Such systems and methods guide all quality activities and encourage participation by all employees. The development and use of performance indicators is linked, directly or indirectly, to customer requirements and satisfaction, and to employee remuneration.

Many managers begin with the assumption that were there is quality problems, the workers or some individual (*manager or worker*) is to blame. One of the hall marks of a TQM approach is the questioning of that assumption. TQM implies that when there is a quality problem is begins in the boardroom and in the offices of the senior managers and others who do not take

quality seriously enough. For instance, Deming believes that until the system that is the cause of a particular failure in quality can be identified, management cannot do its job. It is every manager's job to seek out and correct the causes of failure, rather than merely identify failures after they occur and affix blame to someone, probably the most famous of all Deming's sayings is that *85 percent* of an organization's problems come form the systems and *15 percent* form the workers. (James Stoner.2003: 438)

Continuous Improvement

Continuous improvement of all operations and activities is at the heart of TQM. Because customer satisfaction can only be achieved by providing a high-quality product, continuous improvement of the quality of the product is seen as the only way to maintain a high level of customer satisfaction. As well as recognizing the link between product quality and customer satisfaction, TQM also recognizes that product quality is the result of process quality. As a result, there is a focus on continuous improvement of the company's processes. This will lead to an improvement in process quality. In turn this will lead to an improvement in product quality, and to an increase in customer satisfaction. Improvement cycles are encouraged for all activities from design and development of products, through routine support and administrative services, to customer relationship management. To achieve continuous improvement the company has to measure and analyze its own performance and that of other companies.

Elimination of waste is major component of quality improvement approach. There is also a strong emphasis on prevention rather than detection, hence an emphasis on quality at the design stage. The customer-driven process helps to prevent errors and get closer to defect-free production. When problems do occur within the product development process, the aim is to identify and solve them rather than hide them. As a result, they are generally discovered and resolved before they can get to the next internal customer. (James Stoner.2003: 438)

Fast response to customer requirements

Fast response is required in the form of ever shorter product and service introduction cycles and more rapid response to customer needs. This means that all activities should include measurement and monitoring of cycle time and responsiveness as a basis for identifying opportunities for improvement. Among the main benefits of customer-driven and process-oriented product development are the resulting simplicity and efficiency that greatly reduce the time involved. Simplicity is gained through the concurrent efforts of design teams, and efficiencies are realized from the elimination on non-valuable-added effort such as re-design. The result is a dramatic reduction in the elapsed time from product concept until first shipment. (James Stoner.2003: 439)

Actions based on data and analysis

At the heart of TQM is the statistical analysis of engineering and manufacturing information. Facts, data and analysis support the planning, review and tracking of performance, improvement of operations, and comparisons of quality performance with competitors. TQM is based on the use of objective data, and provides a rational rather than an emotional basis for decision making. The statistical approach to process management recognizes that most problems are system-related, and are not caused by particular employees. The approach ensures that data is collected and placed in the hands of the people who are in the best position to analyze it, and then take the appropriate action to reduce costs and prevent non-conformance. If the right information is not available, then the analysis, whether it be of shop floor data, or engineering test results, cannot take place, errors cannot be identified, and consequently errors cannot be corrected. (James Stoner.2003: 439)

Participation by all employees

A successful TQM environment requires a committed and well-trained workforce that participates in quality improvement activities. Such participation is reinforced by reward and

recognition systems emphasizing the achievement of quality objectives. On-going education and training of all employees supports the drive for quality. Employees are encouraged to take more responsibility, communicate more effectively, act creatively, and innovate. Their knowledge and skills are respected by management.

Without a TQM approach, Engineering and product development are usually carried out in a confliction atmosphere with individual department reacting to problems. Changes, scrap, delays, work-around, waste, and rework are seen as normal behavior. Management focuses on supervising individuals.

In a TQM environment, Engineering and product development are customer-driven. They are focused on quality and on preventing problems rather than reacting to them. Teams are process-oriented, and interact with their internal customers to deliver the required results. Management's focus is on controlling the overall process, and rewarding teamwork.

Having the support and attention of senior management remains a necessary condition for marking TQM work in an organization, but without empowered employees it won't go very far. Empowerment stands for a substantial change that businesses are implementing. It means letting employees make decisions at all levels of an organization without asking for approval form managers. The idea is quite simple: the people, who actually do a job, whether it is running a complex machine or providing a simple service, are in the best position to learn how to do that job the best way. Therefore, when there is a chance to improve the job or the systems of which a job is a part, people should make those improvements without asking for permission. (James Stoner.2003: 439)

2.3. A systems Approach to Total Quality Management

The TQM approach depends on understanding organizations as systems. Dobyns and Crawford-Mason delineate three main systems for which managers are responsible: the social or cultural system, the managerial system, and the technical systems.

A system is "*a series of functions or activities within an organization that work together for the aim of the organization.*" Parts of the system must work to support each other. People must cooperate for the good of the whole system or else "*sub optimization*" occurs. When parts of an organization do not support other parts, then the organization cannot focus on total quality management. A task of management involves having everyone focus on total quality management. A task of management involves having everyone focus on the system aim.

The cultural system, also referred to as the social system, is the set of beliefs and the resulting behaviors that are shared throughout the organization.

The technical system is composed of such factors as the technologies used and the physical infrastructure (*including ergonomic considerations, computer software, and hardware configurations, and capital investments needed to accomplish the company's mission*).

The management system "*defines the effectiveness of those processes by which an organization manages its human and physical assets.*" Continuous quality improvement and worker empowerment translate into smaller, not larger, quality departments. The responsibility for improving quality is given to everyone from workers on the factory floor to senior executives. (Dabyns, Crawford – Mason, 2001: 204)

2.4. Deming's Fourteen Points

Deming's fourteen-point system of thinking about total quality management has a remarkable role in explaining the concept of TQM. Deming believed that to try for quality in everything that an organization does requires a change in philosophy. Consequently, it is useful to look at his system as a total and encompassing philosophy of management. (James Stoner, 2001: 446)

A key imperative that underlies Deming's approach to transforming management is that of learning to live without enemies. Fear erects barriers to improving companies says Deming. He questions the basic assumption that high quality means higher prices, and asserts that constancy of purpose an unwavering focus on an organization's mission coupled with

statistical quality control and "*joy in work*" will drive ever-improving quality forward and lower cost. Moreover, Deming believes that the manager's job is to seek out and correct the cause of failure, rather than merely identify failures after they occur. The goal of Deming's fourteen points therefore lies in altering the behavior of managers and employees so that companies can become low-cost, high-quality, and highly productive suppliers of goods and services and places of work that honor and support the contributions of all organizational members.

1. Create constancy of purpose for improvement of product and service

Deming argues that management must maintain an unwavering commitment to quality and shift its focus from the short term to the long term. Quality, not profit, should lie at the heart of the organization's purpose. According to Deming, profit is a consequence that naturally follows when an organization targets quality.

2. Adopt the New Philosophy

According to Deming, the recognition that we are in a new era in which ever increasing quality is necessary for corporate survival is based on maintaining a constancy of purpose. Management must reject inferior materials, poor workmanship, defective products, and slack service. It is not enough that defects are minimized; they should be eliminated. "*Reliable service reduces costs,*" Deming notes. "*Delays and mistakes raise costs*." The traditional system should be dismantled and replaced. The new culture must be supported by all employees, and should reflect commitment to quality.

3. Cease Dependence on mass inspection

Deming recognizes that once errors occur, efficiency and effectiveness have already been lost. Mass inspections to catch errors after they have occurred therefore need to replace by building in quality from the start. Continuous process improvement reduces costs incurred when errors are made and then corrected. The completion of high quality products also enhances employee satisfaction, because it enables employees to feel a sense of accomplishment and enables them to take pride in their work-no one enjoys producing junk.

4. End the practice of awarding business on price tag alone

Deming encourages companies to end adversarial relationships with their suppliers, and instead develop long-term relationship with them. He argues that price is not relevant until it is linked to a measure of the quality being purchased. Statistical tools are very important in enabling companies to evaluate the quality of vendors and purchased parts.

General motors (GM), for example, use information technology to maintain close relations with its suppliers. GM and many of its suppliers operate as nearly a single business. GM brings its suppliers into its internal organization through computer data linkups that blur the boundaries between GMA and its suppliers. GM requires that its supplier interact through a computer network. While remaining separate legal entities, GM and its supplier has become virtually a single corporation through the computer link up. In addition, the link-up improves productivity by saving time, reducing errors, and eliminating paper transaction such as purchase orders and invoices. The system therefore reduces the need for administrative personnel.

One way Deming urges companies to improve relationships with suppliers are by developing partnerships based on trust with single sources. *Procter and Gamble* (*P&G*) used the single-source method to improve quality. Batches of the company's experimental drugs must be determined to be free of microbiological contamination before they can be released for use in clinical studies. The clearance service is performed by independent contractors. Before instituting total quality management, P&G contracted with five or six suppliers; the company now negotiates with a single "preferred" contractor and saves shipping and administrative expenses, in additional to other costs.

5. Constantly and forever improve the system of production and service

According to Deming, management's obligation to seek out methods for quality improvement is never-ending. He believes that improvement follows from studying the process itself, not the defects, and that process improvement is the responsibility of

management. In this regard, the recent focus on corporate reengineering is consistent with Deming's teachings.

6. Institute modern methods of training on the job

In Deming's eyes, training encompasses more than merely teaching employees how to use tools, such as statistical quality control, for improving quality. Training also translates into making sure that workers get adequate knowledge and skills for the jobs for which they are responsible. Motorola University is built on this idea.

7. Institute Leadership

The traditional actions of supervisor are not adequate, says Deming. He contends that supervisors merely tell workers what to do and make sure they do it. They administer rewards and penalties, and provided discipline when necessary. They do not see their jobs as providing leadership. Leaders, on the other hand, began with the assumption that workers aim to do the best job they can, and endeavor to help workers reach their full potential. For lower-level managers, this entails coaching and arranging for training. Top managers must, in turn, help design and implement a strategic vision that grounds a TQM culture, and make sure their own behavior exhibits the values that support such a culture.

8. Drive out fear

It is important to Deming that fear not prevents employees from being able to ask questions, report problems, or express ideas, employees must feel secure in order for quality to be pursued successfully in the workplace. A culture of openness, where people are not afraid of telling the trough, remains essential.

Driving out fear of speaking up can have an ethical component. Many analysts are recommending that, especially in these competitive times, open communication of ethical standards and decisive action that reinforces those standards is needed to communicate a company commitment to ethics that involves openness. As Kenneth Andrews argues: "The practice of management requires a prolonged play of judgment. Executives must find in their

own will, experience, and intelligence the principles they apply in balancing conflicting claims. Wise men and women will submit their view to others, for open discussion of problems reveals unsuspected ethical dimensions and develops alternative viewpoints that should be taken into account.

9. Break down Barriers between Staff Areas

Deming considers the barriers between functional departments to be counterproductive. Employees can improve productivity by learning from one another and coordinating efforts, regardless of their functional expertise. The tendency of traditional organizational structures is to encourage competition between departments. According to Deming, employees recognize that, regardless of their expertise, they all share the same overriding goals. Competitions should be with other organizations, not within their own.

10. Eliminate slogans, exhortations, and targets for the workforce

Continual improvement as a general goal, says Deming, should replace supposedly motivational or inspirational signs, slogans and like. He criticizes companies that attempt to motivate employees through speakers and inspirational tracts; for it merely frustrates employees to be encouraged to do things the existing management system prevents them from doing.

11. Eliminate numerical quotas

Deming advocates the removal of quotas, because they end up encouraging people to focus on quantity often at the expense of quality. Companies should focus on quality issues instead of blindly pursuing numbers.

12. Remove Barriers to pride of workmanship

Deming maintains that annual rating or merit systems should be eliminated. If people inherently want to perform well, as Deming assumes, then they do not need such incentive systems. What they need is assistance in overcoming obstacles imposed by inadequacies in materials, equipment, and training. Systems that endeavor to remove such obstacles should

replace systems that attempt to coerce performance by making workers feel that they are always being judge, ranked, and rated.

13. Institute a vigorous program of education and training

 Deming emphasizes training. This includes a thorough foundation in the tolls and techniques of quality control, as well as additional instruction in teamwork and the philosophy of a TQM culture.

14. Take action to accomplish the transformation

According to Deming, the entire organization must work together to enable a quality culture to succeed. As top managers' design and implement the strategy, workers can then cooperate in the pursuit of a TQM culture.

2.5 The Concept of Quality and Total Quality Management in ETC

Ethiopian Telecommunication Corporation is the only communication service provider in the country. It controls the market having a monopoly power. Though the country is under a new economic system, capitalism, the provision of important services including electricity, water and telecommunication remains in the hands of the government. It seems to many individuals that those organizations having a monopoly power over the market should not worry about the standard and quality of the product or service as the customer will have alternative options to switch to or to complain about. The customer should either use the services of the company without hesitations or else entirely quit the use of the product or service. The only option in those monopoly markets is the take-or- leave options. However, in the recent world characterized by globalization, the competition over provision of a single service will be high as the government will eventually surrender the power over to the private sector on such type of services. Unlikely, emphasis should be given to quality by each and every organization whether it is a manufacturing, merchandising or service provider or whether it is in the monopolistic or perfectly competitive market as quality of a product or service is the pillar for the existence of any company. Having this concept in mind, the treatment and application of quality in Ethiopian Telecommunication Corporation will be discussed.

2.6. An Example to be taken for TQM

So far the service quality issues of Ethiopian Telecommunication Corporation and the concept of Total Quality Management in the corporation has been thoroughly discussed. The concept of TQM has been heard recently as it is new for the country. However, it's worth mentioning that there are organizations that adopt and implement TQM in their organization being Dashen Brewery Factory to be the first Ethiopian company a Total Quality Management Certification from an international company. Dashen Brewery could be taken as the best example for a total quality management surrounded environment where each and every process starting from the product (*The product of the company is Dashen Beer*) initiation to the final stage of production and further to the customers' place. In addition, the commitment of the management and the participation of employees to the newly implemented system could also be taken as an example. The waste management of the factory, which is erected as part of the total quality management has enabled the factory to fulfill its social and ecological responsibility. (http:www.beerme.com/

The above mentioned reality Dashen brewery one beneficiary in different angles the society accepts the ecology prevention and the other points are how much factory is a good controlling mechanism from this Ethiopian telecommunication corporation learned more things and believe that share the experience and built the company to satisfy the customer satisfaction and better attainment in the future.

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The importance and application of quality has been thoroughly discussed in the previous chapters. However, as this study is intended to provide information regarding the application of quality and total quality management in *Ethiopian Telecommunication Corporation*, this chapter provides the required information by taking the case of the corporation. The analysis is made in three different sections. The first section constitutes broader presentation of the concept and application of quality and total quality management in the corporation. This section encompasses two different sub sections where in the first sub section the results of the Interviews made with the Supervisors and the officials of the corporation (*This is considered as an internal analysis of the quality issues in the organization*) and in the second sub section, the results obtained from those customers of the corporation (*This is taken as an external analysis and evaluation of the organization*) regarding quality and quality management issues of the corporation will be presented. The second section provides a discussion on some sample companies who has applied the concept of total quality management in the country.

3.1. Background Characteristics of the Respondents

The questioner distributed to different and employees and user of the Corporation's services regarding the quality of the services reveals the following result. One hundred individuals are questioned regarding the quality of services and Total Quality Management in *Ethiopian Telecommunication Corporation*:

Table 3.1 gives a clear picture on the sampling distribution of respondents based on their background characteristics, that is, sex, age, educational background and work experience.

Table 3.1: Background characteristics of the respondents

Nº.	Item	Respondents	
		Nº.	Percentage
1	**Sex**		
	Male	67	67%
	Female	33	33%
	Total	100	100%
2	**Work experience in completed years**		
	1 – 5 years	8	38%
	6 – 10 years	2	8%
	11 – 15 years	52	52%
	16 – 20 years	38	2%
	20 + years	0	0%
	Total	100	100%
3	**Age**		
	20-24 years	21	21%
	25-29 years	35	35%
	30-34 years	29	29%
	$\geq$ 35 years	15	15%
	Total	100	100%
4	**Academic Status**		
	$\leq$12 grade	15	15%
	College Diploma	46	46%
	B.A/B. Sc	33	33%
	M.A/M. Sc	5	5%
	Other	**0**	**0%**
	Total	100	100%

Source: Data collected through Questionnaire, 2010

As it is shown in Table 3.1 among all the respondents 67% have found to be male where as the remaining 33% are females. The same table also revealed that out of the total 100 sampled respondents 21 % to the age group of 20-24, 35% to the age group of 25-29, and 29 % to the age group of 30-34, and the remaining 15% belongs to age category 35+. Having the majority to be in the range 25 – 29 years might have its positive impact on getting a smooth implementation of TQM because they are assumed to the gear power of change.

The same Table 3.1 made known years of service of respondents in the center. Accordingly, 8%, 2%, 52 %, 38 % and 0% of all the respondents are grouped under years of stay in the center 1 – 5 years, 6 – 10 years, 11 – 15 years, 16 – 20 years and above 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 3.1 presents the educational level of employees considered in the sample. Among which 15% of them are below or completed 12th grade, 46%, greater proportion, of them are college diploma holders, which could have constructive impact on the trustworthiness of collected data, 33 % of them are bachelor degree holders and the remaining 5% Master degree holders and above.

3.2. Analysis and Findings of the Study Obtained from the Questionnaire

Table 3.2: Evaluation of the quality of the existing services

Quality rating of the existing services	Respondents	
	Nº.	%
Excellent	0	0%
Good	0	0%
Unsatisfactory	2	2%
Poor	98	98%
Total	**100**	**100%**

Source: Data collected through Questionnaire, 2010

Regarding the rating of the quality of the existing services provided, 98 (98%) of the respondents are responded by saying poor and 2 (2%) of the respondents are unsatisfactory. From such a response one can easily perceive that almost all of the customers have agreed on the poor quality.

According to Table 3.2 it is evident in explaining the level of satisfaction of customers on the services obtained. The customers are too much disappointed with the services of the corporation. They have explained that they would have been in a position to quickly switch a service provider, had there been any in the country.

Table 3.3: Proportion of the respondents regarding the major problems

Major Problem in the corporation	Respondents	
	Nº.	%
Network problem	36	36%
System interruption	24	24%
High Price charge	16	16%
Backward telecommunication equipments	4	4%
Lack of customer treatment	20	20%
Total	100	100%

Source: Data collected through Questionnaire, 2010

Table 3.3 revealed that 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 36 (36%) of the respondents, 24 (24%) of the respondents are system interruption (*for those internet service users*), 16 (16%) of the respondents are High costs charged by the corporation, 4 (4%)of the respondents are backward telecommunication equipments and 20 (20%)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.

As can be clearly observed in Table 3.3 the network problem has been taken as the major problem by a larger group followed by lack of customer treatment and system interruptions for internet users.

Though all of the customers have a common idea that a problem exists regarding the service provision of the corporation, they have differed ideas as to the possible source of the problem.

Table 3.4: Differed ideas as to the possible source of the problem

Possible reason for the problem	Respondents	
	N⁰.	%
Lack of capital	12	12%
Lack of proper management	32	32%
Lack of the required technological equipments	28	28%
Lack of skilled Employees	20	20%
Others	8	8%
Total	**100**	**100%**

Source: Data collected through Questionnaire, 2010

As it was presented in Table 3.4 the possible reason for the existence of the problem, the largest share is taken by those who support the idea of lack of proper management are 32 (32%) of the respondents. They 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 equipments in the corporation has also been taken as a reason for the existing service problems cover 28 (28%). Moreover, lack of skilled employees in the area of customer handling has created in customer disappointment by 20 (20%) of the respondents. And 8 (8%)of the respondents have 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*'.

Table 3.5: Proportion of the respondents as to the knowledge of TQM

Know how of Total Quality Management	Respondents	
	Nº.	%
Yes	12	12%
No	88	88%
Total	**100**	**100%**

Source: Data collected through Questionnaire, 2010

As to the knowledge of TQM only 12 (12%) of the respondents have the knowledge of the concept 'Total Quality Management' and the rest 88 (88%) out of the total respondents. This is an indication that the concept of TQM is a new concept to the country which needs further development. [Table 3.5]

The major problem underlining the evaluation of the quality service and the implementation of a total quality management system is the differing understanding of the concept 'Quality Service' especially that of the quality of an ICT service. Though various definitions are given by customers regarding quality service all the definitions of quality service emphasized the expectation of the customer from the organization for an up-to-date technology and with fast connection.

Table 3.6: Attitude of respondents on employee's customer handling

Evaluation of employees customer handling	Respondents	
	Nº.	%
Strongly Agree	7	7%
Agree	5	5%
Neutral	22	22%
Disagree	41	41%
Strongly disagree	25	25%
Total	**100**	**100%**

Source: Data collected through Questionnaire, 2010

Regarding the employees customer handling Table 3.6 made known that 41 (41%) of the respondents are disagree, 25 (25%) of the respondents are strongly disagree followed by 22 (22%) of the respondents are neutral the rest 7 (7%) are strongly agree and 5 (5%) agree. This implies that the knowledge is poor indicating that the Total Quality Managements not performing well under ETC. Thus Ethiopian Telecommunication Corporation should provide trainings and seminars on customer treatment and handling issues so that the customers would be satisfied at the spot.

Table 3.7: Attitude of respondents on non comparable payments for the service

Non comparable Payments of the service by the corporation	Respondents	
	№.	%
Strongly Agree	0	0%
Agree	7	7%
Neutral	6	6%
Disagree	26	26%
Strongly disagree	61	61%
Total	**100**	**100%**

Source: Data collected through Questionnaire, 2010

With Regard to the high price charges Table 3.7 declared that 61 (61%) of the respondents are strongly disagree, 26 (26%) of the respondents are disagree, 7 (7%) of the respondents are agree and 6 (6%) of the respondents are neutral. In order to the avoid complaints of customers regarding the high price charges, the corporation should seek for a small amount of profit margin rather excessive profits.

Table 3.8: Knowledge of customers on the types of services provided by ETC

Type of services provided by Etc to its customers	Respondents	
	N⁰.	%
Fixed Telephone and mobile	77	77%
Internet Service	11	11%
Cdma Service	4	4%
Other Services	8	8%
Total	**100**	**100%**

Source: Data collected through Questionnaire, 2010

With regard to regarding the type of services provided Table 3.8 depicts that most of the customers know that the services of the corporation are limited to provision of fixed and mobile telephone lines 77 (77%) of the respondents, internet services 11 (11%) of the respondents, 4 (4%) of the respondents are Cdma service and Other services are cover 8 (8%). A few, among the respondents have the knowledge of the detailed services provided in the corporation. In addition, within the existing telecom services provided the detailed and diversified services are not well recognized by most of the customers.

The above table shows that the customers of the corporation do not have sufficient knowledge regarding the full services of the organization. This could be attributed to quality as the customer should have the awareness of the type of services before judging the service quality. Table 3.8 further explains that customers do not know about the detailed services within the major categories. This is an indication that the corporation is not in a position to make any effort in promoting the type of services.

Table 3.9: Belief of respondents on the provision of new technology in the system

Attitude on the provision of new technology in the Organization	Respondents	
	N<u>o</u>.	%
Strongly Agree	12	12%
Agree	15	15%
Neutral	16	16%
Disagree	39	39%
Strongly disagree	18	18%
Total	100	100%

Source: Data collected through Questionnaire, 2010

Table 3.9 made clear with regard to belief of respondents on the provision the frequent changes and developments in technological advancements 39 (39%) of the respondents disagree, 18 (18%) are strongly disagree, 16 (16%) are neutral, 15 (15%) of the respondents are agree and 12 (12%) of the respondents are strongly agree.

This indicates that the corporation should keep pace so that its customers would be satisfied by the new technological developments and advancements. Moreover, the corporation should implement a new network system after making the necessary cost benefit analysis.

Table 3.10: Attitude of respondents on the presence of qualified & experienced employee

Attendance of qualified and experienced members	Respondents	
	N<u>o</u>.	%
Yes	17	17%
No	49	49%
No response	34	34%
Total	100	100%

Source: Data collected through Questionnaire, 2010

With regard to the attendance of the qualified and experienced members Table 3.10 made known that 49 (49%) of the respondents do not agree and the corporation should adopt a suitable management system with inclusion of those qualified and experienced members of the management team so that the overall organization would strive towards a total quality.

The respondents have proposed the following possible solution so that the existing quality of services is improved:

- In solving the capital problem, the corporation should find possible means of raising capital including the issuance of bonds. (*The corporation is authorized by the government to issue bonds*).
- Try to improve Customer treatment
- Try to use new technology
- Try to avoid network problem
- Each and every employee must work hard and also respect the customer,

3.3. Analysis and Findings of the Study Obtained from the Interview

1. I**n your Opinion what is the definition for Quality Service**?

ETC provides various services including fixed line and mobile telephone lines, internet services and other similar services. In the corporation quality is defined in the following ways by different individuals in the organization. The definitions for quality service have been obtained from the interviews made with the respondents:

- Quality service is about providing an up-to-date and up-to-the standard Information Communication Technology in the country so that the people will get connected in the very short and convenient method.
- Quality service is about winning the vices of time and space in a very comfortable way so that the level of complaint will be kept to a minimum level.
- Quality service is about creating a long lasting name and brand within the society so that the organization will be a second to none choice to its customers.
- Quality service is all about continuous assessment of the operations so that any updates and inventions could be added in an easy and economical way.

The above definitions given seem different but they all emphasized on satisfying the customer with the best services that it deserve for the money that the customer is paying. It is about putting the customer first so as to make the corporation the first choice (*Willful choice not forceful choice*) among every member of the society.

2. **Is there any specific department in the Organization responsible for Insuring the Quality Service?**

   ❍ Though there is no specific department in the organization which is responsible for ensuring the provision of quality service in the organization, each department (*Zone, in case of branch office at different areas*) is responsible for ensuring the quality of service provided in that department (*Zone*). However, this is only a theoretical concept in the corporation. No effort has been made in each department to follow the standards of the work to be executed.

   ❍ Let alone the concept of TQM, quality concept has not fully reached in the corporation's vicinity. However, efforts have been made to improve the service quality of the organization through implementation of various strategies.

3. **What are the difficulties or challenges facing the Organization?**

Concerning the challenges facing the organization, the following are stated by the staff and management team of the corporation to be the major ones:

Capital Constraint

The major problem stressing the growth and development of the organization and hindering the service rendering quality of the corporation is that of the capital constraint. It contributes to the poor quality of the services provided. The poor network available has been taken as a manifestation of lack of quality. This could be explained as that the smallest part of the existing network available was taken from SONY ERICSON, and the remaining is taken from ZTE, a Chinese company

Lack of Public Awareness

One challenge that hinders the corporation from providing a quality service is the lack of awareness of the public regarding the telecom service. The public does not have the necessary information regarding the services of the organization. This creates a situation where there are services that no one till requested not because it is not important but due to lack of knowledge. The pager service could be cited as an example.

Relative Size of the corporation

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. The larger size of the corporation is one reason for not delivering that of a quality service to its customers.

4. What actions are undertaken by the corporation in technical points?

In order to improve the service quality, the corporation is undertaking various projects in different parts of the country. It includes installation of Fiber Optics and replacing the existing cable system, increasing the number of sub stations so that the network problem will be kept to the minimum.

5. What solutions do you propose to improve the TQM in focusing on managerial tasks?

Outsourcings the top management in the form of contractual agreement might be a solution. The Corporation plan to support and enhance the capability to undertake by the new frame work to run successfully increasing the quality service and the number of customer satisfaction in communication sector.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

4.1. Summary of Findings

The following points are worth mentioning based on the study conducted and the observations made:

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.

Popular respondents, 92%, labeled the quality of the existing services as poor while the rest 2% of the respondents are rated as unsatisfactory.

Thirty six percent of the respondents points their opinions under the challenges in providing a quality service towards network problem while the rest 60(60%) has revealed that there are challenges in different areas such as system implementation high price , backward telecommunication equipments and lack of customer treatment . one in other hand the service giving have in a service problem.

Majority of respondents 92% made known that the possible reasons for the communication problem area in which the system could not succeeded are lack of capital, required technological equipments, skilled employees and proper management while the 8% of the respondents pointed out that there are other reasons.

Preponderance respondents did not have knowledge on the concept total quality management, and this might identify that TQM is a new idea in the corporation.

Best part of the respondents was not agreed by the payments of the service comparing to the quality of service.

Almost all 75.5% of the respondents responded that they have a knowledge of the fixed and mobile telephone the rest 24.5% of the respondents are knows the rest services provided by the corporation. This might indicate that promotional campaign is mandatory.

Greater part of the respondents is 75% disagreed that there is new technology application and implementation by the corporation.

Bulk of the respondents does not agree with the availability of qualified and experienced member.

Telecommunications is a key player to any development endeavor Telecommunications infrastructure is a means of transport for the basic, and IT related services. So, in the information age, in the knowledge economy, be it satellite or microwave, fixed or mobile, wired or wireless the role of telecommunications as a catalytic element of growth cannot be underestimated.

Quality is an indispensable element of every organizational setup that it will affect not only the growth and development of organizations but also their mere survival. In Ethiopian Telecommunication Corporation, quality is given less emphasis which creates in frequent customer complaints regarding the services, and many individuals use the services of the corporation because they do not have any choice rather than using the services.

The corporation has developed a sense of monopoly so that the services provided are a must and everybody will use it whether it likes it or not. This sense of monopoly has hindered the movement and emphasis of the corporation towards quality.

The corporation has tried its best effort to update the ICT needs of the country through installation and provision of various types of service. According to top official of the company, the financial constraint in the corporation has adversely affected the growth and development of the corporation.

The corporation has given due emphasis on increasing the number of its customers through provision of additional lines undermining the importance and effect of quality.

Though there is no responsible organ in the corporation which is responsible for ensuring the overall service quality, each and every department is responsible for controlling the quality level of their respective department.

Almost all of the customers has a consistent complaint on the services of the corporation, as they have no choice rather the using the services of ETC. Had there been additional service providers, the situation would have been reversed.

Since the concept of TQM is new for the country, the knowledge regarding to the concept is less. However, some companies have recently implemented TQM system in their organization.

4.2. Conclusions

The growth and development of an organization is highly dependent on the number of customers that the company could retain in the long run. In order to do this, the organization should develop a product of high quality or provide a service that could exceed customers' minimum expectation. In order to ensure the long run survival of an organization, quality plays a pivotal role. Organizations, thus, should implement a system that would enable them follow the quality of the goods manufactured and services provided. One of the tools of ensuring provision of a quality product or service is the implementation of a Total Quality Management (TQM) system in organizations.

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 total 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.

A total quality management system has innumerous advantages to organizations and, customers. The system is helpful in sustaining a stable growth and development in the country, continued customer satisfaction, retention of loyal customers for a relatively long period of time. 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 total quality management system should be established in the corporation. 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.

4.3. Recommendations

Based on the analysis made and the findings obtained, it can be noted that the concept of total quality management is not in the vicinity of the corporation. The concept of quality is even undermined as the corporation ids the only ICT service provider in the country. In order for the company improve the quality of the services provided and entrust total quality management in the corporation the following suggestions would have a great importance. These recommendations are provided so as to solve problems related with quality and total quality management. They are intended to provide solutions to improve the quality of services provided at ETC.

❍ *Avoiding the concept of 'We're in a Monopoly Market'*

o Before making any further efforts of improving the quality of the services the company should totally avoid the confidence of operating in the monopolistic market. It could take any long for establishment of similar service providers in the country as the country is heading towards a pure capitalism. During this time, the corporation would surely lose all of its customers as it does not care for customers. Therefore, priority should e given to elimination of the sense of "*We're the only…Where could you go…*"

❍ *Strengthening the existing services in the country*

o In any organizational setup a trade-off will be made either among costs and revenues, quality over quantity, money over investment and many others. In the corporation, a trade-off should be made between strengthening the existing services over establishing new services to customers. Before establishing the concept of total quality management in the corporation, it is very important to strengthen the existing services. This could be done through:

o Understanding the needs and demands of the customer through different means including scheduled meetings, exhibitions, suggestion boxes, and other possible means so that the problems in the existing services would be easily identified from the users' perspective. This would have a great help to the corporation in identifying the prevailing problems with the services provided.

o Provision of extra emphasis on the proper functioning of the existing lines and networks. Though the company is making extensive expansion activities so as to include the rural area of the country on such ICT blessings, care should be given in minimizing grievance among the existing customers. The trade-offs between strengthening the existing lines and expansion and installation of new lines should be thoroughly analyzed so that both parties are satisfied with decision.

o Enhancing the capacity of the existing lines and network through installation of a suitable technology from a reliable supplier after making the proper cost benefit analysis.

❍ *Establishment of a strong quality control system*

   o Establishment of a strong quality control system would have an indispensable importance so that the quality of the existing services is evaluated periodically. The system should be strong enough so that quality failure detections by the system could be solved on the spot. Moreover, there should be a responsible body which could check the level of satisfaction of customers with the existing services being provided.

❍ *Enhancing the capacity of employees*

   o One of the features of total quality management is that there is a continuous participation of employees. In order for employees to fully participate in the operational activities of the corporation, they should possess the relevant educational and technical expertise. In order to do this the corporation should enhance the capacity and level pf education of its employees through various trainings (*local and abroad*), seminars and workshops so that they could keep pace with the change in the organization surrounded with a total quality management.

❍ *Awareness creation to the general public*

   o The general public is one of the stakeholders of the corporation. It would have a role through provision of suggestions as to how to increase the quality of the services provided. As the ultimate operations of the corporation being customer serving, the general public should develop awareness regarding the changes in the corporation so that attitude change would occur. Awareness could be created through advertising and promotion in various public media. In addition, the corporation should develop a sense of transparency so that changes, problems or possible threats could be communicated to its customers.

❍ *Enhancing the participation of top management*

   o In a business environment which adopts a total quality management, top management plays a pivotal role in ensuring the provision of quality service. In the corporation, the participation of the top management towards establishment of a total quality management system should be emphasized. The participation of same should also

increase even after the system is implemented as they would help in strategic planning, control over the overall functioning of the organization.

❍ *Establishment of total quality management*

   o After all the necessary requirements and prerequisites are fulfilled, the corporation should establish a total quality management so that each and every line and spot in the organization should strive towards ensuring a quality service. In addition to strengthening the existing system the corporation should implement an after sales service so as to measure the level of satisfaction of customers could be determined. In establishing a TQM system, the customer should be checked periodically whether it is satisfied with the services or not and quick response would be given for problems arising.

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APPENDICE

APPENDICES

A. Questionnaire [English Version]

The practice of Total Quality Management: the case of Ethiopian Telecommunications Corporation, CAAZ for use with respondents.

Addis Ababa, 2010

For Employee Use only

Introduction

The following questions were raised as an interview for collecting data for the study *"Total Quality management: The Case of Ethiopian Telecommunication Corporation"*. The study is being prepared for the partial fulfillment of B.A Degree in Management. The results of the questionnaires served as a basis for making analysis and drawing conclusions regarding the concept of total quality management in Ethiopian Telecommunication Corporation.

Informed confidentiality and consent

Your answers are completely confidential, your name will not be written on this form, and will never be used in connection with any of the information you tell. You don't have to answer any questions that you do not want to answer and you may end answering any where you want. However your honest answer to these questions will help me better understand and find out about perseverance of the organization in lifting up the total quality management.

The questioner has the following parts:

Part One – Background characteristics of the respondent

Part Two – General Information on Total Quality management

Put a tick mark next to the question under consideration and give your responses for open ended questions by writing on the space provided

Thank you for your cooperation.

Part One: Background Characteristics of Respondents

1. Sex:

        Female   Male

2. Age in completed years:

        15 – 19   20 - 24

        25 – 29   30 – 34

        Above 35

3. Marital Status of respondents:

        Married   Divorced

        Widowed   Separated

        Single

4. Educational level attained or completed:

        Grade 12 or less   Diploma

        Degree   M.A. (M.Sc.)

        PHD

5. Work experience in completed years:

        0 – 5   6 – 10

        11 – 15   16 – 20

        Above 20

6. Current position obtained in the organization: _____

7. Year of stay in the origination in completed years:

Part Two: General Information on Total Quality management

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

   Excellent   Good

   Unsatisfactory   Poor

2. 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

3. What are the possible reasons for the existence of the problem?

   Lack of capital   Lack of proper management

   Lack of required technological equipment

   Lack of skilled Employees   Others

4. Did you have any idea on "Total Quality Management"?

   Yes   No

   No response

5. Is that every employee in the organization knows the interest of the customer?

   Strongly Agree   Agree

   Neutral   Disagree

   Strongly disagree

6. The payment of the service asked by the corporation is compatible with the service.

   Strongly Agree   Agree

   Neutral   Disagree

   Strongly disagree

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

   Strongly Agree   Agree

   Neutral   Disagree

   Strongly disagree

8. Did you believe that the organization have enough skilled and experienced manpower?

   Yes   No

   No response

9. What is the commitment of top management in insuring total quality management in the organization?

Very high   High

Average   Poor

10. What kind of services does the corporation provide to its customers?

_____

_____

11. How can the corporation ensure that a quality service is being provided to its customers?

_____

_____

12. What is the role of each and every employee in ensuring quality in the corporation?

_____

_____

13. What measures has been taken by the corporation so as to improve the quality and minimize the effect of the challenges in ensuring a total quality service?

_____

_____

_____

14. If there is anything remaining?

_____

_____

_____

B. Interview for Supervisors and Top Managers [English Version]

The practice of Total Quality Management: the case of Ethiopian Telecommunications Corporation, CAAZ for use with respondents.

Addis Ababa, 2010

For Supervisors and Top Management Use only

1. In your Opinion what is the definition for Quality Service?

2. Is there any specific department in the Organization responsible for Insuring the Quality Service?

3. What are the difficulties or challenges facing the Organization?

4. Actions undertaking by the corporation in technical points?

5. What solutions do you propose to improve the TQM in focusing on managerial tasks?

DECLARATION

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

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Signature: _____

Place of submissions: St. Mary's University College

                               Faculty of Business

                               Department of Management

                               Addis Ababa

Date of submission: _____

SUBMISSION APPROVAL SHEET

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

Name: Daniel Meread

Signature: _____

Date: _____