College of Business and Economics

Department of management

The Effect of Organizational Culture on Total Quality Management Implementations, A Case Study on Ethiopian Electric Utility on Debre Markos District

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Debre Markos University

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A Thesis Presented to the College of Business and Economics Department of Management in the Partial Fulfillment of the Requirements for the Degree of Masters in Business Administration

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Debre Markos, Ethiopia

January, 2025

Declaration

I, the undersigned, declare that the thesis entitled “The Effect of Organizational Culture on Total Quality Management Implementations, A Case Study on Ethiopian Electric Utility on Debre Markos District” is my original work and has not been presented for a degree in any other university. All sources of materials used for the thesis have been properly acknowledged.

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Approval of the Thesis

As members of Board examiners of the final MSc. Thesis open defense examination, we certify that we have read and evaluated the thesis prepared by Kalkidan Lakachew entitled "**The Effect of organizational culture on implementation of Total Quality Management:** A Case Study on Ethiopian Electric Utility on Debre Markos District**''** and examined the candidate. We recommend that thesis be accepted as fulfilling the thesis requirement for the degree of masters of Science in MBA.

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List of Abbreviation / Acronyms

ANOVA: Analysis of Variance

CSFs: Critical Success Factors

CVF: Competing Values Framework

EEU: Ethiopian Electric Utility

EFQM: European Foundation for Quality Management

EQA: Ethiopian Quality Award

ISO: International Standard Organization

OC: organizational culture

OCAI: Organizational Culture Assessment Instrument

QMS: Quality management system

SPSS: Statistical Package for Social Science

TQM: Total Quality Management

Abstract

The purpose of this research was to investigate the impact of organizational culture on the implementation of Total Quality Management (TQM) in Ethiopian Electric Utility (EEU) at Debre Markos District, aiming for a comprehensive understanding of the factors influencing TQM implementation. The study examined four types of organizational culture as independent variables and identified six critical success factors (CSFs) of TQM implementation as dependent variables through a review of the literature. An explanatory and descriptive research design was employed, utilizing a quantitative research approach for data collection. A total of 246 questionnaires were distributed, with 183 responses received, yielding a response rate of 74%. All employees were selected from different organizational units for data collection. Data analysis was conducted using descriptive statistics, correlation analysis, and multiple linear regression analysis via SPSS (version 22). The findings indicate that EEU exhibits a dominant mix of group, developmental, and rational cultures. The level of TQM implementation within EEU was found to be high. Furthermore, regression analysis revealed that rational culture and hierarchical culture had a significant positive impact on TQM implementation. Based on these findings, the study recommends that EEU managers prioritize organizational culture and managerial functions to enhance the successful implementation of TQM practices.

Keywords: ***Organizational Culture, Total Quality Management, Competing Values Framework, Critical Success Factors***

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

In today's era of intense competition and globalization, organizations worldwide face challenges related to rapidly changing market conditions, technological advancements, political and economic uncertainties, and an increasing emphasis on customer satisfaction and quality. To enhance quality and performance and maintain competitiveness in an unpredictable business environment, many companies have turned to Quality Management initiatives, with Total Quality Management (TQM) being one of the most prominent approaches (Psomas & Jaca, 2016). TQM provides a structured framework that aligns quality improvement with organizational goals, helping companies adapt to external pressures while achieving sustainable growth.

Over the past century, TQM has evolved into a widespread movement, expanding far beyond its industrial roots. Originally developed for manufacturing, TQM principles have permeated diverse sectors, including healthcare, public administration, nonprofit organizations, and educational institutions. Its influence is now evident not only in industry practices but also in the popular press, training programs, consultancy frameworks, and, increasingly, academic literature. Institutions dedicated to promoting TQM have been established, and a distinct TQM ideology has emerged, spreading widely within the managerial community (Corbett and Rastrick, 2000). This widespread adoption highlights TQM's adaptability and enduring appeal as a framework for continuous improvement and organizational excellence.

TQM has emerged as one of the most influential management approaches for optimizing business operations. Over the past three decades, TQM has become a key strategy among leading manufacturing industries worldwide (Gimenez, Jiménez, & Martínez, 2013). Many organizations have adopted TQM to enhance product quality and better meet customer needs and expectations. This focus on quality improvement has yielded substantial benefits, including increased global market share, higer profitability, and improved financial performance (Georgiev & Ohtaki, 2016). TQM's integration into business practices underscores its role as a powerful tool for driving competitive advantage and organizational success.

TQM offers a historically unique approach to enhancing organizational effectiveness, grounded in a robust conceptual framework while also addressing the realities of how people and organization's function. The fundamental goal of any organization is to remain viable, which enables it to contribute to community stability, produce valuable goods and services for customers, and create an environment that fosters the satisfaction and growth of its members (Wruck & Jensen, 1994). By focusing on continuous improvement and quality enhancement, TQM aligns organizational goals with the needs of stakeholders, thereby promoting sustainable success and organizational resilience.

While literature highlights the successes of numerous organizations in implementing TQM, many others have struggled to achieve effective quality program execution. The failures in TQM adoption are often attributed not only to insufficient commitment from top management or a weak understanding of TQM principles but also to underlying organizational cultural factors. To foster successful TQM implementation, it is crucial for companies to comprehend their organizational culture profiles, enabling them to integrate quality management principles effectively and select the most appropriate strategies for development and continuous improvement (Patyal, Ambekar and Prakash, 2020. Moreover, Oakland (2005) emphasizes that achieving quality and business excellence requires more than basic improvement strategies; it necessitates cultivating the capability to perform effectively through a sustained commitment to shared norms and values. These embedded norms, values, beliefs, behaviors, and overall climate are commonly referred to as organizational culture (Cameron & Quinn, 2011; Prajogo & McDermott, 2011; Zu *et al*., 2010). Consequently, understanding the cultural profile of an organization and aligning it with the necessary steps for change is a vital component of the TQM journey. Additionally, studies by Baird, & Reeve (2011) and Gimenez *et al*. (2013) underscore the significance of organizational culture in decision-making processes related to the implementation of quality practices, ultimately leading to competitive advantages in performance.

To remain competitive in today's business landscape, electric utilities in Ethiopia are increasingly adopting quality management systems, including TQM. However, despite numerous studies and articles published regarding TQM in developed countries, there is a notable absence of research exploring the influence of organizational culture on TQM implementation within the Ethiopian context (Daniel & Fasika, 2014). This study aims to investigate the impact of organizational

culture on TQM implementation in the Ethiopian Electric Utility, specifically in the Debre Markos district.

The EEU is recognized as a vital sector contributing to the country's economic growth. According to the corporation's history on its official website, electric power was introduced to Ethiopia during the reign of Emperor Menelik II in the late 19th century. In 1898, the first power generator was installed to provide electricity to the imperial palace. Subsequently, in 1912, Menelik II commissioned the construction of the Aba Samuel hydropower plant on the Akaki River, marking Ethiopia's first water-powered generation facility. This plant was established to supply electricity to major roads, the surrounding public, and small factories (www.eepco.gov.et, Public Relations).

1.2. Statement of the problem

In recent decades, TQM has emerged as a competitive strategy for organizations and has been widely adopted worldwide. The effective development and implementation of TQM have enabled organizations to secure advantageous positions and become more competitive in the global market. As a result, TQM is used as a means to enhance product quality, improve service quality, and meet customer needs and expectations more effectively.

However, achieving the benefits of TQM is not a straightforward task. Although TQM has seen success in numerous organizations, evidence suggests that many implementation efforts are often unsuccessful (Haffar *et al*., 2014). Research indicates that a significant reason for these failures is the lack of attention to cultural factors (Yong & Pheng, 2008; Zu *et al*., 2010; Prajogo & McDermott, 2011). Similarly, Prasad and Tata (2005) argue that implementation challenges are not necessarily due to flaws in TQM itself but rather to insufficient consideration of cultural variables that impact its success. This highlights the crucial role of organizational culture in both performance and TQM implementation. Understanding and defining an organization's culture type is essential to assessing its readiness for TQM adoption and successful execution.

While many studies have shown a direct relationship between organizational culture and the success of TQM implementation, other research suggests that organizational culture may act as a mediator (Benny, Endang, Raharjo, & Hamid, 2013; Mohd, 2016) or moderator (Al-Swidi & Mahmood, 2012). Additionally, Zeitz, Johannesson, and Ritchie (1997) argued that, although

there is a relationship between organizational culture and TQM practices, they are distinct constructs. Given these varying findings, this study aims to examine the relationship between organizational culture and TQM implementation in a single, integrated analysis.

While some authors argue that TQM implementation drives changes in organizational culture (OC), many scholars, including Zu *et al*. (2010), Prajogo & McDermott (2011), and Baird *et al*. (2011), contend that TQM success is instead influenced by pre-existing OC, rather than the other way around. This study adopts the perspective that OC precedes and shapes TQM practices, functioning either as a driver or a barrier to effective TQM implementation.

Currently, many Ethiopian manufacturing organizations have implemented TQM practices, including continuous quality improvement, customer focus, total employee involvement in quality enhancement, supplier quality management, process management quality, and training in quality tools (Birhan & Daniel, 2014). Despite these efforts, few studies have explored TQM in Ethiopia, such as those by Haile (2016), Gebremedehin (2016), and Seifemicale (2018), which primarily assessed the extent of TQM implementation in Ethiopian manufacturing firms. Their findings indicate a low level of TQM adoption across these organizations. Notably, none of these studies examined the impact of organizational culture on TQM implementation. Therefore, this study aims to fill that gap by addressing aspects of TQM and organizational culture not previously investigated.

In light of the theoretical gaps and limited empirical studies on the relationship between OC dimensions and TQM implementation within the Ethiopian context, this study aims to address these gaps by specifically examining the impact of OC on TQM practices. The primary purpose of this research is to assess how organizational culture influences the implementation of TQM within the EEU.

1.3. Objectives

1.3.1. Research Questions

- What types of organizational culture exist in Ethiopian Electric Utility?
- What is the level of TQM implementation in Ethiopian Electric Utility?
- How do different types of organizational culture impact TQM implementation in Ethiopian Electric Utility?
- Has the impact of organizational culture on TQM implementation changed over time in Ethiopian Electric Utility?

1.3.2. General Objectives

The general objective of this study was to assess the effect of OC on TQM implementation in EEU to gain a better understanding of which types of culture affects TQM implementation.

1.3.3. Specific Objectives

- ✓ To identify the types of OC existing in EEU
- ✓ To determine the level of TQM implementation in EEU
- ✓ To investigate the impact of OC types on TQM implementation in EEU.
- ✓ To find out if there is any significant change in the impact of OC types on TQM implementation in EEU.

1.4. Significance of the Study

This research offers both academic and practical contributions. Theoretically, by positioning OC as an antecedent to TQM implementation, this study was empirically examine which types of OC are associated with specific aspects of TQM practices. Understanding the nature, strength, and direction of these relationships can inform and support future efforts in TQM implementation. Practically, the findings had benefit organizations that have struggled to fully implement TQM or are in the planning stages of introducing it. Specifically, this research can assist the EEU in achieving its long-term quality objectives.

Additionally, the study's findings had benefit both practitioners and researchers. For practitioners, this research can guide those looking to assess their readiness for TQM or to foster a culture supportive of TQM. For researchers, it offers insights into the influence of OC on TQM and other major improvement initiatives, helping to identify key factors that organizations should prioritize to enhance the success of TQM implementation. Furthermore, understanding the complex relationship between TQM and OC provides a basis for sound managerial practices that can support TQM success. Replicating this study in organizations with different cultures and contexts could also contribute to developing a more comprehensive model for TQM implementation.

1.5. Scope of the study

Delimiting a research project using specific location, population, time frame, or issue to be investigated helps the researcher to focus the center of attention and address the research problem in a resource and time efficient manner (Creswell, 2009). Accordingly, the scope of this study was to assess the impact of OC on TQM implementation in Ethiopia electric utility by determining the organizational culture types which has the most impact on successful implementation of TQM, and if the impact of organizational culture varies or change with the organizational profile. For this reason, this study was focused on EEU which is located in Debre Markos city administration.

1.6. Definition of terms

Organizational culture (OC): Many definitions of organizational culture exist. For the purpose of this study, organizational culture is defined as the underlying values, beliefs, and assumptions that shape employee behavior (Hofstede, 2005; Armstrong, 2006; and Schein, 2010).

Total quality management (TQM): In this study, TQM is defined as a firm-wide management philosophy of continuously improving the quality of the products/services/processes by focusing on the customers' needs and expectations to enhance customer satisfaction and firm.

Performance Critical Success Factors (CSFs) of TQM: Precisely, in this study CSFs of TQM defined as a comprehensive set of TQM practices that should be implemented by organizations to attain its objectives and missions. These are top management commitment and leadership, customer focus, people management, process management, supplies quality relationship and continuous improvement.

Competing Values Framework (CVF): It is a framework used to classifying organizations in four types, referred to as hierarchical, rational, developmental, and group cultures (Cameron and Quinn, 2011).

1.7. Organization of the study

The study was organized into five chapters. The first chapter should contain background of the study, statement of the problem including basic research questions, objectives of the study (general and specific objectives), scope and limitations of the study and significance of the Study. In the second chapter, the works of some authors pertaining to the concept of TQM and OC were reviewed, bearing in mind the objective of the study. Chapter three was including the research design and methodology employed (the research method, sources and types of data, sampling methods and sample size, instruments of data collection, techniques of data analysis and ethical considerations should be explained). The fourth one dedicated to "Data Analysis and Discussion," where the collected data is analyzed and discussed in relation to the research objectives. Finally, Chapter Five present the "Summary of Findings, Conclusion, and Recommendations," summarizing the key findings and offering conclusions and recommendations based on the study's outcomes.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

In this chapter, we explored the existing literature on key concepts pertinent to this study, specifically focusing on the impact of OC and the implementation of TQM. The aim was to provide a comprehensive review of both theoretical and empirical findings related to TQM and OC, highlighting their interrelationships. Based on this literature review, we developed a conceptual framework to guide our study. This framework illustrates how OC influences TQM practices and outcomes, setting the stage for further investigation into these critical organizational dynamics.

2.1. The Concept of Quality

The concept of "quality" is indeed multifaceted and encompasses a diverse array of human needs. Literature indicates that quality can be defined in various ways, often reflecting the context of products, services, and customer satisfaction. There is no single, universally accepted definition of quality; instead, numerous authors and experts have offered their interpretations. Here are some notable definitions:

Deming (1986) defines quality as “satisfying the customer, not merely meeting their expectations, but exceeding them.” This perspective emphasizes that true quality involves not only fulfilling customer requirements but also delivering added value. According to Deming, the entire philosophy of quality management revolves around the customer. Every aspect of quality should be geared towards enhancing the customer experience, and any feature or service that does not contribute to this goal cannot be considered a quality attribute. This customer-centric approach underscores the importance of understanding and anticipating customer needs in the pursuit of quality excellence.

Crosby (1984) defines quality as "conformance to requirements," emphasizing the necessity of clearly defining and specifying product requirements to ensure they are properly understood and met. Juran (1988) offers a complementary definition, describing quality as "fitness for purpose or use," which applies across various types of organizations, whether manufacturing, service-oriented, for-profit, or nonprofit. According to Oakland (2005), quality can also be seen as

"meeting customer requirements," highlighting that the ultimate measure of quality lies in the perception and satisfaction of the user or customer. Together, these definitions reinforce the importance of clarity in requirements and the central role of the customer in assessing quality (Oakland, 2005)

In conclusion, these definitions collectively suggest that quality is fundamentally about meeting the needs and expectations of customers. It involves delivering superior products and services that align with customer requirements, ultimately contributing to the achievement of organizational goals. This customer-centric approach underscores the vital role of quality in fostering satisfaction, loyalty, and overall success within an organization.

2.2. Quality Management in Ethiopia

Quality control in Ethiopia has indeed been a focus since the establishment of the Ethiopian Standards Institute in 1972. Over the years, various initiatives have been implemented to enhance the quality of products and services. These efforts include developing standards, conducting training for industries, and promoting awareness among consumers about the importance of quality. In recent years, the government and various organizations have ramped up their efforts, aiming to align with international standards and improve competitiveness in global markets. These initiatives are crucial for supporting economic growth, fostering innovation, and ensuring consumer safety in Ethiopia (Daniel and Fasika, 2003).

Quality-related issues pose significant challenges for various industries in Ethiopia, particularly in the service sector. These problems can lead to poor product performance in both local and international markets, resulting in several negative consequences. Addressing these quality challenges through improved standards, training, and better regulatory frameworks can help enhance product quality, boost competitiveness, and foster economic development (Ezera, 2004).

Birhan and Daniel (2014) highlight critical reasons for poor quality practices in Ethiopian service sectors, which are indeed significant barriers to improvement. the reasons for poor quality practice are basically two; the first one is lack of awareness about basic concepts of quality. The second reason is that the customer’s knowledge about quality is not adequate (Haile, 2016). In general, quality management in Ethiopia was found to be low performance across various areas—such as leadership, policy and strategy, resource management, process management, customer

satisfaction, and overall business performance—could hinder economic growth and societal development (Birhan & Daniel, 2014).

2.3. An Overview of Total Quality Management and its Implementation

2.3.1. Origin and Evolution of TQM

The TQM movement indeed emerged prominently in the 1980s, but its roots can be traced back to earlier developments between the 1950s and 1970s. While much of the theoretical groundwork was laid in the United States, Japan became a leader in applying these principles effectively, significantly impacting global quality management practices (Gupta, 2005; Fonseka, 2015). Key figures in this movement, often referred to as the "big five," include W. Edwards Deming, Joseph Juran, Kaoru Ishikawa, Philip Crosby, and Armand Feigenbaum. Each of these individuals contributed essential concepts and frameworks that shaped the understanding and implementation of quality management, emphasizing continuous improvement, customer satisfaction, and employee involvement. Their collective influence has made a lasting mark on how organizations approach quality in products and services (Krüger, 2001)

The evolution of TQM reflects a progression in quality concepts that businesses adopted over time. Here are the main stages: Inspection: This early stage focused on detecting and correcting defects. Inspection was reactive, occurring after production. It was about ensuring that faulty products didn’t reach customers but didn’t address the causes of defects. Quality Control (QC): With increased industrialization, QC introduced a more systematic approach, utilizing statistical techniques to control production processes. This stage aimed to reduce variability and maintain standards, but it was still primarily reactive. Quality Assurance (QA): QA shifted focus from merely inspecting the end product to ensuring quality throughout the production process. It involved creating procedures and systems for preventing defects rather than just detecting them, emphasizing a proactive approach. TQM: TQM takes a holistic approach, aiming for continuous improvement across all areas of an organization. It integrates quality into every aspect of a company, with everyone responsible for maintaining quality standards. It involves customer satisfaction, employee involvement, and a commitment to long-term quality improvement rather than short-term fixes. Each stage marks a shift from isolated quality efforts to a company-wide commitment to quality as a strategic priority (Loughlin, 2008; Singh, 2014).

2.3.2. Definition of TQM

TQM lacks a single, universally accepted definition. Different quality gurus and thinkers shaped TQM with distinct perspectives based on their experiences and priorities, leading to a variety of definitions. Here are some influential figures and their unique contributions to TQM:

W. Edwards Deming: Often associated with the idea of quality improvement as a continuous process, Deming's approach emphasized a "system of profound knowledge" involving systems thinking, understanding variability, and a deep commitment to ongoing education. His famous 14 Points stress the importance of leadership commitment, constant quality improvement, and eliminating barriers that hinder pride in workmanship.

Joseph Juran: Juran defined quality as "fitness for use," meaning products should meet customer needs and expectations. He introduced the Juran Trilogy (Quality Planning, Quality Control, and Quality Improvement) to help organizations structure their quality management. Juran believed in the importance of strong leadership and in aligning quality goals with business goals.

Philip Crosby: Crosby is best known for his "zero defects" philosophy, promoting the idea that quality means conformance to requirements. His **four absolutes of quality management** focus on the idea that quality should prevent defects rather than detect them. Crosby's view was that quality is "free" if done correctly from the start, as the cost of prevention is lower than the cost of failure.

Kaoru Ishikawa: A strong proponent of quality control, Ishikawa emphasized broad participation in quality, advocating for tools like cause-and-effect diagrams (often called "Ishikawa diagrams"). He promoted the idea that quality control should involve everyone in the organization, not just those on the production floor, which aligns closely with the comprehensive view of TQM.

Armand Feigenbaum: Feigenbaum coined the term, a precursor to TQM, and emphasized that quality is the responsibility of every department. His approach, TQM, stresses the need for an integrated quality system involving the whole organization.

Genichi Taguchi: Known for his work on designing robust systems and minimizing costs due to poor quality, Taguchi's focus was on quality in the design phase. He introduced concepts like

Taguchi methods and loss functions, focusing on the cost of quality from a societal perspective. Despite varied definitions, most descriptions of TQM converge around certain principles: a focus on customer satisfaction, continuous improvement, employee involvement, and a commitment to integrating quality into every aspect of the business. From the above definitions, it is reasonable to conclude that TQM can be defined as a philosophy or approach that involves the application of quality management principles, practices and techniques to all aspects of the organization including management, employees, customers and suppliers and their integration with the key business processes.

2.3.3. TQM and Quality Award Models

Quality awards and standards have indeed become instrumental in promoting quality awareness and excellence across organizations worldwide. Each award and standard serves as a benchmark for quality management practices, encouraging organizations to adopt TQM principles. Here's an overview of some of the most recognized models:

2.3.3.1. The Deming Prize (Japan)

Established in 1951 in honor of W. Edwards Deming, this award is one of the earliest and most prestigious quality awards. It emphasizes statistical quality control and promotes continuous improvement, fostering an environment for sustainable quality practices across all organizational levels. Companies aiming for this award focus on adopting and internalizing the principles of TQM (Deming Prize 2006).

2.3.3.2. The Malcolm Baldrige National Quality Award (USA)

Introduced in 1987, this U.S.-based award assesses organizations based on seven key areas: Leadership, Strategy, Customers, Measurement, Workforce, Operations, and Results. Named after former U.S. Secretary of Commerce Malcolm Baldrige, this award is designed to recognize excellence in organizational performance and to enhance the competitiveness of American companies by promoting the benefits of quality management (Goetsch and Davis, 2010).

2.3.3.3. The European Quality Award (EFQM Excellence Award)

Created in 1991 by the European Foundation for Quality Management (EFQM), this award follows the EFQM Excellence Model and is widely recognized across Europe. It evaluates organizations on factors like leadership, people, processes, and customer satisfaction. This award

encourages European organizations to adopt a balanced approach to quality by focusing on sustainable practices and results-driven strategies (EQA, 2016)

2.3.3.4. International Organization for Standardization (ISO)

Unlike specific quality awards, the ISO standards (particularly ISO 9001) provide a globally recognized quality management system (QMS) framework. ISO standards outline requirements for establishing a systematic approach to quality management, helping organizations meet regulatory requirements, improve process efficiency, and enhance customer satisfaction. Organizations certified under ISO 9001 demonstrate a commitment to quality management practices, continuous improvement, and regulatory compliance (ISO, 2008).

2.3.3.4. Ethiopian Quality Awards

The Ethiopia Quality Award (EQA), introduced in 2008, is a strategic initiative to embed quality management principles within Ethiopia's manufacturing and service sectors. By recognizing excellence in quality and performance, this award supports the development of organizational excellence and positions Ethiopian industries to be more competitive globally. The main criteria used to evaluate organizations for the EQA include: Leadership: Evaluates the commitment and role of leadership in guiding the organization toward excellence. Leaders are assessed on how effectively they inspire, communicate, and implement quality goals. Policy and Strategy: This criterion examines how well an organization’s policies and strategies align with its quality objectives and long-term vision, as well as how these are integrated into daily operations to drive quality improvements. Resource Management: Focuses on the efficient management of resources, including human, financial, and technological resources, to ensure sustainable quality practices and enhance productivity. Process Management: This area evaluates how processes are designed, managed, and continuously improved to ensure that products and services consistently meet quality standards. Customer Satisfaction: Emphasizes the importance of understanding and meeting customer needs. Organizations are assessed on their ability to gather feedback, address complaints, and maintain high levels of customer satisfaction. Business Results: Looks at an organization’s overall performance, measuring key indicators such as financial stability, operational efficiency, and market share to gauge the impact of quality initiatives on business outcomes. Impact on Society: Reflects the organization’s commitment to social responsibility and sustainable practices. This includes assessing the impact on the community, environment, and contribution to societal well-being (EQA, 2008).

The EQA not only encourages organizations to adopt TQM principles but also raises awareness about the role of quality and performance excellence as essential components for competing in a global market. Through this award, Ethiopian businesses are motivated to strive for higher standards, continuous improvement, and a commitment to societal impact (EQA,2008)

These models encourage organizations to improve quality by benchmarking against global standards, fostering innovation, and enhancing productivity. By aiming for these awards or certifications, organizations demonstrate their commitment to quality, customer satisfaction, and organizational excellence.

2.4. Critical Success Factors for TQM Implementation

Irfan and Kee (2013) define critical success factors (CSFs) as essential areas that organizations must excel in to achieve their mission. These factors are identified by examining the impacts of specific practices on the organization's overall goals. In the context of TQM, CSFs are the key practices that guide organizations and employees in aligning daily business activities with TQM principles and processes, promoting a culture of quality.

Talib and Rahman (2012) highlight that successful TQM implementation is closely tied to CSFs, which are essential in achieving effective results. Although various studies have identified CSFs for TQM, there is no universally agreed-upon set of practices for successful TQM implementation. This lack of consensus is partly due to differences in industries, organizational contexts, and interpretations of quality practices (Talib, Rahman & Al-Sabi *et al*., 2017).

Based on the review of selected literature, six CSFs have been identified as core elements for achieving a holistic approach to TQM. These six factors, supported by authors like Abuse (2011), Haile (2016), Gebremedehin (2016), and Seifemicale (2018), reflect both global insights and the specific needs of developing countries. Each of these factors contributes to the alignment of TQM practices with organizational goals and cultural contexts. The six CSFs are:

2.4.1. Top Management and Leadership Commitment

Effective TQM requires a firm commitment from top management to lead and support quality initiatives. Leadership commitment not only drives strategic direction but also influences

organizational culture by embedding quality as a core value (Saraph *et al*, 1989; Flynn *et al* 1995; and, Motwani, 2003).

2.4.2. Customer Focus

Prioritizing customer satisfaction is essential in TQM. This factor emphasizes understanding and fulfilling customer needs and expectations, which drives quality improvements and enhances the organization's reputation and market competitiveness (Zu *et al*, 2010).

2.4.3. People Management

Managing and empowering employees is a fundamental aspect of TQM. This involves fostering a positive work environment, providing training, and involving employees at all levels to create a motivated and skilled workforce committed to quality (Mosadegh, 2015).

2.4.4. Process Management

Process management ensures that all operational activities are aligned with quality standards. By refining and standardizing processes, organizations can maintain consistency, reduce inefficiencies, and improve overall quality (Flynn *et al*., 2006)

2.4.5. Continuous Improvement

Continuous improvement is at the heart of TQM, emphasizing the need for incremental improvements in products, services, and processes. This ongoing effort promotes adaptability and innovation, essential for long-term success (Oakland, 2004).)

2.4.6. Supply Quality Management

Ensuring quality in the supply chain is critical to maintaining high standards in final products and services. Supply quality management involves establishing quality expectations, developing supplier relationships, and monitoring supplier performance (Sadikoglu *et al*., 2014).

These factors provide a comprehensive framework for TQM implementation that is adaptable to various cultural settings and organizational contexts, particularly in developing countries. They represent well-rounded principles for organizations aiming to embed quality at every level, foster a culture of excellence, and drive sustained performance improvements (Mosadegh, 2015).

2.5. Culture

Quality practitioners, experts and academics consider culture as an important factor for any business. Hofstede and Hofstede (2005) described culture as “the shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes, and norms that knit a community together. These psychological qualities reveal group agreement, implicit or explicit, on how to approach decisions and problems, the way things are done here”. Schein (2010) articulates the deep-rooted and often unconscious influence of culture on both individual and group behaviors, including how it affects perceptions, values, and thought patterns. This view supports the idea that for organizations to successfully implement quality tools, techniques, and models, they must first understand and engage with their existing cultural forces.

2.5.1. Definitions of Organizational culture

While definitions of organizational culture vary, they typically converge on the core elements of values, beliefs, and assumptions shared among members. These elements serve as the foundation for what is perceived as proper or acceptable behavior within an organization (Hofstede and Hofstede, 2005). Cameron and Quinn’s definition offers a nuanced view of organizational culture, emphasizing it as a pervasive framework shaped by deeply embedded values, assumptions, and collective memories. They highlight that culture permeates all aspects of an organization, from overarching principles to the unique subcultures within departments or teams. In more details, it means “the collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive context for everything we do and think in an organization” (Mullins, 2010).

Armstrong's (2006) definition highlights the implicit, often unspoken elements of organizational culture—values, norms, beliefs, attitudes, and assumptions—that shape behavior and establish how tasks are accomplished. Armstrong’s comparison of organizational culture to an individual’s personality captures its deep influence on behavior, interactions, and performance within an organization. Armstrong’s analogy is powerful because it positions culture as a complex, enduring, yet dynamic characteristic that must be considered when organizations aim to implement change or improve performance. This perspective aligns well with initiatives in quality management, where understanding and shaping organizational culture can significantly enhance success.

2.5.2. Measuring organizational culture

Schein (2010) rightly observes that culture is complex and multi-dimensional, making it difficult to capture accurately with a single instrument. Many organizations struggle not only to understand their existing culture but also to determine if it aligns with their strategic objectives. This lack of alignment can hinder an organization's ability to achieve desired outcomes or implement change. The Competing Values Framework (CVF), developed by Cameron and Quinn (2011), has indeed proven valuable in addressing this issue by offering a structured approach to understanding culture.

2.5.3. The competing value framework (CVF)

The CVF is a strategic choice for examining how organizational culture affects TQM implementation. This framework provides a comprehensive perspective on culture by delineating the four primary cultural types—Clan, Adhocracy, Market, and Hierarchy—that capture the diverse ways in which organizations operate and prioritize values. By mapping organizational culture through the CVF, researchers can identify strengths and potential gaps in cultural alignment with TQM principles, enhancing the understanding of factors that support or hinder TQM success (Prajogo and McDermott, 2011; Zu *et al*., 2009).

The CVF is indeed highly effective for assessing organizational culture, thanks to its clear structure and multidimensional approach. Its four orientations—control vs. flexibility and internal vs. external focus—are mapped across four quadrants, each representing a distinct culture type (Clan, Adhocracy, Market, and Hierarchy). This structure enables a nuanced understanding of the key cultural characteristics that influence organizational behavior and performance. Each of the four culture types within the CVF includes six core dimensions. That are Organizational Character, Leadership Demonstration, Management Style, Binding Force, Organizational Emphasis and Success Criteria.

This structured approach not only makes the CVF manageable but also provides actionable insights for organizations aiming to align their culture with strategic objectives like TQM. By identifying cultural dimensions in each quadrant, organizations can pinpoint areas where their culture supports or may challenge quality management practices (Cameron and Quinn, 2006; and Stock *et al*., 2007).

2.5.4. Types of culture

Although there are four distinctive cultural categories, in reality, organizations are unlikely to reflect only one cultural type. To be effective, the adoption of some elements of each of the four ideal culture types (group, developmental, rational and hierarchical) is necessary (Cameron and Quinn, 2006). The implications of each culture type are summarized as follows:

2.5.4.1. Group culture

Cameron and Quinn's description of Group (Clan) culture highlights its strong focus on flexibility and an internal orientation, prioritizing the well-being and development of human resources. This culture type values openness, cohesion, and member commitment, fostering an environment where loyalty, tradition, and collaboration are central to organizational stability and effectiveness. This culture type is especially beneficial for organizations aiming to enhance employee engagement, job satisfaction, and internal cooperation. However, while Group culture creates a positive internal environment, organizations may need to balance it with elements from other culture types (e.g., Market or Adhocracy) to maintain competitiveness and adaptability in rapidly changing external environments (Cameron and Quinn, 2011).

2.5.4.2. Developmental culture

Cameron and Quinn's Developmental (Adhocracy) culture focuses on flexibility with an external orientation, promoting growth, innovation, and adaptability in response to external pressures and opportunities. This culture type is well-suited for environments where change is constant, and organizations need to innovate continuously to remain competitive. This culture type aligns well with industries such as technology, startups, and R&D, where the ability to innovate and pivot quickly is critical to maintaining a competitive edge. However, it also requires a careful balance with stability-oriented cultures (e.g., Hierarchical culture) to ensure sustainable growth without sacrificing operational efficiency.

2.5.4.3. Rational/ Market culture

Denison and Spreitzer's characterization of Rational (Market) culture highlights its focus on the external environment with a strong control orientation. This culture is defined by its results-driven approach, emphasizing productivity, performance, and competitive advantage. The Rational/Market culture is particularly effective in industries where competition is fierce, and performance metrics are critical, such as sales, finance, and fast-moving consumer goods.

However, while this culture drives results, organizations must balance it with elements of other cultures (like Group or Developmental cultures) to ensure employee well-being and foster innovation (Denison and Spreitzer, 1999).

2.5.4.4. Hierarchical culture

Cameron and Quinn's Hierarchical culture emphasizes a control and internal focus, prioritizing stability, predictability, and adherence to established procedures. This culture type is characteristic of formalized, structured environments where efficiency and consistency are highly valued. It is particularly effective in industries where accuracy, consistency, and regulatory compliance are paramount, such as healthcare, government, and manufacturing. However, to stay agile and innovative, organizations with a strong Hierarchical culture may benefit from integrating flexibility-oriented elements (like those from Developmental or Group cultures) to adapt more readily to change.

Cameron and Quinn (2006) emphasize that the four cultural types in the CVF—Clan, Adhocracy, Market, and Hierarchy—should be seen as ideal types that serve as a foundation for understanding organizational culture. Rather than adopting one type exclusively, organizations are encouraged to blend these cultural types, creating a culture balance that reflects multiple dimensions. This balanced approach enables organizations to leverage a diverse set of strengths to adapt to different demands and challenges. This balanced cultural approach aligns with the idea that no single culture type is inherently superior; rather, an effective culture is one that can dynamically incorporate multiple orientations based on the organization's strategic objectives and environmental context. The CVF offers a versatile model that can accurately describe and assess a wide range of organizational aspects beyond culture alone. Its applicability extends to areas such as leadership style, management roles, human resource management, quality management, and effectiveness criteria. Research has shown that when there is a strong alignment between an organization's dominant culture and these other aspects, the result is often higher performance and improved outcomes.

2.6. Organizational Culture and TQM

While culture and TQM originated as separate fields, they have increasingly converged, with both emphasizing the importance of aligning organizational culture to achieve excellence and quality.

Research underscores that cultivating a supportive organizational culture is critical for effective TQM implementation. Cultural change or alignment fosters an environment where TQM principles, such as continuous improvement and customer focus, are more readily adopted and sustained (Al-Khalifa and Aspinwall 2001; Prajogo and McDermott, 2005; Yong and Pheng 2008 and Zu *et al*., 2010). They suggest that TQM is not merely a set of techniques but rather a comprehensive approach that requires cultural compatibility. Organizations aiming for TQM-driven excellence are encouraged to assess and, if necessary, reshape their cultures to foster values that align with quality improvement principles.

Prajogo and McDermott (2011) identify organizational culture awareness as a critical factor influencing the speed and success of TQM implementation. They argue that one major reason for delays in TQM adoption is a lack of understanding among top managers and external consultants regarding the cultural values and practices that shape daily organizational activities. This oversight suggests that cultural alignment is often underestimated in TQM initiatives, leading to resistance and limited effectiveness.

2.6.1. The Role of organizational culture in TQM implementation

Prajogo and McDermott (2011) identify organizational culture as one of the most critical determinants for successful TQM implementation. They stress that achieving effective TQM requires not just technical changes but also a meaningful cultural transformation within the organization. This transformation is essential to embed TQM values such as continuous improvement, customer focus, and collaborative problem-solving into everyday practices.

Despite the recognized importance of culture in TQM success, there has been limited exploration into the intensity and specific nature of culture's impact on TQM outcomes. While studies often highlight culture as a top factor, fewer delve deeply into how cultural characteristics—like openness, flexibility, or risk tolerance—uniquely influence the adoption and sustainability of TQM practices. Understanding this nuanced relationship could provide valuable insights into tailoring cultural change strategies that better support TQM efforts (Prajogo and McDermott, 2011).

Understanding and evaluating an organization's existing culture is foundational to implementing effective cultural change, which is a primary condition for TQM (Total Quality Management) to

thrive (Oakland, 2004). Research consistently shows that an appropriate organizational culture is essential for driving TQM success, underscoring the importance of assessing and aligning cultural attributes with TQM principles.

This alignment involves defining a suitable organizational culture type and mapping the organization's readiness for TQM adoption. A proper understanding of the organization's culture helps identify the attitudes, values, and behaviors that either support or hinder TQM practices. Consequently, organizational culture should be carefully considered when identifying factors that influence TQM success.

2.7. Empirical Evidences

Numerous empirical studies have utilized the CVF to examine how OC influences diverse operations and management practices. These applications span fields such as advanced manufacturing technology, leadership roles, TQM, organizational effectiveness (Georgiev, 2009), knowledge management (Rad, 2006), and especially TQM (Jabnun and Sedrani, 2005; Prajogo and McDermott, 2011; Stock *et al*., 2007; Zu *et al*., 2010). The extensive use of CVF across these domains underscores its value as a universal framework capable of explaining a variety of organizational phenomena.

The versatility of CVF lies in its two-dimensional, four-quadrant model, which effectively categorizes cultural types based on control versus flexibility and internal versus external orientation. This structure provides a solid foundation for examining both management practices and organizational culture, offering insights into how different cultural orientations can support or hinder various organizational strategies and practices. The CVF's applicability across contexts suggests that it is a reliable model for understanding and improving organizational effectiveness in a range of settings.

Al-Khalifa and Aspinwall's (2001) study of TQM implementation in Qatar used the CVF to assess the compatibility of Qatar's national culture with TQM principles. Their findings indicated challenges due to Qatar's dominant corporate culture of rationality and inflexible hierarchies, which emphasize control and centralized decision-making. Such a culture contrasts with the flexibility, openness, and employee participation that are critical to TQM success.

The study highlighted the importance of fostering a culture where employees feel valued as participants, with high levels of morale, trust, and participation. To align more closely with TQM goals, organizations in Qatar would benefit from efforts to build teamwork, promote growth and development opportunities, and encourage decentralized decision-making. These steps would help create an organizational culture that supports continuous improvement and collaborative problem-solving, both key to effective TQM implementation.

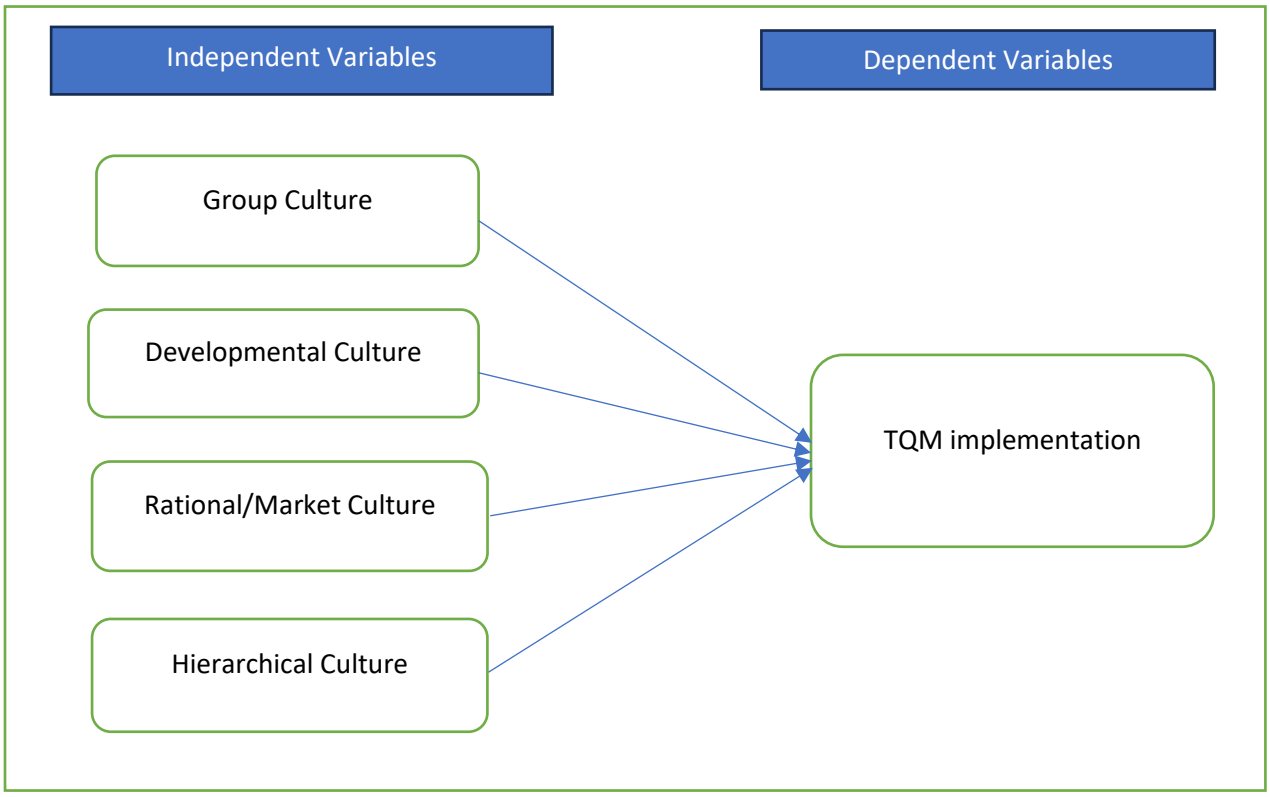
Several studies on TQM implementation in Ethiopia—such as those by Haile (2016), Gebremedehin (2016), and Seifemichael (2018)—focused on service sectors and found a low level of TQM adoption. These studies concluded that a primary factor for this limited success was the insufficient focus on organizational culture. Without a supportive culture, attempts at TQM often fail, as culture serves as the driving force that motivates TQM practices by fostering shared values, aligning goals, and creating systems oriented toward customer satisfaction and organizational performance improvement.

This suggests that Ethiopian organizations aiming for effective TQM should prioritize cultural alignment alongside technical implementations. Building a culture that supports continuous improvement, customer-centricity, and quality-focused practices could significantly enhance the success rates of TQM initiatives in the region.

2.8. Conceptual Framework of the Study

Based on the review of OC and the TQM implementation literature, the following conceptual framework was proposed. As shown in Table below, a set of four organizational culture types are hypothesized to be related to TQM implementation.

Table 1:Conceptual Framework



Source: Adapted from (Cameron and Quinn, 2006; Stock *et al*., 2007; Zu *et al*., 2010; Prajogo and McDermott, 2011; Baird *et al*., 2011; Gimenez *et al*., 2013 and Heritage *et al*., 2014).

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Description of the Study Area

3.1.1. Ethiopian electric utility subdivision in Debre Markos city administration

The EEU as a government-owned entity, holds responsibility for electricity generation, distribution, and sales across Ethiopia. Its mission is essential to expanding electricity access to both urban and rural areas nationwide. Within Debre Markos City Administration in the Amhara Region, the EEU operates a local subdivision dedicated to overseeing the distribution and sales of electricity to the city's population. This subdivision is tasked with ensuring reliable electricity provision, addressing service needs, and managing customer relations to support the area's energy demands.

The EEU plays a pivotal role in advancing Ethiopia’s socio-economic development by providing reliable and efficient electricity services across all regions, including remote areas. The Debre Markos subdivision within the Amhara Region is tasked with local electricity distribution and management, serving a customer base of 28,080—25,600 post-payment and 2,480 prepaid users.

The EEU Subdivision has several key responsibilities essential for efficient electricity distribution and customer service management. It oversees the electricity distribution infrastructure, ensuring power reaches residential, commercial, and industrial users in Debre Markos and nearby areas. The subdivision is also responsible for infrastructure maintenance, ensuring the proper functionality of transformers, power lines, and substations to provide uninterrupted service. Additionally, it manages customer service by handling inquiries, billing, complaints, meter readings, and service issues to maintain customer satisfaction. Facilitating new electricity connections for households, businesses, and industries is another crucial role, supporting local growth and economic expansion. Lastly, the subdivision ensures timely bill collection to sustain the utility's financial stability and enable continued service improvements.

3.2. Research Design

Research design serves as the framework or blueprint for conducting a study, guiding decisions about the overall structure, methods, and strategies for data collection and analysis. As Creswell (2009) explains, it involves choosing a research approach—whether qualitative, quantitative, or mixed methods—and defining how data would be collected and analyzed to address research questions or hypotheses. For this study, both explanatory and descriptive research designs was used to meet the objectives. descriptive in the reporting of the phenomena (e.g. organization cultural profiles, TQM practices) and explanatory in the determination of the organizational cultures and their relationships with TQM practices. This study analyzes TQM implementation and OC in EEU in Debre Markos district.

As per Saunders, Lewis, and Thornhill (2009), explanatory research aims to explore and clarify relationships between variables by studying situations or problems to uncover underlying connections. This approach is particularly useful for understanding causal links, as it helps to explain how variables interact within a given context. In contrast, descriptive research design is focused on describing the characteristics of an individual or a group, providing a detailed view of current conditions. Descriptive research is also effective for comparing two or more groups based on independent and dependent variables, allowing researchers to identify specific differences or patterns between groups. Using both explanatory and descriptive approaches offers a balanced way to understand both the characteristics of the study population and the relationships among key variables (Saunders *et al*.,2009).

3.3. Research Approach

A research approach defines the overall strategy or philosophy guiding a study, influencing both the methods for data collection and analysis and the way researchers conceptualize their research questions. It serves as the foundation upon which specific methods and techniques are chosen, framing the interpretation and exploration of research findings.

The Qualitative Research approach is one of these strategies, emphasizing a deep understanding of phenomena through detailed descriptions and interpretations (Creswell & Poth, 2018). Quantitative approach was used in this research in the form of survey questionnaire along with

quantitative data analysis procedures. The reason for selecting quantitative approach is it can provide a high level of measurement precision, statistical power, and high levels of reliability of data. Besides, it also helps to show whether there exist significant relationships between the variables of interest (Muijs, (2010).

3.4. Description of the Study population

In this study, the term "study population" refers to the complete group of individuals or entities relevant to the research focus. Specifically, this includes employees of the EEU who meet certain criteria pertinent to the study's objectives. These criteria may relate to demographic factors, specific job roles, geographic location, or other relevant characteristics that align with the research parameters. For the EEU in Debre Markos city, the study population spans employees working across one main district office and additional one branch service centers. These locations collectively represent the service infrastructure within the city and are vital to capturing a comprehensive view of the EEU workforce in this region. Ther are a total of 246 employes in EEU in Debre Markos city.

3.5. Sample Size Determination

To ensure adequate coverage and enable the generalization of findings, the sample size was calculated based on the total population size of employees from the EEU Office. As the population size becomes smaller than 300, We might as well survey everyone in the population.

3.6. Data collection method

Questionnaires: - To collect quantifiable data on TQM implementation close-ended questionnaires were distributed to EEU staff members. Questions could address service efficiency, simplicity of use, satisfaction levels, and challenges encountered. The study does not aim to validate or develop new instruments to measure the level of implementation of TQM practices, and OC types. Therefore, this research was adopted and translated two widely used, valid and reliable instruments, which fitted and served the objectives of the current study.

To identify the dominant culture type within EEU, the study utilized the Organizational Culture Assessment Instrument (OCAI), developed by Cameron and Quinn (2011). This instrument is grounded in the CVF a widely validated approach to assessing organizational culture. Research

supports the reliability and validity of the CVF and its corresponding OCAI scale (Alkhalifa & Aspinwall, 2009; Yu & Wu, 2009).

In addition, to assess the extent of TQM implementation in these staff, an instrument developed by Samson and Terziovski (1999) was adapted. This instrument is known for its effectiveness in measuring various dimensions of TQM practices within organizations. The questionnaire was structured into three parts as follows:

Part One: Demographic Characteristics

This section comprises 12 items was designed to collect background information on respondents and the organizations. Items include questions about gender, age, educational background, years of experience, and general information about the companies. This demographic data is essential for categorizing respondents and allowing for comparative analyses within and between organizations.

Part Two: Organizational Culture Assessment

The second section assesses organizational culture, based on 24 items aligned with the dimensions of the OCAI. These items capture various aspects of the organizational culture within EEU, providing insight into the prevailing culture types.

Part Three: TQM Implementation

The third section includes 18 items specifically measuring TQM practices. Respondents evaluate statements related to TQM implementation, covering critical elements such as leadership, customer focus, and continuous improvement practices.

The questionnaire on the second and third part are close-ended by which the respondents were asked to indicate their level of agreement using a five Likert rating scale measurement where: Strongly disagree (SD) = 1; disagree (D) = 2; Neutral (N) =3, agree (A) = 4; and strongly agree (SA) = 5. This scale provides a standardized measure for analyzing respondents' attitudes and perceptions.

The original questionnaire was developed in English and subsequently translated into Amharic, as most respondents are proficient in one or both languages. To enhance the validity of the translated

instrument, the translation process was carried out by multiple language professionals and senior academic staff. Particular attention was given to the wording, form, and sequence of questions to maintain clarity and consistency between the English and Amharic versions.

3.7. Methods of Data analysis

The researcher used SPSS version 22 as the statistical tool to analyze the quantitative survey data. Descriptive statistics, including mean, median, mode, and frequency, will be employed to summarize the data. To examine the relationships, we will apply inferential statistics, such as correlation and regression analysis. Multiple regression was utilized to assess the causal relationships between the independent variables (OC types) and the dependent variable (TQM implementation) as well as to evaluate the significance of each independent variable's contribution. The qualitative data will be analyzed manually. Once the study is complete, a report was prepared, integrating all data sources to enhance validity and complement the findings.

3.7.1. Model of the data analysis

The quantitative data analysis derived key statistics such as means and standard deviations from the numerical values collected. SPSS version 22 was utilized to organize, code, and analyze the quantitative data. The researcher employed descriptive statistics to summarize the findings. Additionally, inferential statistics used to assess the TQM implementation in the EEU offices.

Tables and charts effectively illustrate the quantitative data. Multiple regression analysis conducted to explore the relationships between the independent variables (X1, X2, X3, etc.) and the dependent variable (Y). The adjusted coefficient of determination (R^2) indicated the extent.

3.8. Data reliability and validity

The researcher used multiple approaches to ensure the validity of the study. A thorough review of related literature was also conducted to ensure that the questionnaire effectively captured relevant concepts. Additionally, the researcher consulted with an advisor to discuss the content of the questionnaire prior to its distribution, to further enhancing the study's validity. The questionnaire used Likert scale ranging from 1 to 5, allowing respondents to express their level of agreement or disagreement with various statements. This approach contributed to the construct validity of the

instrument. Overall, by incorporating these strategies, the researcher enhanced the validity of its findings.

One of the methods to test validity, content validity, refers to whether or not the content of the manifest variables (questionnaire) is right to measure the impact of OC on TQM implementation that the researcher trying to measure (Muijs, 2010, p.66). Therefore, this research adopted and translated two widely used, valid and reliable 30 instruments, which fitted and served the objectives of the current study (Zu *et al*., 2010; Prajogo and McDermott, 2011; Gimenez, *et al*., 2013; Heritage *et al*., 2014).

Reliability is the consistency of results obtained in the research study. Reliability is associated with the accuracy and precision of measurement procedure. Reliability refers to the consistency and stability of a measurement instrument (Kothari, 2004). It is commonly assessed using Cronbach's Alpha, a statistic that evaluates how well the items on a questionnaire measure the same underlying construct. Typically, a Cronbach's Alpha value of 0.70 or higher is considered acceptable. Avakol, M., & Dennick, R. (2011) explains that reliability involves consistency, particularly through internal consistency, which correlates the responses to individual questions within the questionnaire.

Based on the test for reliability shown in Table 2 below, OC types and TQM implementation scale was found to be highly reliable (12 items; $\alpha = .794$), with the reliability Cronbach's alpha statistics of individual constructs ranging from 0.773 to 0.866. According to Hair *et al* (2010) above, 0.7 level of Alpha value considered the scale has overall stability and consistency. Thus, based on the test of the scales and constructs included, it is revealed that each scale represents a reliable and valid construct.

Table 2: Reliability Test of independent and dependent Variables

Variables	Cronbach's Alpha	No. of items
Group Culture (GC)	.866	6
Developmental Culture (DC)	.771	6
Rational Culture (RC)	.777	6
Hierarchical Culture (HC)	.785	6
Top Management commitment (TMC)	.790	3
Customer Focus(CF)	.780	3
People Management (PeoMgt)	.784	3
Process Management (ProMgt)	.795	3
Close relationship with supplier (SR)	.771	3
Continuous Improvement (CI)	.785	3
Over all Reliabity	.794	42

3.9. Ethical Considerations

Ethical considerations are crucial in research to protect participants' rights and ensure the integrity of the study (Creswell, 2009). Ethical considerations are crucial in research to protect participants' rights and ensure the integrity of the study (Creswell, 2009). In this research, the following ethical principles was adhered. Participation in this research were entirely voluntary. Each participant was received a comprehensive description of the study's purpose, procedures, and potential implications before deciding to take part. This process ensured informed consent, allowing individuals to make an informed choice about their involvement. Measures will be taken to avoid any harm—physical, emotional, or psychological—to participants throughout the research. To protect participants' identities, all survey responses were kept anonymous, ensuring that individual responses could not be traced back to specific participants. Confidentiality was maintained by securely storing all data and restricting access to authorized personnel only.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

The purpose of this study was to examine the impact of organizational culture (independent variable) on TQM implementation (dependent variable). A quantitative method was applied and data was collected through a survey questionnaire. In this chapter, the data was statistically analyzed using SPSS version 25 and the results were presented in two sections. The first section consists of analysis of personal and organization demographics; profile of organizational culture and TQM implementation. Descriptive statistics was used for this analysis. In the second section data analysis was conducted through correlation analysis and regression analysis to examine the impacts of organizational culture on TQM implementation.

4.1. Data Response Rate

A total of 246 questionnaires were distributed to the selected employees of EEU in Debre Markos district. Out of these questionnaires, 194 questionnaires were returned, of which 183 were completed and usable, while 11 questionnaires were either incomplete or ineligible. As a result, the overall response rate was 74 percent, which is acceptable for data analysis and discussion of the study.

Table 3: Response Rate of respondents

Description	Response Rate
Questionnaires distributed	246
Questionnaires returned	194
Questionnaires not returned	52
Incomplete	11
Usable responses	183
Response rate (%)	74%

Source: researcher's own compilation of Survey data 2024

4.2. Demographic characteristics of respondents

4.2.1. Profile of the Respondents

The initial section of the questionnaire consists of six items focused on the demographic information of respondents. It gathers personal details such as gender, age, educational qualifications, work experience, department or work unit, job position, and classification. The table below summarizes the demographic characteristics of the respondents.

Table 4: Demographic profile of respondents

Variables	Description	Frequency	Percent
Gender	Male	119	65 %
	Female	64	35 %
	Total	183	100 %
Age	20-29	48	26.2 %
	30-39	101	55.2 %
	40-50	25	13.7 %
	>50	9	4.9 %
	Total	183	100 %
Level of Education	TVET	15	8.2 %
	Diploma	59	32.2 %
	BA/Bsc	79	43.2 %
	MA/Msc and above	30	16.4 %
	Total	183	100 %
Current position of the respondents	Manager	3	1.6
	Supervisor	28	15.3
	Employee	111	60.7
	Other	41	22.4
	Total	183	100
Department of the respondents	Human resource	3	1.6
	Finance and Accounting	6	3.3

	Inventory System	28	15.3
	Purchasing and Procurement	62	33.9
	Marketing and Sales	84	45.9
	Total	183	100
Work Experience	< 2 years	9	4.9
	3-4 years	14	7.7
	5-6 years	83	45.4
	7-10 years	70	38.3
	>10 years	7	3.8
	Total	183	100

Source: survey result (2024)

Regarding gender distribution, as can be seen from the above Table 4 , 65% of the EEU respondents in Debre Markos are male and the rest 35% are female. From this it can be inferred that majority of the respondents in the company are dominated by male.

As it can be seen in Table 4 above, the age composition of the respondents' the majority of the sampled respondents' age group fall between the ages of 30 up to 39 which accounts 55.2% of the total number of sampled respondents in EEU. The percentages of age between 20 and 29 are 26.2 %. In this demographic composition even though they have unbalanced sex composition in selected sample units which is because of the nature of the work which is mainly field work and not comfortable to females, the sampled respondents are young and productive work force that can apply better use of methods so as to improve TQM implementation.

According to Table 4 above, the educational level of the sample respondents indicates that 43.2% of the respondents are BA/BSC graduates while Diploma, MA/MSc and TVET holders are 32.2%, 16.4%, and 8.2 % respectively. This shows that the company have an educated work force that can work for the organizational productivity, and this can ensure us the response for the questionnaire which is field by employees with good educational background to be valid.

As it can be seen in Table 4 above, the position held by the respondents' majority of the respondents are

employees which accounts to 60.7%. The percentage for supervisors and managers is 15.3% and 1.6% respectively. Respondents were taken from the five units of the company.

The majority of the respondents, 45.9 % were taken from marketing and sales department. The remaining 33.9%, 15.3%, 3.3%, and 1.6% were taken from Purchasing and procurement, inventory system, finance and human resource departments respectively (Table 4). This shows that representative respondents were taken from the five departments of the company.

Regarding the years of experience of respondents, table 4b above indicated that, 45.4% of the respondents have 4-5 years' experience. While 38.3%, 7.7%, 4.9% and 3.8% of respondents were 7-10 years, 3-4 years, less than 2 years and greater than 10 years respectively.

4.2.2. Background information about the firms

Background information of the firms includes age of the company, the number of permanent employees and duration TQM. The EEU have greater than 57 years of operation in Debre Markos city. Regarding the numbers of permanents employees, the number of permanent employees is 246. With respect to TQM duration, the companies have adequate TQM experience (more than 5 years). Regarding ISO certification EEU is ISO 9001 certified.

4.3. Descriptive Analysis

In this section, descriptive analysis (mean and standard deviation) was performed to identify the existing OC and the level of TQM implementation in EEU.

4.3.1. Identifying the OC types existing in EEU

The mean of the four Organizational culture types were calculated to identify the dominant types of OC existed in EEU at Debre Markos district. According to Zaidatol and Bagheri (2009), the mean score below 3.39 is considered as low; the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high as shown below.

Table 5: Comparison bases of mean score of five-point Likert scale instruments

No	Mean value	Description
1	<3.39	Low
2	3.40 up to 3.79	Moderate
3	>3.8	High

Source: Zaidatol and Bagheri (2009)

For the sake of interpreting the results of the study, this research adopted the interpretation scores from Zaidatol and Bagheri *(2009).* The mean score below 3.39 is considered as low; the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high as shown below.

Table 6: Mean and Standard deviation of OC types

Types of Organizational Culture Types	Mean	Standard Deviation (SD)
Developmental Culture	4.09	0.647
Group Culture	3.99	0.857
Market/ Rational Culture	3.92	0.808
Hierarchical Culture	3.78	0.894

Source: survey result spss v.22, (2024).

From the above table (Table 6) it indicates that that the overall mean and Standard deviation of each OC types in EEU. According to the results, Developmental culture is the most dominant which have a mean value of 4.09, group culture with a mean score of 3.99 is the second most dominant, while rational culture is third in ranking with a mean score of 3.92. Finally, hierarchical culture was the weakest (mean = 3.78). Thus, the findings show that EEU were predominantly inclined towards a mix of developmental and group culture types.

4.3.2. **The Level of TQM implementation**

The means of the six CSFs was computed to analyze the implementation level of TQM practices in EEU. Table 4.7, illustrates the mean, standard deviation and total number of respondents for each TQM implementation factors. Overall, the results show relatively high mean scores on the

total TQM implementation factors in EEU. Relationship with supplies and continuous improvement factors had the highest mean score (4.32) whilst process management had a slightly lower score (4.22).

Table 7: Mean and Standard deviation of the TQM implementation factors

TQM implementation Factors	Mean	SD
Top Management Commitment	4.23	0.416
Customer Focus	4.24	0.423
People Management	4.25	0.434
Process Management	4.22	0.513
Relationship with Suppliers	4.32	0.495
Continuous improvement	4.32	0.460
Mean of overall TQM implementation	4.26	0.457

Source: survey result spss v.22, (2024)

4.4. Correlation Analysis

According to Saunders *et al.,* (2009) a correlation analysis used to identify the direction and relationship between the variables. Another reason why this research carries out correlation test is to measure the multicollinearity. Multicollinearity is an unfavorable situation which occurs when two or three independent variables are highly associated among each other (R>0.9), which would lead to a wrong data interpretation.

As sited by Hair *et al*., (2009) the range of correlation is more likely to have a stronger the relationship between the variables is a correlation close to -1 or 1. A correlation of 0.01 to 0.3 indicates a weak positive relationship; while a correlation of -0.01 to -.3 indicates a weak negative relationship. A correlation of 0.31 to 0.69 indicates a moderate positive relationship while a correlation of -0.31 to -0.69 indicates a moderate negative relationship. A correlation above 0.7 indicates a strong positive, and a correlation below -0.7 indicates a strong negative relationship. In this study, the researcher has used the above range in order to established relationship with the perspective variables.

Table 8: Correlation Coefficient

Variables		GC	DC	MA	HA	TQM
Group Culture (GC)	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	183				
Developmental Culture (DC)	Pearson Correlation	.545**	1			
	Sig. (2-tailed)	.000				
	N	183	183			
Market Culture (MC)	Pearson Correlation	.353**	.327**	1		
	Sig. (2-tailed)	.000	.000			
	N	183	183	183		
Hierarchical Culture (HC)	Pearson Correlation	.526**	.462**	.363**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	183	183	183	183	
Total quality Management (TQM)	Pearson Correlation	.425**	.439**	.436**	.525**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	183	183	183	183	183

**. Correlation is significant at the 0.01 level (2-tailed).

Source: *survey, SPSS V22,* 2024

As can be seen in the Table 8 above, dependent variable TQM implementation has strong and positive correlation with the independent variables, hierarchical culture (r=.525, P<0.01). When it comes to the other three independent variables correlation coefficient association with the dependent variable has moderate positive correlation with that of group culture (r=.425, P<0.01), developmental culture (r=.439, P<0.01) and market culture (r=.436, P<0.01). The table also shown that no multicollinearity among independent variables (all variables scored r<0.8). Therefore, the researcher performed a regression analysis in order to conduct a conclusive and statistically significant out come on whether there is an effect of OC types on TQM implementation.

4.5. Diagnostics in Regression

Before conducting the statistical analysis, it is crucial to test the assumptions required for the correct application of regression analysis (Hair *et al*., 2009). The key assumptions to be checked are: (1) independent variables should not be highly correlated with each other (multicollinearity), (2) the residuals should be independent of one another (autocorrelation), and (3) the residuals should follow a normal distribution (normality). Therefore, the following tests were performed on the dataset to verify whether it meets these assumptions, ensuring the validity and reliability of the analysis results.

4.5.1. Autocorrelation

One important assumption in regression analysis is that the residuals are independent of one another, meaning they should not be correlated. To test this assumption, we examine the regression output, specifically the model summary box, which includes the Durbin-Watson statistic. The Durbin-Watson statistic ranges from 0 to 4 and is used to assess the presence of autocorrelation in the residuals. For the assumption of no autocorrelation to hold, the Durbin-Watson statistic should be close to 2. A value of 2 indicates no autocorrelation, values closer to 0 suggest positive autocorrelation, and values closer to 4 indicate negative autocorrelation (Saunders *et al*., 2009).

Table 9: Autocorrelation model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.616[a]	.380	.366	5.202	1.63

a. Predictors: (Constant), Group culture, Developmental culture, Rational culture, Hierarchal culture

b. Dependent Variable: TQM

Source: own survey, SPSS V22, 2024

From Table 9, it can be seen that the value of Durbin Watson equal to 1.63, since the result lies within the suggested number 2. From this, it can be inferred that there is no autocorrelation.

4.5.2. **Multicollinearity**

The study checks for multicollinearity, which occurs when independent variables are highly correlated. This is assessed by calculating the Pearson correlation matrix, with values ideally below .90. The correlation matrix in the study shows the highest correlation is r = .526 (Table 8), indicating no multicollinearity issue. Additionally, multicollinearity is tested using Tolerance and Variance Inflation Factors (VIF). Tolerance measures the variance of an individual variable not explained by others, with values close to 1 being ideal. For the study to meet multiple regression assumptions, tolerance should be above 0.2, and VIF should be below 10.

Table 10: Multicollinearity test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	14.744	5.379		2.741	.007		
Group culture	.218	.207	.081	1.055	.293	.595	1.680
Developmental culture	.529	.227	.171	2.333	.021	.650	1.538
Market culture	.675	.186	.237	3.629	.000	.819	1.220
Hierarchical culture	.840	.193	.318	4.364	.000	.656	1.525

Source: own survey, SPSS V22, 2024

As indicated in the above Table 10 analysis of collinearity statistics show this assumption has been met, as no relationship of predictors equals or above coefficient value of 0.8 and VIF scores shown below 10, and tolerance scores above 0.2.

4.5.3. **Normality**

The normality assumption ensures that the residuals (errors between observed and predicted values) are normally distributed. This can be tested using a Histogram and P-P plot. For normality to be met, the Histogram should be symmetric around 0, and the points on the P-P plot should align closely with the diagonal line from bottom left to top right. In this study, the Histogram is

symmetric, and the P-P plot shows that the dots are near the diagonal line, indicating that the normality assumption is satisfied. (Appendix A)

4.6. **Testing the Hypotheses**

In this research four hypotheses (H) have been developed:

H1*: Organizational culture types have a positive impact on TQM implementation of EEU*

H1a: *Group Culture has a positive impact on TQM implementation of EEU*

H1b: *Developmental culture has a positive impact on TQM implementation of EEU.*

H1c: *Rational culture has a positive impact on TQM implementation EEU*

H1d: *Hierarchical culture has a positive impact on TQM implementation o f EEU*

In the following section, the hypotheses will be tested using multiple regression for ***H1, H1a***, ***H1b***, ***H1c*** and ***H1d***

4.7. **Regression Analysis**

Multiple regression was employed to test the third objective's hypotheses, which aimed to assess the impact of organizational culture types (Developmental, Hierarchical, Group, and Rational Culture) on TQM implementation. The study first used standard regression to determine the overall prediction equation. Then, a stepwise regression method was applied to identify the unique contribution of each independent variable. The hypotheses were tested at a 5 percent significance level to draw conclusions.

4.7.1. **Overall impact of organizational culture types on TQM implementation for EEU**

To assess the overall impact of organizational culture types on TQM implementation, a multiple regression model was run for EEU. The model used is:

$$Y=a+\beta 1x_1+\beta 2x_2+\beta 3x_3+\beta 4x_4+\varepsilon$$

$TQMI = \beta_0 + \beta_1(\text{Group Culture}) + \beta_2(\text{Developmental Culture}) + \beta_3(\text{Rational Culture}) + \beta_4(\text{Hierarchical Culture}) + \varepsilon$

Where:

- TQMI is the dependent variable (Total Quality Management Implementation),
- β_0 is the intercept,
- β_1 to β_4 are the coefficients representing the impact of each type of organizational culture (Group, Developmental, Rational, and Hierarchical) on TQM implementation,
- ε is the error term.

This model allows for evaluating how each culture type influences TQM implementation.

Table 11: Summary of Regression Model for EEU

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616[a]	.380	.366	5.202

a. Predictors: (Constant), Group culture, developmental culture, rational culture Hierarchical culture

b. Dependent Variable: TQM

Source: Survey data, SPSS V22, (2024)

Table 11 above shows that the value of adjusted R square which is called the coefficient of determination, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The model had an adjusted R square coefficient of .366 signifying that 36.6% of the variation in TQM implementation is explained by the variation in organizational culture types and the remaining 63.4% of the variance is explained by other factors.

Table 12: Analysis of variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2947.578	4	736.894	27.235	.000[b]
	Residual	4816.193	178	27.057		
	Total	7763.770	182			

a. Dependent Variable: TQM

b. Predictors: (Constant), Organizational Culture

Source: survey, SPSS V22, 2024

The above ANOVA Table indicates the statistical significance of the regression model that was run. table 4.13 above shows the F-test results (4, 178) = 27.235, was positive and significant at p= 0.000 < 0.05. It indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data). Therefore, the hypothesis proposed that *Organizational culture types have a positive impact on TQM implementation is accepted*.

4.8. Discussion of Findings

The study was conducted to examine the impact of organizational culture on the implementation of TQM in EEU. Based on the results of the data analysis, the following findings are discussed.

According to the study findings, EEU predominantly exhibits a combination of developmental, group, and rational culture types. The organization's cultural tendency leans towards developmental culture, which emphasizes flexibility and decentralization. This focus fosters expansion, growth, and development through innovation and creative problem-solving processes. Group culture is also notable, characterized by employee participation in decision-making, open discussion and communication, empowerment, valuing human relations, teamwork, cohesion, and the development of human resources through training. However, the findings indicate a potential shortfall in some of these areas. Additionally, rational culture is evident, with its emphasis on task focus, goal achievement, efficiency, productivity, and profitability (Baird *et al*., 2011; Gimenez *et al.*, 2013). EEU scored at a "medium level" in hierarchical culture, suggesting a slight decline in aspects like control, centralization, stability, and predictable performance outcomes.

Due to the dominant presence of control-oriented culture types, EEU tends to exhibit a stable, predictable, and mechanistic character. However, TQM is generally perceived to require a more dynamic, adaptable, and organic organizational character to fully thrive. Under such circumstances, employees may struggle to justify their commitment and contribute wholeheartedly to producing quality products and services or improving business operations (Prajogo and McDermott, 2009). One of the most critical prerequisites for a successful TQM program is effective communication between top management and employees, a factor highlighted by many authors. Another essential dimension is employee involvement and empowerment (Zeitz *et al*., 1997). According to the study findings, both of these critical characteristics are somewhat lacking within the surveyed population.

The study also calculated the mean values of six critical success factors (CSFs) to evaluate the implementation level of TQM practices in EEU. The results indicate that TQM has been implemented at a high level within the organization.

The study further analyzed the data using Pearson's coefficient of correlation and regression analysis. The findings reveal that the dependent variable, TQM implementation, has a moderate and positive correlation with all four independent variables: group culture, developmental culture, rational culture, and hierarchical culture.

The value of the multiple coefficients of determination (Adjusted R^2) for EEU is 0.366, indicating that 36.6% of the variation in TQM implementation can be explained by variations in organizational culture types. The remaining 63.4% of the variation in TQM implementation is influenced by other factors. Additionally, the regression analysis results show that only two independent variables—market culture and hierarchical culture—made a significant contribution to TQM implementation, with p-values of 0.000. However, the other two independent variables—group culture and developmental culture—did not have a significant impact on TQM implementation.

Several researchers (e.g., Zu *et al*., 2009; Prajogo and McDermott, 2009) have examined the influence of group culture on TQM implementation. These studies consistently emphasize the significant impact that group culture can have on key TQM implementation factors. Their findings inferentially support the argument that fostering group culture can effectively enhance TQM

implementation. Similarly, developmental culture is also expected to contribute positively to TQM implementation by promoting factors such as employee participation, empowerment, involvement, and communication (Gimenez *et al*., 2013).

4.9. Summary of hypothesis Testing

The Hypothesis of this study were tested by using multiple regression techniques The results are summarized in the Table 13 below.

Table 13: Summary of results of hypothesis testing

Hypothesis	Description	Decision
H1	Organizational culture types have a positive impact on TQM implementation in EEU	Accepted
H1a	Group Culture has a positive impact on TQM implementation factors.	Rejected
H1b	Developmental culture has a positive impact on TQM implementation factors	Rejected
H1c	Rational culture has a positive impact on TQM implementation factors.	Accepted
H1d	Hierarchical culture has a positive impact on TQM implementation factors.	Accepted

Source: Hypothesis testing result, 2024

Table 14: Regression coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.744	5.379		2.741	.007
	Group culture	.218	.207	.081	1.055	.293
	Developmental culture	.529	.227	.171	2.333	.021
	Rational culture	.675	.186	.237	3.629	.000
	Hierarchical culture	.840	.193	.318	4.364	.000

Dependent Variable: TQM Implementation
Source: own survey, SPSS V22, 2024

Results in Table 14 indicate a multiple linear regression Analysis for EEU. The regression model of this study indicated as follows:

TQM = 14.744 + 0.218 GC+ 0.529DC +0.675 RC+0 .840 HC+ ε …. (1)

From the above regression equation, it was revealed that a unit change in rational culture would lead to 67.5% change in TQM implementation, while a unit change in hierarchical culture would change TQM implementation by 84%. However, the effect of group culture and developmental culture are not significant. The study's findings show that the composite index of quality management practices is significant, indicating that rational and hierarchical cultures are the key cultural factors impacting the successful implementation of TQM.

Table 14 above also shows the relative contribution of each of the independent variables on dependent variable. The un standardized beta coefficient, it can be seen that only the two independent variable, rational culture ($\beta = 0.675$, $p < 0.005$) and hierarchical culture ($\beta = 0.840$, $p < 0.005$) have positive and significance impact on TQM implementation. However, group culture and developmental culture are not significant. The findings indicate that rational culture and hierarchical culture positively and significantly impact TQM implementation. Conversely, group culture and developmental culture do not significantly influence TQM implementation. Thus, H1c and H1d are accepted, while H1a and H1b are rejected.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter comprises of the summary of findings, conclusions, and recommendations of the research study.

5.1. Summary of Findings

This study aimed to evaluate the impact of organizational culture on the implementation of Total Quality Management in EEU at the Debre Markos district. A total of 246 questionnaires were distributed to employees across two district offices. Out of these, 183 questionnaires were returned, yielding a response rate of 74%, which is considered acceptable for data analysis.

The background information of respondents from EEU reveals that the majority are male, accounting for 119 respondents (65% of the total). The age distribution indicates that most respondents fall within the 30–39 age range, comprising 55.2% of the total. Additionally, 43.2% of respondents hold a bachelor's degree, and 45.4% have a tenure of five to six years. Regarding the firms' background, they have been implementing TQM for more than five years.

The results of the descriptive analysis indicate that developmental culture (mean = 4.09), group culture (mean = 3.99), and rational culture (mean = 3.92) are the dominant cultural types in EEU. Hierarchical culture, with a mean score of 3.78, is moderately implemented. These findings suggest that the company is predominantly inclined towards a combination of developmental, group, and rational culture types. The general tendency emphasizes task focus, goal achievement, efficiency, productivity, and profitability. The descriptive analysis highlighted that developmental culture (mean = 4.09), group culture (mean = 3.99), and rational culture (mean = 3.92) are the dominant cultural types in EEU. These results suggest that the company is predominantly inclined towards cultures that promote innovation, employee involvement, and efficiency. A developmental culture, which values flexibility and creativity, aligns with the idea of fostering continuous improvement, a key element of TQM. Similarly, the presence of group culture emphasizes teamwork**,** employee empowerment**,** and communication, which are critical to fostering a collaborative environment conducive to quality improvement.

The rational culture focuses on goal achievement**,** efficiency**,** and profitability. These characteristics are essential for implementing TQM, as they create a results-driven atmosphere that encourages productivity and high performance. While hierarchical culture (mean = 3.78) was identified as moderately implemented, this suggests that EEU may be experiencing a balance between flexibility and control. While hierarchical culture typically emphasizes control**,** predictability**,** and centralized decision-making, its moderate score suggests that EEU does not overly rely on rigid structures, allowing more room for flexibility in decision-making—a characteristic important for TQM's adaptability and innovation.

To assess the implementation level of TQM practices in EEU, the means of the six critical success factors (CSFs) were computed. The overall result indicates that TQM is implemented at a high level (M > 4.22). The study's analysis of the CSFs for TQM revealed an overall high level of TQM implementation (M > 4.22). This is promising, as it indicates that despite the organization's cultural profile, EEU has successfully implemented the key principles of TQM. The emphasis on continuous improvement**,** customer focus**,** and employee involvement aligns well with the strong presence of developmental and group cultures, both of which emphasize participation, communication, and empowerment.

The result of correlation shows that dependent variable TQM implementation has a moderate and positive correlation with the total of four independent variables, Hierarchical culture ($r=0.525$, $p<0.01$), developmental culture ($r=.439$, $P<0.01$), rational culture ($r=436$, $p<0.01$) and group culture ($r=.425$, $P<0.01$). Hierarchical culture ($r = 0.525$, $p < 0.01$) has the strongest positive correlation with TQM implementation. This indicates that elements of control, stability, and structure can actually support the successful implementation of TQM, possibly by ensuring that processes are standardized and monitored. While TQM often values flexibility and decentralization, a certain level of hierarchy can provide the necessary oversight to ensure quality standards are consistently met. Developmental culture ($r = 0.439$, $p < 0.01$) also shows a strong positive correlation, which aligns with the idea that TQM thrives in environments that encourage innovation, learning, and continuous improvement. The ability to adapt and improve over time is critical for TQM's success, and developmental culture directly supports this by fostering a climate that values experimentation and improvement. Rational culture ($r = 0.436$, $p < 0.01$) is similarly correlated, reinforcing the idea that task-oriented, goal-driven cultures are important for the achievement of

TQM's objectives. The focus on efficiency, productivity, and profitability is essential for ensuring that the outcomes of TQM efforts are tangible and align with organizational goals. Group culture ($r = 0.425$, $p < 0.01$), while slightly lower than the others, still shows a significant positive correlation. This supports the notion that employee engagement, communication, and teamwork are critical for the successful implementation of TQM. A culture that values relationships and collective action is likely to foster the collaborative environment necessary for quality improvements.

The researcher also employed multiple regression analysis to examine the extent to which organizational culture influences TQM implementation at EEU. The overall model summary revealed an adjusted R^2 value of 0.366, indicating that 36.6% of the variation in TQM implementation can be explained by variations in organizational culture types. To further explore this relationship, multiple regression analysis was conducted to assess the impact of each organizational culture type group culture, developmental culture, market culture, and hierarchical culture on TQM implementation. The results showed that two independent variables, rational culture and hierarchical culture, had a positive and significant effect on TQM implementation, with p-values of 0.000. However, group culture and developmental culture did not show a significant contribution to TQM implementation.

5.2. Conclusion

The main objective of this research was to evaluate the impact of organizational culture on TQM implementation in EEU. The conclusions drawn from this study are presented in relation to each of the specific objectives:

First objective: To identify the types of organizational culture existing in EEU

To achieve the first objective, the mean scores for the four organizational culture types—group, developmental, rational, and hierarchical—were computed. The findings indicated that developmental culture, group culture, and rational culture are the dominant culture types within EEU, while hierarchical culture was moderately implemented. This suggests that the organization is predominantly inclined towards a mix of developmental, group, and rational cultures. The overall tendency, therefore, leans towards task focus, goal achievement, efficiency, productivity,

and profitability**.** Previous research suggests that cultures characterized by flexibility (such as group and developmental cultures) are more likely to support the effective implementation of TQM, compared to those characterized by control (such as hierarchical and rational cultures). Given the dominant presence of rational and hierarchical culture types in EEU, this cultural profile may be somewhat unfavorable for successful TQM implementation (Baird *et al*., 2011; Gimenez *et al*., 2013).

Second objective: To determine the level of TQM implementation within EEU.

The mean scores for the CSFs of TQM implementation were computed to assess the level of TQM practices at EEU. The results indicate that TQM is implemented at a high level ($M > 4.22$) across all factors: top management commitment**,** customer focus**,** close relationships with suppliers**,** continuous improvement**,** people management**,** and process management. Overall, the level of TQM implementation in EEU was found to be high for all factors. Among the most critical prerequisites for a successful TQM program is the relationship with suppliers**,** a factor explicitly emphasized by many authors. A second important dimension is people management (Zeitz *et al*., 1997). According to the findings, both of these critical characteristics are somewhat present within the survey population.

Third objective: To investigate the impact of organizational culture types on TQM implementation.

Multiple regression analysis was conducted to test the hypotheses of the third objective, which aimed to investigate the impact of organizational culture types (developmental**,** hierarchical**,** group**,** and rational) as independent variables on TQM implementation as the dependent variable. The regression results indicate that organizational culture has a significant overall impact on TQM implementation. The analysis reveals that two organizational culture types—rational culture **and** hierarchical culture—had a significant impact on TQM implementation, with regression coefficients (beta values) that were statistically significant at the $p < 0.05$ level. However, group culture and developmental culture did not have a significant impact on TQM implementation. Therefore, promoting rational and hierarchical cultures had a positive and significant influence on the level of TQM implementation at EEU.

5.3. Recommendation

Based on the findings and conclusions of the research the following recommendations are forwarded to EEU Debre Markos district.

- The managers at EEU must recognize that hierarchical or authoritative management styles that lack a human orientation are not conducive to the successful implementation of TQM. A shift towards a supportive culture—one that nurtures group and developmental values—will improve TQM efforts. The first step is to create an environment that reduces resistance to change and prepares employees to commit to TQM implementation.
- EEU should foster values such as teamwork, cohesion, employee involvement, human resource development, flexibility, and creativity to build a culture that supports TQM. A culture that encourages collaboration and innovation will enable TQM to thrive.
- Management should develop a fair incentive scheme to encourage employee participation in TQM implementation. Rewarding those who contribute will increase employees' sense of personal benefit, enhancing their commitment to TQM principles and improving involvement in TQM efforts.
- TQM should be integrated throughout all organizational processes and functions. This integration requires a cultural shift, changing employee attitudes, behaviors, and working practices to align with TQM values.
- Top management must recognize the tangible business benefits of TQM. This belief should drive their commitment and involvement in quality management. It can be achieved through the development of a comprehensive quality policy, promoting a quality culture, and enhancing employee skills. A clear strategic vision for TQM is essential for organizational success.
- Top management must be fully committed to quality management efforts. Leaders should create a compelling vision and inspire employees to contribute to the organization's objectives. This vision should guide the cultural transformation and the continuous improvement process.
- Implementing TQM requires time, effort, and change across the entire organization. Managers should communicate to employees that the benefits of TQM are worth the investment and that it is part of the organization's broader business strategy.

- EEU should allocate appropriate resources to increase awareness of TQM practices among employees. Training programs should be implemented at all levels to ensure a deep understanding of TQM and its role in improving organizational processes.
- A cultural and behavioral shift in management, especially at the top levels, is necessary for successful TQM implementation. Top management needs to embrace this shift to drive higher levels of implementation.
- A focus on customer satisfaction is central to TQM. EEU must better understand customer needs and expectations. Efforts should be focused on continually satisfying customers by refining processes and improving service delivery.
- EEU should systematically identify training needs and emphasize TQM training for employees at all levels. Continuous training will enhance the skills necessary for continuous improvement and foster greater alignment with TQM principles.
- Employee involvement is a critical factor in TQM implementation. Managers should promote employee participation in decision-making and empower staff with delegated authority and responsibilities. This approach fosters ownership and accountability, motivating employees to contribute to organizational success.
- Continuous improvement should be a key focus for EEU. TQM requires constant efforts to improve products, services, and organizational systems, ultimately enhancing value for customers.

By implementing these recommendations, EEU can significantly improve its TQM implementation and create a work environment that supports long-term quality initiatives and organizational growth.

5.4. Suggestion for future research

In this study, the researcher aimed to investigate the impact of organizational culture on TQM implementation at EEU. However, this study focused solely on the views of employees within EEU and did not incorporate the perspectives of consumers. For future research, it is recommended to include a broader range of stakeholders, such as consumers, to gain a more comprehensive understanding of the impact of OC on TQM. Additionally, future studies could expand the scope by involving a variety of manufacturing and service sectors, which would

provide a more generalizable and diverse perspective on the relationship between OC and TQM implementation. Therefore, the researcher recommends that future studies consider incorporating these suggestions to enhance the breadth and applicability of the findings.

CHAPTER SIX

6. References

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APPENDICES

Appendix A: Normality Test

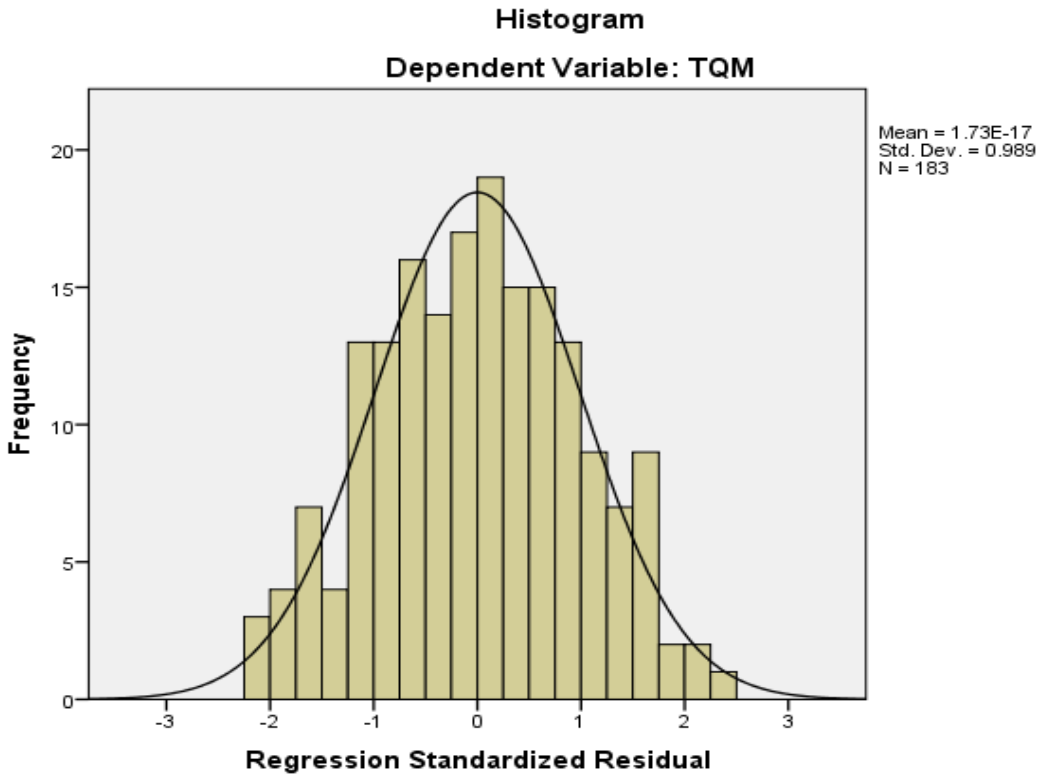

Figure 1: Normality test histogram

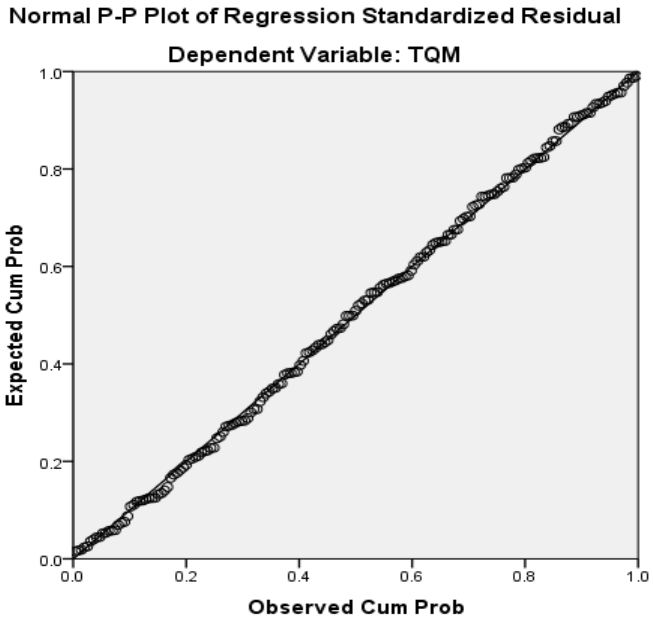

Figure2: Normality test p-p plot

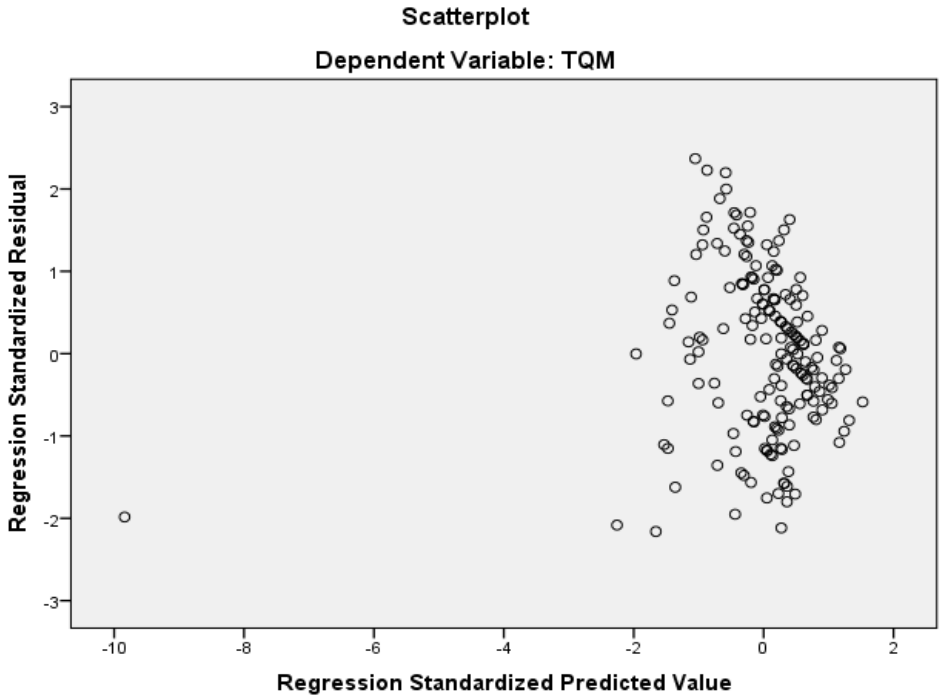

Figure 3: Normality test scatter plot

Source; SPSS V22, 2024

Appendix B: Survey Questionnaire (English)

Survey Questionnaire (English)

College of Business and Economics

Department of Management

MBA Program

Dear participant:

This questionnaire is designed to collect data for the master thesis on the topic "**The impact of organizational culture on Total Quality Management implementation in Ethiopian Electric Utility Debre Markos District**" for partial fulfillment of the requirements for Masters of Arts Degree in Business Administration (MBA). The study intends for academic purpose only and the information you provide will be kept confidential. Besides, the outputs of the study will help as input for the companies' decision makers. I, therefore, kindly request you to fill the questionnaire honestly and accurately, so that quality of information you provide determines the ultimate reliability of the study.

General Instructions

• There is no need for writing your name

• Please put a "√" mark on your choice in the space provided.

Thank you very much, in advance for your cooperation.

Contact Address

If you have any question regarding this questionnaire, please contact

Kalkidan Lakachew: Mobile phone: 0909634954

E-mail: Kallakachew@gmail.com

Part I. General Information

A. Respondent profile

Listed below are questions about you. Please put sign (√) in the box for the choice appropriate for you.

1. Gender: ☐ Male ☐ Female

2. Age: ☐20-29 years ☐ 30-39 years ☐40-50 years' ☐over 50 years

3. Highest level of education:

☐ TVET ☐ Diploma ☐B.A/B.Sc.Degree ☐ M.A. /M.Sc and above

4. Your current position in your company ☐Manager ☐Supervisor ☐Employee ☐Other

5. Your department /work unit/

☐ Production and Operations ☐ Inventory system ☐ Marketing & sales

☐ Finance& Accounting ☐ Purchasing and procurement ☐ Human resource

6. Work experience:

☐ < 2 years ☐ 3 - 4 years ☐ 5 - 6years ☐ 7 – 10 years ☐ >10 years

B. Background of the company

7. Name of your company----------

8. How long has the organization been operating?

☐< 1 year ☐1 – 3 years ☐ 4-6 years ☐ 7- 10 years ☐ over 10 years

9. Number of permanent employees in your company

☐<100 ☐101-250 ☐250-500 ☐above 500

10. Total Quality Management duration in your organization

☐<1year ☐1-3years ☐3-5years ☐>5years

11. Does your company have international quality management (ISO) certification

☐Yes No☐

12. If yes please specify----------

Part II: Questionnaire Related with Identifying Organizational Culture Profile

Statements below are designed to give information on the types of Organizational culture which exist in your organization. Please select the appropriate response for each statement depending on how similar the statement is to your Organization**. 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=strongly agree. (*Please tick only one box).***

No	**1. Group Culture**	**1**	**2**	**3**	**4**	**5**
1.1	The company is a very personal place. It is like an extended family. People seem to share personal information.					
1.2	The leadership in the company is generally considered to exemplify mentoring, facilitating or nurturing.					
1.3	The management style in the company is characterized by teamwork, consensus and participation.					
1.4	The glue that holds the company together is loyalty and mutual trust Commitment to this company runs high.					
1.5	The company emphasizes human development. High trust, openness, and participation persist.					
1.6	The company defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
	2. Developmental Culture	**1**	**2**	**3**	**4**	**5**
2.1	The company is a very dynamic and entrepreneurial place. People are willing to try new things and take risks.					
2.2	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation or risk taking.					
2.3	The management style in the organization encourages individual initiative and freedom.					
2.4	The glue that holds the company together is commitment to innovation and development. The emphasis is on being on the leading edge.					
2.5	The company's long-term emphasizes is on growth and acquiring new resources.					

2.6	The company defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
	3. Market /Rational/ Culture	**1**	**2**	**3**	**4**	**5**
3.1	The company is very results-oriented. A major concern is with getting the job done.					
3.2	The leadership in the company is generally considered to exemplify a straightforward, aggressive, results-oriented focus.					
3.3	The management style in the company is characterized by hard driving competitiveness, high demands, and achievement.					
3.4	The glue that holds the company together is the emphasis on achievement and goal accomplishment.					
3.5	The company emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
3.6	The company defines success on the basis of winning in the marketplace and outpacing the competition.					
	4. Hierarchy Culture	**1**	**2**	**3**	**4**	**5**
4.1	The company is a very controlled and structured place. Formal procedures generally govern what people do.					
4.2	Managers in the company are rule-enforcers. They expect employees to follow established rules, policies, and procedures.					
4.3	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
4.4	The glue that holds the company together is formal rules and policies. Maintaining a smooth running organization is important.					
4.5	The company emphasizes permanence and stability. Efficiency, control, and smooth operations are important.					
4.6	The company defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low cost production are critical.					

Part III: Questionnaire Related with TQM Implementation

The following questions are pertaining to the extent your company currently practices total quality management. Please read the following statements carefully and indicate how true each is about your organization. **1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=strongly agree. (*Please tick only one box).***

	1. Top management Commitment and Leadership	**1**	**2**	**3**	**4**	**5**
1.1	Senior management have clear vision toward quality, this guides all aspects of running our business.					
1.2	The leaders in our organization frequently set goals and objectives for quality and improvement.					
1.3	Top managers support any change required in style or structure in order to promote the new culture.					
	2. Customer Focus	**1**	**2**	**3**	**4**	**5**
2.1	Our company has an effective system to measure customer satisfaction.					
2.2	Our customers give us feedback on quality and delivery performance.					
2.3	We frequently are in close contact with our customers.					
	3. People management	**1**	**2**	**3**	**4**	**5**
3.1	Our company provides training on the "total quality concept" throughout the organization.					
3.2	Top management emphasizes teamwork to accomplish various tasks.					
3.3	Our company have an appropriate evaluation and reward system.					
	4. Process management	**1**	**2**	**3**	**4**	**5**

4.1	Quality data are always provided in a timely fashion in our company.					
4.2	Standardized and clear work or process instructions are given to employees.					
4.3	There is consistent use of statistical process control and preventive maintenance.					
	5. Supplies Quality Relationship	**1**	**2**	**3**	**4**	**5**
5.1	Our company has established long-term relationships with suppliers.					
5.2	Our suppliers are evaluated according to quality, delivery performance, and price order.					
5.3	Our company provides technical assistance to our suppliers such as trainings on quality managements.					
	6.Continuous Improvement	**1**	**2**	**3**	**4**	**5**
6.1	Continuous quality improvement is an important goal of this organization.					
6.2	People in this organization are continually looking for better ways of doing their work.					
6.3	The company encourages creativity and all new ideas and solutions offered by employees.					

Appendix C: Survey Questionnaire (Amharic)

የቢዝነስና ኢኮኖሚክስ ኮሌጅ

የማኔጅመንት ትም/ት ክፍል የፅሁፍ መጠይቅ

ውድ የጥናቱ ተሳታፊዎች ፡-

እኔ ቃልኪዳን ላቃቸው በደ/ማርቆስ ዩኒቨርስቲ የቢዝነስ አስተዳደር ትምህርት ክፍል የ2ኛ ዲግሪ ተማሪ ስሆን ይህ መጠይቅ የተዘጋጀው መመረቂያ ጽሁፍ ለማዘጋጀት ታስቦ ነው፡፡የመጠይቁ ዋና ዓላማም በመብራት ሃይል ውስጥ ያለውን የድርጅት ባህል orgazational culture/ በአጠቃላይ የጥራት አስተዳደር (Total Quality Management) ትግበራ ላይ የሚያሳድረውን ተፅእኦ በሚመለከት መረጃዎችን ለመሠብሠብ **ነው፡፡** መጠይቁም የተዘጋጀው ለትምህርታዊ ዓላማ ሲሆን ከመጠይቁ የሚገኝ መረጃ በማንኛውም መንገድ ለሶስተኛ ወገን ተላልፎ እንደማይሰጥ ከወዲሁ **አረጋግጣለሁ፡፡** ስለሆነም ለጥናቱ መሳካት የእርስዎ ትክክለኛና ግልፅ ምላሽ አስፈላጊ ስለሆነ ከዚህ በመቀጠል ያሉትን ጥያቄዎች በጥንቃቄ እንዲሞሉ በትህትና **እጠይቃለሁ፡፡**

መጠይቁን ሲሞሉ

- **ስም መጻፍ አያስፈልግም**
- **ትክክለኛ ነው ብለው ለሚያምኑት ምላሽ “√ ” ምልክት ያስቀምጡ**

አድራሻ

በመጠይቁ ላይ ማንኛውም ጥያቄ ካላዎች በሚከተሉት አድራሻ ማግኘት ይችላሉ፡

ስ.ቁ. 0909634954

ኢ.ሜል kallakachew@gmail.com

ስለመልካም ትብብርዎ በቅድሚያ አመሠግናለሁ!

ክፍል አንድ፡- የመላሾች እና የካምፓኒ አጠቃላይ መረጃ

ሀ. የምላሽ ሰጭ ግላዊ መረጃ

1. ፆታ ☐ ወንድ ☐ ሴት
2. እድሜ ☐ 20-29 ዓመት ☐ 30-39 ዓመት ☐ 40-50 ዓመት ☐ 50 ዓመት በላይ
3. የትምህርት ደረጃ ☐ ቴክኒክና ሙያ ☐ የኮሌጅ ዲፕሎማ ☐ ዲግሪ ☐ ማስተርስ እና በላይ
4. በኩባንያ ውስጥ ያለዎት የስራ ድርሻ ☐ ኃላፊ ☐ ተቆጣጣሪ ☐ ሰራተኛ ☐ ሌላ
5. የአገልግሎት ዘመን ☐ ከ2 ዓመት በታች ☐ 3-4 ዓመት ☐ 5-6 ዓመት
   ☐7-10 ዓመት ☐ ከ10 ዓመት በላይ

ለ. የድርጅትዎ አጠቃላይ መረጃ

6. የድርጅቱ ስም ----------
7. ድርጅቱ ከተመሠረተ ጀምሮ ያለው ቆይታ ☐ ከ1 ዓመት በታች ☐ ከ1-3 ዓመት
   ☐ከ4-6 ዓመት ☐ 7-10 ዓመት ☐ ከ10 ዓመት በላይ
8. የድርጅቱ ቋሚ ሰራተኛ ብዛት ☐ ከ100 በታች ☐ ከ100-250 ☐ 250-500 ☐ ከ500 በላይ
9. በድርጅቱ የአጠቃላይ የጥራት አስተዳደር ትግበራ ቆይታ
   ☐ ከ1 ዓመት በታች ☐ ከ1-3ዓመት ☐ 3-5 ዓመት ☐ ከ5 ዓመት በላይ
10. ድርጅቱዎ ዓለም አቀፍ የጥራት(ISO) ሽልማት አግኝቷል? ☐ አዎ ☐ አላገኘም
11. መልስዎ'አዎ' ከሆነ በዝርዝር ያስቀምጡ ----------.----------

ክፍል ሁለት፡- የድርጅቱን የውስጥ ባህል የተመለከቱ ጥያቄዎች

ከዚህ በታች ያሉት ጥያቄዎች በድርጅቱዎ ውስጥ ያለውን ባህል /እሴት/ ለመለየት የሚረዱ ሲሆን እርስዎ ያዩትን ምልከታና አስተያየት በተሠጡት የመስማማትና ያለመስማማት ደረጃዎች "√" ምልክት በማድረግ ይግለፁ፡፡ **1=** በጣም አልስማማም **2=** አልስማማም **3=** እርግጠኛ አይደለሁም **4=** እስማማለሁ **5=** በጣም እስማማለሁ

ተ.ቁ	በጋራ የመስራት ባህል በተመለከተ	1	2	3	4	5
1.1	የካንፓኒው ሰራተኞች ድርጅቱን እንደራሳቸው ቤት ስለሚቆጥሩ መረጃዎችን ልክ እንደቤተሰብ በመታየት ይለዋወጣሉ፡፡					
1.2	የካንፓኒው ኃላፊዎች ሰራተኞችን ያስተባብራሉ ፤እንዲሁም ምክር እና እገዛ ይሰጣሉ፡፡					
1.3	የካንፓኒው የአስተዳደር ስርዓት በጋራ መግባባትና በማሳተፍ ላይ የተመሠረተ ነው፡፡					
1.4	የካንፓኒው ገጽ መርህ በጋራ መግባባትና በመተማመን ላይ የተመሠረተ ነው::					
1.5	ካንፓኒው ለሰራተኞችን እድገትና መሻሻል ከፍተኛ ትኩረት ይሰጣል፡፡					
1.6	ካንፓኒው የሠራተኞች እድገትና መሻሻልና እነደ ቁልፍ ስኬት ይመለከተዋል፡፡					
	የእድገትና የፈጠራ ባህል በተመለከተ	1	2	3	4	5

2.1	ካንፓኒው በየጊዜው አዳዲስ አሰራሮችን እና የስራ ፈጠራዎችን የሚከናወኑበት ስፍራ ነው፡፡					
2.2	የካምፓኒው ኃላፊዎች አዳዲስ አሰራሮችንና ፈጠራዎችን ያበረታታሉ፡:					
2.3	የካምፓኒው የአስተዳደር ስርዓት ለእያንዳንዱ ሰራተኞች የስራ ነፃነት በመስጠት ላይ የተመኮዘ ነው፡፡					
2.4	የካምፓኒው ገቢ መርህ አዳዲስ ፈጠራዎችንና መሻሻሎችን መሰረት ያደረገ ሲሆን ዋናው ትኩረትም በገበያው ቀዳሚ ተወዳዳሪ መሆን ነው ፡:					
2.5	የካምፓኒው የረጅም ጊዜ እቅድ በእድገትና በመስፋፋት ላይ ትኩረት ያደረገ ነው፡፡					
2.6	የካምፓኒው የስኬት መለኪያ ልዩና አዳዲስ ምርቶችን በማምረት ይገለፃል፡፡					
	የገበያ ተወዳዳሪነት ባህል/በተመለከተ	**1**	**2**	**3**	**4**	**5**
3.1	የካምፓኒው ትኩረት ውጤትን መሰረት ያደረገ ስራን መስራት **ነው፡፡**					
3.2	የካምፓኒው ኃላፊዎች ለውጤት የሚተጉና ከሰራተኞች ከፍተኛ ውጤታማነትን የሚጠብቁ ናቸው ፡፡					
3.3	የካምፓኒው የአስተዳደር ስርዓት በሰራተኞች መካከል ውድድርን የሚያበረታታ ነው፡፡					
3.4	የካምፓኒው ገቢ መርህ ከፍተኛ ውጤት ማስመዝገብ ነው፡፡					
3.5	የካምፓኒው የረጅም ጊዜ እቅድ አዳዲስ የገበያ ቦታዎችን ማስፋፋት ነው ፡፡					
3.6	የካምፓኒው ቁልፍ የስኬት መለኪያ የምርት ሽያጭን በከፍተኛ መጠን መጨመርና የገበያውን ውድድር መምራት ነው፡፡					
	የአሰራር ህግና ስርዓት ባህል በተመለከተ	**1**	**2**	**3**	**4**	**5**
4.1	ካምፓኒው በጥብቅ አሰራር ስርዓትና ደንብ የሚመራ ነው፡፡					
4.2	የካምፓኒው ኃላፊዎች ዋና ተግባራቸው ሰራተኞች የድርጅቱን ህጎች፤ መመሪያዎች ፣ አሰራር እና ደንቦች እንዲከበሩ ማድረግ ነው፡፡					
4.3	የካምፓኒው የአስተዳደር ስርዓት ደንብን የተከተለ እና መመሪያዎችን መሰረት ያደረገ የአሰራር መዘርጋት ነው፡፡					
4.4	የካምፓኒው ገቢ መርህ መደበኛ ህጐች፤ አሰራሮች እና መመሪያዎች ናቸው፡፡					
4.5	የካምፓኒው የረጅም ጊዜ እቅድ ቋሚ ፤ የተረጋጋ እና የማይዋዥቅ አሰራርን መፍጠር ነው፡፡					

4.6	የካምፖኒው ቁልፍ ስኬት የሚነካው በውጤታማ የሃብት አጠቃቀም ላይ የተመሰረተ ሲሆን አስተማማኝ አቅርቦት ፤የማይዋዥቅ የስራ ፕሮግራም እና ዝቅተኛ የማምረቻ ዋጋ ላይ ትኩረት ይሰጣል።					

ክፍል **3:-**የአጠቃላይ የጥራት አስተዳደር **(TQM)** አተገባበር በተመለከተ

ከዚህ በታች የተዘረዘሩት ዓ.ነገሮች በድርጅትዎ ያለውን የአጠቃላይ የጥራት አስተዳደር የሚመለከቱ ናቸው። ስለሆነም ለእያንዳንዱ ጥያቄ ከአማራጮች አንዱን ብቻ "√" ምልክት በማድረግ ምላሽ ይስጡ፡ **፡1=** በጣም አልስማማም **2=** አልስማማም **3=** እርግጠኛ አይደለሁም **4=** እስማማለሁ **5=** በጣም እስማማለሁ

ተ.ቁ	**1.** የከፍተኛ አመራርን በተመለከ	**1**	**2**	**3**	**4**	**5**
1.1	የካምፖኒው ከፍተኛ ኃላፊዎች ጥራትን እንደ ዋና ራዕይ በማድረግ ይሰራሉ።					
1.2	የካምፖኒው ከፍተኛ ኃላፊዎች /አመራሮች/ የድርጅቱን የአሠራር ጥራት ለማሻሻል ዕቅድ በማቀድ ሥራዎችን ይሠራሉ።					
1.3	የካምፖኒው ከፍተኛ ኃላፊዎች ጥራትን ለማሻሻል የሚረዱ አዳድስ የአሰራር ለውጦችን እድተገበሩ ያበረታታሉ።					
	2. የደንበኞችን እርካታ በተመለከተ	**1**	**2**	**3**	**4**	**5**
2.1	ካምፖኒው ውጤታማ የደንበኞች እርካታ መለኪያ ይጠቀማል።					
2.2	የካምፖኒው ደንበኞች በምርታችን ጥራትና የአቅርቦት ዙሪያ አስተያየት እንድሰጡ ይደረጋል።					
2.3	ድርጅታችሁ ከደንበኞች ጋር በየጊዜው ውይይት ያካሂዳል።					
	3. የሰው ሃብት አመራርን በተመለከተ	**1**	**2**	**3**	**4**	**5**
3.1	ካምፖኒው ለሁሉም ሰራተኞች በአጠቃላይ የጥራት አስተዳደር ፅንሰ ሃሳብ ዙሪያ ተከታተይ ስልጠና ሰጥቷል።					
3.2	የካምፖኒው ከፍተኛ ኃላፊዎች በጋራ የመስራት ባህልን ያበረታታሉ።					
3.3	ካምፖኒው ተገቢ የሆነ የግምገማና የሽልማት ስርዓት ተግባራዊ ያደርጋል።					
	4. አሰራርን /ሂደትን/ በተመለከተ	**1**	**2**	**3**	**4**	**5**

4.1	በካምፓኒው ውስጥ ባሉ የስራ ክፍሎች ጥራት ያለው መረጃ ወቅቱን ጠብቆ ለሚመለከተው አካል ሪፖርት ይደረጋል፡፡					
4.2	ካምፓኒው ስታንዳርዱን የጠበቁና ግልፅ የሆኑ የስራ መመሪያዎች ለሠራተኞች ይሰጣል፡፡					
4.3	ካምፓኒው በኮምፓውተር የታገዙ የጥራት መቆጣጠሪያዎች እና የጥገና ክፍሎቸ አሉት፡፡					
	5. የአቅራቢዎችን ጥራት ቁጥጥር በተመለከተ	**1**	**2**	**3**	**4**	**5**
5.1	ካምፓኒው ከአቅራቢዎች ጋር የረጅም ጊዜ ግንኙነት ፈጥሯል፡፡					
5.2	ካምፓኒው አቅራቢዎችን በጥራት ፣ በጊዜ ፣ በአፈፃፀምና በዋጋ ደረጃዎች መሰረት ይገመግማል፡፡					
5.3	ካምፓኒያችን በጥራት ዙሪያ ለአቅራቢዎች የቴክኒካልና ሌሎች ድጋፎችን ይሰጣል፡፡					
	6. ተከታታይ ማሻሻያ በተመለከተ	**1**	**2**	**3**	**4**	**5**
6.1	ካምፓኒው ተከታታይ የጥራት ማሻሻያን እንደ ዋና ግብ ይዞ በመስራት ላይ ይገኘኛል፡፡					
6.2	የካምፓኒው ሰራተኞች ዘወትር ስራቸውን በተሻሻለ ሁኔታ ለመስራት ይጥራሉ::					
6.3	ካምፓኒው የሰራተኞችን አዳዲስ የፈጠራና የመፍትሄ ሃሳቦችን እንደግብዓት በመውሰድ ተከታታይ የጥራት ማሻሻያ ያደርጋል፡፡					