

PRACTICE AND CHALLENGES OF CHANGE MANAGEMENT AND ITS EFFECT ON ORGANIZATIONAL PERFORMANCE: THE CASE OF ETHIO TELECOM CENTRAL WESTERN ADDIS ABABA REGION ETHIOPIA

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Abstract

The major purpose of this study was to investigate practice and challenges of change management and its effect on organizational performance in ethio telecom central west Addis Ababa Region. To attain this objective, 123 (81 males, 42 female customers) and 41 male and 6 female employees, totally (170) respondents were selected using convenience sampling for strategic customers, and simple random sampling for employees from three telecom shops of ethio telecom. Moreover, 3 supervisors and 3 operations head were purposely selected and included in the discussion as key informant for interview. To this end, Self-report questionnaire and structural interview are the main tools for this research. The collected questionnaire is analyzed mainly by employing qualitative and quantitative approaches. Simple percentage, mean and standard deviation are the main methods used for data analysis. The analysis of data revealed the major challenges such as absence of provision of training to the staff concerning change so far introduced in the company, unfair treatment of strategic customers, inappropriate environment in implementing the change management program, inefficient performance of change agents, Ineffective communication, lack of sufficient implementation or utilization of performance tools such as, Balanced scored card, quality Circle, Kaizen philosophy and personal development plan (PDP) in the selected telecom shops. Moreover, based on the findings, recommendations were made for concerned body to reduce these challenges; more effort is expected from concerned officials in transforming change so far introduced by ethio telecom through in staff and in company training. More importantly, the ethio telecom is advised to facilitate intra and inter shop experience sharing to build employee capacity. For the recognition of quality of the work, effective and efficient utilization of BSC, QC, KAIZEN philosophy (5S) and PDP tools are recommended to be successfully implemented in the selected telecom shops.

Keywords: Change management practices, organizational performance

1. Introduction

Different studies indicated that strategic change management is an materialized field and is increasingly being perceived as a working instrument that gives solutions to a variety of issues affecting organizations today (Burnes, 2014). Furthermore, different studies shows that change management encompasses the organizational tools that can be used to help people make successful individual change over, acceptance and understanding of change. Organizational act is positively affected by the presence of change management practices which tend to generate a significant involvement on organizational competencies, and this in turn becomes a great increase for extra enhancing innovativeness (Burnes, 2014). According to (Hiatt & Creasey, 2012) if change not done competently can lead to recognition at a slower speed, low efficiency, unfortunate utilization of the system; stated simple, it results in less help from the change (Hiatt & Creasey, 2012).

The introduction of kaizen in Ethiopia does not have a long history as compared to other management systems like business process re-engineering (BPR) and ethio telecom introduced quality circles both at business and regional level and also integrating organization of 5S as a primary activity towards its quality improvement strategy (unpublished ethio telecom newsletter no 1, 2012). The primary reason for establishing these quality circles is to address issues that are transversal and critical by their nature as well as customer experienced problems (unpublished ethio telecom news letter no1, 2012). Moreover, (Amanuel ,2014) in his study Practices and challenges of Kaizen implementation, found out that top management dedication in building and maintaining a continuous improvement culture, involvement of all members of the company, training on kaizen methodologies as well as fair and equitable motivational schemes including empowerment has a great impact on the effectiveness of kaizen practices. On the other hand, the study on effect of QC participation on employee perception and attitude in five Malaysian companies revealed that QCs develop positive attitudes among employees who derive job satisfaction when they feel that their companies' area good place of work and consequently, more willing to extend their efforts for their companies (TR Abdo-Alholet.al, 2006).

More importantly, the researcher' from his observation in Holeta, Incini and Ginchi shops of ethio telecom and the employee suggestions revealed that, certain gaps of practicing are creating difficulties in achieving the required goal as per the need and interest of the company. Therefore, as to the knowledge and understanding of the researcher, this study has not been conducted yet with regard to practices and challenges of change management on organization performance in ethio telecom central Addis Ababa region. As this is observed gap by the researcher, this research is expected to provide its own contribution by having conceptual and empirical evidence on practice and challenges of change management practice on organizational performance and these problems motivated the researcher to undertake the research on the ethio telecom of central Addis Ababa region.

1.2. Objective of the Study

1.2.1. General objective

The main objective of this study is to explore the practice and challenges of change management and its effects on the organization's performance of ethio telecom Central western Addis Ababa region.

1.2.2. Specific Objectives

Specifically, this study is intended to:

1. Assess practice of change management on organizational performance of ethio telecom western central Addis Ababa region shops.
2. Investigate the extent of the change effectiveness in ethio telecom western central Addis Ababa regional shops.
3. Identify factors hindering change implementation in the selected ethio telecom shops.
4. Explorer the effects of changes in customer's support in ethio telecom of central west Addis Ababa Region.

1.3. Significance of the Study

Since there is no study conducted previously on the particular issues specifically in the selected shops of in ethio telecom western central Addis Ababa regional. Therefore, the result of this study has the following importance: It helps to create awareness in reducing factor affecting change management practices and organizational performance in ethio telecom of central Addis Ababa region. The employees and executives of central Addis Ababa region of ethio telecom shops in particular shall be create awareness and implement the change management tools to ensure the continuous improvement of their respective departments or sections under their domain. This study can have academic and certain social contribution. Different stakeholders including strategic customers can be benefiting of this research. Moreover, this study shall be provides preliminary backgrounds which give out as stepping stone for other researchers who are interested in the future studies.

1.4. Scope of the Study

This study includes conceptual scope, time scope, geographical scope and methodological scope. This research emphasizes on the effect of balanced scorecard, Kaizen and standard quality management practices on organizational performance. However, there are numerous challenges that affect organizational performance. This study was delimited to Central western Addis Ababa region of ethio telecom three (3) selected shops rather than companywide, these shops were selected based on purposive sampling method and delimiting the scope on them could have a chance of study the balanced scorecard, kaizen and standard quality management practices impacts and

seems the best representative of the of the ethio telecom Central western Addis Ababa region. More importantly, this study focused from year 2010 to 2019 since ethio telecom had structured as a new company from ETC as of July 2010. Finally, this research limited itself on descriptive approach, furthermore to analyze the data descriptive statistics were applied.

2. Review of related Literature

2.1. Theoretical Concepts

2.1.1. An overview of change management

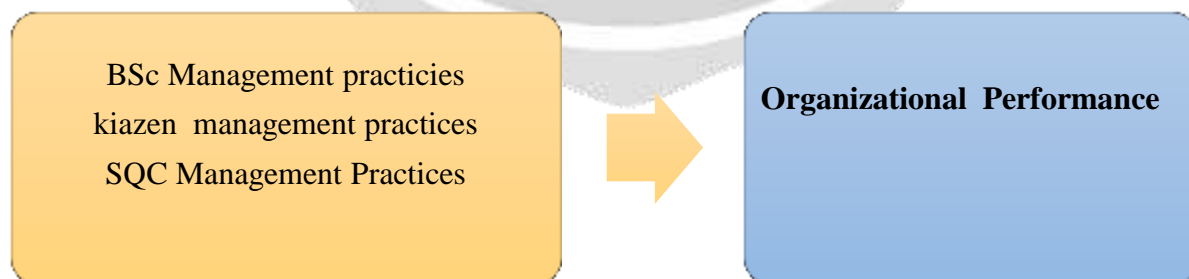
Several investigators converse change management practices to the management of the human side of the change as being the most tricky ingredient in the change management process Hiatt and Creasey (2012) stated that change management is a place of tools, practices and methods to administer the people part of change that are important to transfer individuals from a current state to the preferred future one to attain objectives of a needed change. Also Garber (2013) poi touted that change is predictable in the workplace, so the role of the manager is to embrace the change by making the conversion process easier. Furthermore, a change procedure two groups of people can be classified: those people who are implementing the change within the organization and those who obtain the change. Those people who implement the change are acting as so called “change agents” in their organization, while the receipt or is usually the employee (Barratt-Pugh, Bahn and Gakere, 2012).

2.2. Empirical studies

An investigation by (Tensae, 2016) on practices and challenges of change management in Geo synthetics PLC in Ethiopia found out that, the company faces many challenges in the implementation of change management or kaizen model some of the challenges were employee resistance, lack of knowledge and awareness about the implemented change management model (kaizen), lack of training and trainers, communication gap, insufficient employee participation in change process and others. The study on effect of quality circle participation on employee perception and attitude in five Malaysian companies reveled that quality circles develop positive attitudes among employees who derive job satisfaction when they feel that their companies’ area good place of work and consequently, more willing to extend their efforts for their companies (TR Abdo-Alholet.al, 2006).

2.3. Performance Management in Telecom Industry

As different study reviled that organizations especially the public ones, should develop sound performance management systems to be effective and according to Maharastra, (2019) “Ethiopian government publicizes major plans for ICT hub and Ethiopia is one of the most recent countries in Africa to allow its national telecom, a monopoly on all telecom services including fixed, mobile, internet and data communications. However, the sector remains heavily regulated and the government has complete control over networks, with virtually unlimited access to the call records of all phone users and to logs of internet traffic. Maharastra, (2019). However, the country’s mobile penetration remains among the lowest in Africa. Nevertheless, growth is strong and considerable growth potential remains. Policies have been guided by the government’s growth and transformation plan. The country’s broadband market is also set to develop further following substantial increases in international bandwidth, improvements in national fiber backbone infrastructure and the growing availability of mobile broadband services via 3G and LTE networks. After years of low uptake due to prohibitive pricing, retail prices are now comparable to other more developed markets in the region. Maharastra,(2019).



3. Research design and procedures

3.1. Introduction

This part of the study deals with an overview of the research design, research population, sample and sampling techniques, data collecting instruments and analysis procedures. Thus, in order to address the research questions, the

concerned organization (ethio telecom Central West Addis Ababa) was used in collecting data. In doing this, mixed approach research technique was applied to analyze the data. Hence, the populations of the study were employee and strategic customers of ethio telecom Western Addis Ababa Region. The administration of data collection was guided by ensuring consents from expert and sample members. The ethical considerations to be followed were set and practiced during data gathering processes.

3.2. Sampling Techniques and Sample Size Determination

According to Kothari (2006), a researcher should determine his/her sample size to fulfill the requirement of efficiency, representatives and reliability. Based on this, the required pertinent informants were used in the following manner. There are 8 telecom shops in the central west Addis Ababa Region. Because of the uniformity of the ethio telecom shops, 3 shops were selected randomly for the study. The total number of target population under study was 1200 composed of employee, and strategic customers. Since, Kothari (2006) allows the researcher to determine and plan the sample size in advance, from this target population, (15%) 180 i.e. 47 employees and 123 strategic customers were proportionally selected as respondents for the questionnaires. Description of how the sample size is selected can be stated below: The shop's telecom senior experts and employees were selected proportionally using simple random sampling where as customers were selected through convenience sampling method.

3. Data sources and methods of Collection

3.1. Data Gathering Tools

The data collection tools include primary & secondary data collections and questionnaire. The primary data collection includes data collections from company magazines, brochures, and journals and various reports (annual, Semi-annual and occasional information) while the primary data in this study was composed of interviews of the key informants and observation. The intended information for this study was acquired through self-report questionnaires and interview. The instruments were developed by the researchers through English for the employees whereas; the prepared tools were translated in to Afaan Oromo and Amharic languages for the selected samples of strategic customers for the convenience of communication.

3.2. Procedure for Data Collection

The first step towards the collection of necessary data was to make face to face contact with strategic customers and employee of the selected shops. On the other hand, coordinators and senior experts were contacted for the task introducing the purpose of this study and to facilitate necessary condition during data collection. Some of the employees and strategic customers who seek for explanations on some statements were given the necessary attention. The completed questionnaire was filled and returned on the same day via e-mail for the employee of the shop and physical contact with the selected samples of customers and strategic partners. The heads of the selected telecom shops were given information as a key informant interview.

3.3. Pilot Study

Although it is optional for the researcher, the pre-testing of the questionnaire was conducted with 24 respondents of Woliso telecom shop employees and the local customers which were selected randomly from among the shops available in the Central Western A.A regional office. These respondents were not part of the actual sample of the study. The internal consistency reliability coefficient of the questionnaire was computed by the Clombach alpha method (of which computed reliability is 0.73) for pretesting purpose to understand the reliability of the questionnaires. Respondents were encouraged to make useful suggestions by submitting written comments on items with ambiguities.

4. Result and discussion

The result related to challenge change management and the results are displayed in Table 1 below.

Table: 1 Description of employee respondents on challenges of change management.

Items	Responses of customers No=123		
	No	Mean	SD
Service given by the ethio telecom in your shop is enough A. Agree B. Neutral C. Disagree	53(43.1%) 16(13%) 53(43.1%)	2.1	1
Employees of ethio telecom in your shop can treat customer fairly. A. Agree B. Neutral C. Disagree	26(21.1%) 30(29.6%) 42(34.1%)	2.67	1.2
Materials price charged by the ethio telecom is fair. A. Agree B. Neutral C. Disagree	22(17.9%) 41(33.3%) 60(48.8%)	2.6	1.2
Attempts by the ethio telecom in your shop in handling employee grievance are good. A. Agree B. Neutral C. Disagree	57(46.3%) 20(16.3%) 46(37.4%)	2.6	1.2
Goods and service of ethio telecom provided to his customers is quality and are available as per demand of the market. A. Agree B. Neutral C. Disagree	32(26.1%) 21(17.1%) 71(57.7%)	2.4	1.1
The number of employees working in ethio telecom in your shop is enough to serve its customers. A. Agree B. Neutral C. Disagree	49(39.9%) 29(23.6%) 45(36.5%)	2.9	2.1

Source: Own survey source of data through questionnaire, interview and secondary sources of Holeta, Ginchi and Inchinni shops of ethio telecom.

In Table 1 above, regarding Service given by the ethio telecom in the respective shops is enough. However; as almost 53(43.1%) and 53(43.1%) of the Customers respondents were reportedly responded to not enough (Mean value=2.1) and (Standard deviation= 1.). Similarly, customers were asked if employees of ethio telecom in sample area shops can treat customer fairly. Thus, majority 42(34.1%) of the respondents were disagreed that employee of ethio telecom sample area shops cannot treat customers equally. (Mean value =2.67). Item 3 the same Table question entitled materials price charged by the ethio telecom is fair: Majority, 60(48.8%) of the strategic customer's respondents were reported to disagreed. Moreover, customers were asked to rate attempts by the ethio telecom sample area in handling employee grievance: thus majority 57(46.3%) of the respondents were agreed to the issue presented to them. Furthermore, employee was asked to evaluate provision of goods and service of ethio telecom to his customers is quality and is available as per demand of the market: Therefore, majority, 71(57.7%) of the customer's respondents were disagreed.

More importantly, employees were asked to apprise if the number of employees working in ethio telecom in central western Addis Ababa region is enough to serve its customers. Accordingly, 49(39.9%) of the respondents were shows their agreement to the issue presented to them. It is possible to conclude from the above analysis that, goods and service ethio telecom provided to his customers is quality but are not available as per demand of the market. Focus group discussion with concerned managers and senior experts of sample area shops also confirmed that the Goods and service of ethio telecom provided to his customers is not supplied as per demand of the market.

5.1. Employee attitudes towards Challenges of change management

This part of the study was to examine challenges change management in ethio telecom Holeta, Ginchi and Inchinni shops. The value was assessed using 5 items intended to measure the positive and/ negative attitude of participants towards challenges in change management as indicated in the Table 2 below.

Table 2: Employees' respondent's view on Challenges of change management

Items	Responses of Employees		
	No/ %	Mean	SD
There is in appropriate model of change in your corporation a. Agree b. Neutral c. Disagree	38(80.8%) 6(12.8%) 2(4.3%)	1.9	0.9
There is infective methods of implementing the change program a. Agree b. Neutral c. Disagree	21(44.7%) 19(40.4%) 7(14.9%)	3.1	1.5
There is in appropriate environment in implementing the change program a. Agree b. Neutral c. Disagree	30(63.8%) 7(14.9%) 9(3.8%)	2.8	3
There is incompetent change agents A Agree B Neutral Disagree	25(54%) 15(32%) (14%)	2.25	1.2
There is poor and in effective communication regarding change. A. Agree B. Neutral C. Disagree	19(40.4%) 19(40.4%) 14(29.2%)	1.9	1.1

Source: Own survey source of data through questionnaire, interview and secondary sources of Holeta, Ginchi and Inchinni shops of ethio telecom.

In the Table 2 above item "No" 1 There is in appropriate model of change in your corporation: Majority 38 (80.8%) of the respondents were agreed (Mean Value 1.9) on the bases of the individual observation. With regard to "there are ineffective methods of implementing the change program in ethio telecom of the respective shops" the majority 21(44.7%) of the employee respondents were show their agreement on the issues. Concerning the question entitled: there is in appropriate environment in implementing the change program in the ethio telecom of respected shops. 30(63.8%) Mean value =2.8 and SD =3 Item 4 the same Table, there is incompetent change agents: Majority: (54%) of the employee respondents were confirmed to agree Mean vale = 2.25. and SD=1.2. Furthermore, employees were asked if there is poor and in effective communication regarding change. Thus, 19(40.4%) of the respondents were agreed to the issues. 19(40.4%) stands to neutral. The rest 14(29.2%) of the respondents were reported to disagreed. Mean value= 1.9 and SD= 1.1. Hence, it is very important to determine the communication channels clearly and to inform employees about the channels to help the change leaders.

Table 3: Employee response on ethio-telecom performance on change strategies

Items	Responses of employees		
	No in/%	Mean	SD
System and connection interpretation made your shop operation difficult. A. Agree B. Neutral C. Disagree	22(46.8%) 15(31.9%) 10(21.3%)	3.2	1.2
There is ineffective performance appraisal in your shop A. Agree B. Neutral C. Disagree	26(55.3%) 7(14.9%) 14(29.8%)	2.6	1.3
BSC, QC, Kaizen (5 s) and PDP is not successfully implemented in your shop. A. Agree B. Neutral C. Disagree	40(85.1%) 5(10.6%) 2(4.2%)	2.1	2.1
Performance evaluation result is often not satisfactory for you A. Agree B. Neutral C. Disagree	24(51.1%) 9(19.1%) 14(29.8%)	2.7	1.2
The quality of telecom infrastructure and network system is not supporting the current change effectively in your shop. a. Agree b. Neutral c. Disagree	31(65.8%) 7(14.9%) 9(19.1%)	2.4	0.98

Source: Own survey source of data through questionnaire, interview and secondary sources of Holeta, Ginchi and Inchinni shops of ethio telecom.

Table 3 above concerning system and connection interpretation made the shop operation difficult. Majority 22(46.8%) of the employee respondents were agreed to the issues. 15 (31.9%) of the employee respondents were stands to undecided whereas, the rest 10(21.3%) of them were reported to disagreed. Mean value =3.2 and SD= 1.2. Item 2 the same Table concerning question entitled there is ineffective performance appraisal in your shop: majority 26 (55.3%) of the employee respondents were reported to agree. The rest 14(29.8%) and 7(14.9%) of the employee respondents were responded to disagreed and neutral to the issues respectively with mean value =2.6 and SD 1.3. Moreover, employee was asked if BSC, QC, Kaizen (5 s) and PDP is not successfully implemented: thus, 40(85.1%) of the respondents were shows their agreement to the issue with (Mean value =2.1 and SD=2.1. Furthermore, employee was asked question entitled Performance evaluation result is often not satisfactory for you: majority 24(51.1%) of the respondents were agreed to the issues presented to them where as 14 (29.8%) and 9(19.1%) of the employee respondents were respectively reported to not agree and neutral to the issues.

With regard to the quality of telecom infrastructure and network system are not supporting the current change effectively: large number, 31(65.8%) of them were responded to agree with (Mean value =of 2.4 and SD= 0.98). From the above analysis it possible to conclude that BSC, QC, Kaizen (5 s) and PDP is not successfully implemented in the sample shops.

5.2. Change management and performance tools implementation practices

This part of analysis was to observe change management and performance tools implementation practices of ethio telecom in central western Addis Ababa region shops. The change management tools include ethio telecom systems like CRM, ERP and TT services. On the other hand, career path implementation in ethio telecom can be considered

as the current change for the organization. The tools are related to the use of ICT in the company and require intense use of computer and information technology so that employees of ethio telecom are expected to effectively utilize the tools as needed. The variables were assessed using two items question as indicated in the Table 4 below.

Table 4: Respondents view on change practices

Items	Responses of employees		
	No/%	Mean	SD
CRM system in your shop is effectively used. A. Agree B. Neutral C. Disagree	24(51.1%) 9(19.1%) 14(29.8%)	2.7	1.2
The feature of CRM system is complete and accurate in delivering the quality service A. Agree B. Neutral C. Disagree	31(65.8%) 7(14.9%) 9(19.1%)	2.4	0.98
ERP is a user friendly and perfect system A. Agree B. Neutral C. Disagree	28(59.5%) 1(12.7%) 13(27.6)	2.3	1.2
TT portal is easy to deliver quick maintenance service A. Agree B. Neutral C. Disagree	31(65.9%) 6(12.7%) 10(27.3)	2.4	1.1
The current career path implementation is successful change strategy A. Agree B. Neutral C. Disagree	13(27.6%) 19(40.4%) 16(12.7%)	3	1

Source: Own survey source of data through questionnaire, interview and secondary sources of Holeta, Ginchi and Inchinni shops of ethio telecom.

In Table 4: above item No 1 question CRM system in your shop is effectively used majority 24(51.4%) of the employee respondents were agreed that CRM is effectively used in their respective shops. Mean value=2.7 and SD 1.2. Furthermore, item 2 of the same Table employees were asked the feature of CRM system is complete and accurate in delivering the quality service thus, 31(65.8%) of the employee respondents were agreed to the issue with Mean value=2.4. and SD= 0.98. Furthermore, employees were asked if ERP is a user friendly and perfect system. Therefore, majority 28(59.8%) of them were agreed with (Mean value=2.3. Item 4 the same Table concerning TT portal is easy to deliver quick maintenance service, majority 31(65.9%) of the employee respondents were agreed to the issues (Mean value = 2.4 and SD=1.1) Moreover, employees were asked if the current career path implementation is successful change strategy, thus, majority 19(40.4%) of them were stands to neutral. From the above it is possible to conclude that CRM, ERP and TT portal is easy to deliver quick maintenance service is effectively used in respective shops.

5. Major findings

It can be generalized from the results of analysis that the effort made by ethio telecom in applying change in Central West Addis Ababa Region is identified. From descriptive analysis of practice and challenges of change & performance management, the following results are summarized. In the analysis greater number 40(85.1%) of the employee replied that BSC, QC, KIZEN philosophy (5S) and PDP is not successfully implemented in the selected

telecom shops of ethio telecom Central West Addis Ababa Region. However; they reported that ERP is a user friendly and perfect system of change management tools.

This study found that, there is in appropriate environment in implementing the change program 30(63.8%) Mean value =2.8 and SD=3. Moreover, respondents confirmed that there is ineffective performance appraisal as majority 26 (55.3%) of the employee respondents agreed in the analysis showing mean value of =2.6 and SD= 1.3. on the other hand, regarding the quality of telecom infrastructure and network system is not supporting the current change effectively the respective shops of ethio telecom sample study Majority 22(46.8%) of employee respondents of were reported to telecom infrastructure and network system is not supporting the current change effectively in your shop. More importantly,

5.2. Conclusions

From the view point of findings obtained, the following main conclusions are generated. Firstly, it can be concluded from the study that the change which is currently implemented by the ethio telecom Central West Addis Ababa region shops is not enough. On the other hand, there is lack of training to the staff concerning change so far introduced in the company and inefficient implementation of the performance tools such as: BSC, QC, KAIZEN philosophy (5S) and PDP. Furthermore, from the result of the study, it was also concluded that there is weak treatment of customers by the employees, inappropriate environment for implementing effective change programs, incompetent change agents, ineffective communication about the change introduced so far in the company, ineffective performance appraisal in the shops of the region.

5.3. Recommendations

Based on result obtained and the conclusions drawn, the following recommendations are forwarded;

1. Weak supervisory/managerial competency in correlating the objective with change & performance tools during performance appraisal was perceived. Therefore, for recognition of quality of the work, BSC, QC, KAIZEN philosophy (5S') and PDP are recommended to successfully implement change process in the selected telecom shops.
2. The change agents are not yet competent. Therefore, for the betterment of telecom services, concerned authority of the region is advised to give necessary measures.
3. It was found in the study that there is inappropriate environment in implementing the change management program adequately in ethio telecom of sample area shops. Therefore, concerned authority is advising to prepare a program that participate the staff and strategic customers of ethio telecom shops.
4. The study found that there is a gap of knowledge of performance of managers in transforming the expected change, so that ethio telecom Central West Addis Ababa Region is recommended to provide the staff with training relevant to the implementation of change and facilitate inter shops experience sharing to build employee capacity.
5. There is poor and ineffective communication regarding change; thus, concerned body is advised give necessary measure.

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