



ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
INSTITUTE OF QUALITY AND PRODUCTIVITY MANAGEMENT  
DEPARTMENT OF QUALITY & PRODUCTIVITY

THE EFFECT OF ISO 9001:2015 QUALITY MANAGEMENT SYSTEM  
IMPLEMENTATION ON ORGANIZATION PERFORMANCE: THE CASE OF  
ADDIS ABABA CHAMBER OF COMMERCE AND SECTORIAL  
ASSOCIATIONS

By: DEGU DESTA TESHALE  
ID- SGS/0465/2013A

MAY, 2022  
ADDIS ABABA, ETHIOPIA

ST.MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
INSTITUTE OF QUALITY AND PRODUCTIVITY MANAGEMENT  
DEPARTMENT OF QUALITY & PRODUCTIVITY

THE EFFECT OF ISO 9001 QMS IMPLEMENTATION ON ORGANIZATION  
PERFORMANCE: THE CASE OF ADDIS ABABA CHAMBER OF COMMERCE  
AND SECTORIAL ASSOCIATIONS

A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF ST.  
MARY'S UNIVERSITY, INSTITUTE OF QUALITY & PRODUCTIVITY  
MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR  
THE DEGREE OF MASTER OF SCIENCE  
IN QUALITY AND PRODUCTIVITY MANAGEMENT

ADVISOR: **ABDU ABAGIBE (PHD)**

MAY, 2022

ADDIS ABABA, ETHIOPIA

DEGU DESTA TESHALE (ID- **SGS/465/2013A**)

**EXIMINING BOARD APPROVAL**

|                                |                    |               |
|--------------------------------|--------------------|---------------|
| _____<br>Graduate Studies Dean | _____<br>Signature | _____<br>Date |
| _____<br>Advisor               | _____<br>Signature | _____<br>Date |
| _____<br>External Examiner     | _____<br>Signature | _____<br>Date |
| _____<br>Internal Examiner     | _____<br>Signature | _____<br>Date |

## **DECLARATION**

I **DEGU DESTA TESHALE** declare that, this thesis has been composed solely by me and that it has not been submitted and presented, in any earlier application for a degree grant. Except where states otherwise by reference or acknowledgement, the work presented is entirely my own original work and won't be presented to any other university for a similar or any other degree award.

---

**Name**

---

**signature**

May, 2022

## **ACKNOWLEDGEMENT**

I sincerely appreciate the Almighty GOD for His graces, strength, and sustenance and above all. His faithfulness and love from the beginning of my academic life up to this postgraduate level. I would like to express my incalculable gratitude and appreciation to all those who gave me the possibility to fruitfully complete this thesis.

I would also like to thank my advisor ABDU ABAGIBIE (PhD), stimulating suggestions and invaluable encouragement helped me in all time of creation processes when in writing this thesis. I acknowledged him for his advice, and the vital contribution when required during this research.

Likewise, I would like to thank all directors/managers/heads of departments, quality manager, membership directorates, training institute of Addis Chamber, especially all the participants of AC for their bottomless cooperation in the process of data collection.

Finally, I would like to thank my first lady, MISTRE ALEMU TEDLA; she has stood with me through all my travails, for keeping things going, my absences, and impatience, and for always showing how proud she is of me. She gave me a number of support and help, discussed ideas and prevented several wrong turns. She has also supported our family during much of my graduate studies.

|   |                                     |
|---|-------------------------------------|
| DECLARATION .....   | I                                   |
| ACKNOWLEDGEMENT .....   | II                                  |
| List of Figures .....   | <b>Error! Bookmark not defined.</b> |
| List of Abbreviation .....  | VII                                 |
| <i>ABSTRACT</i> .....   | VIII                                |
| CHAPTER-ONE.....  | 1                                   |
| 1. INTRODUCTION .....   | 1                                   |
| 1.1. Background of the Study.....   | 1                                   |
| 1.2. Statement of the Problem.....  | 3                                   |
| 1.3. Basic Research Questions .....   | 4                                   |
| 1.4. Objectives of the Study .....  | 4                                   |
| 1.5. Significance of the Study .....  | 4                                   |
| 1.6. Delimitations/ Scope of the Study .....                                    | 5                                   |
| 1.7. Limitation of Study .....  | 5                                   |
| 1.8. Operational Definitions of Basic of Terms .....                            | 5                                   |
| 1.9. Organization of the study .....  | 7                                   |
| CHAPTER-TWO .....   | 8                                   |
| 2. Review of related Literature .....   | 8                                   |
| 2.1. Introduction.....  | 8                                   |
| 2.2. Overview of QMS (ISO 9000 Family).....                                     | 8                                   |
| 2.3. ISO 9001 and related Literature Review.....                                | 8                                   |
| 2.4. Theoretical Literature Review .....  | 9                                   |
| 2.5. The relationship between Top Management support and service delivery ..... | 10                                  |
| 2.6. Empirical Literature Review .....  | 11                                  |
| 2.6.1. Organization performance .....   | 12                                  |
| 2.6.2. Management Commitment and businesses performance .....                   | 13                                  |
| 2.6.3. ISO 9001 at employee level .....   | 13                                  |
| 2.7. Research Gap .....   | 14                                  |
| CHAPTER- THREE .....  | 15                                  |
| 3. RESEARCH DESIGN AND METHODOLOGY .....  | 15                                  |
| 3.1. INTRODUCTION .....   | 15                                  |
| 3.2. Methodology .....  | 15                                  |
| 3.3. Research Design.....   | 15                                  |

|                    |   |    |
|--------------------|---|----|
| 3.4.               | Sources of Data .....   | 16 |
| 3.4.1.             | Primary Data & Secondary data.....  | 16 |
| 3.5.               | Population, Sample and Sampling Techniques .....                              | 16 |
| 3.5.1.             | Sampling Design .....   | 17 |
| 3.6.               | Data collection Instrument .....  | 18 |
| 3.6.1.             | Interview .....   | 19 |
| 3.6.2.             | Focused Group Discussion (FGD) .....  | 19 |
| 3.6.3.             | Observations.....   | 20 |
| 3.7.               | Method of Data Analysis .....   | 20 |
| 3.8.               | Ethical Considerations .....  | 21 |
| CHAPTER FOUR.....  |   | 22 |
| 4.                 | DATA ANALYSIS, RESULTS, PRESENTATION AND DISCUSSION.....                      | 22 |
| 4.1.               | INTRODUCTION .....  | 22 |
| 4.2.               | Demographic Characteristics of the potential respondents.....                 | 22 |
| 4.3.               | Participants Profiles/Personal Information .....                              | 23 |
| 4.4.               | Data Analysis .....   | 25 |
| 4.5.               | Results and discussion on Qualitative data .....                              | 25 |
| 4.6.               | Interview Questions Analysis .....  | 25 |
| 4.6.1.             | Information on accumulated Respondents result of the interview questions..... | 26 |
| 4.7.               | Focused Group Discussion Analysis.....  | 30 |
| 4.8.               | Experience of FGD Respondents.....  | 31 |
| 4.9.               | Organizational Documentation .....  | 34 |
| 4.10.              | Document Analysis .....   | 36 |
| 4.11.              | Observation .....   | 39 |
| 4.12.              | Photographs.....  | 40 |
| 4.13.              | Views .....   | 41 |
| CHAPTER FIVE ..... |   | 44 |
| 5.                 | SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS.....                | 44 |
| 5.1.               | Introduction.....   | 44 |
| 5.2.               | Summary of major findings .....   | 44 |
| 5.2.1.             | Common Observed Quality Service Problems.....                                 | 44 |
| 5.3.               | Conclusion .....  | 45 |
| 5.4.               | Recommendation .....  | 46 |
| REFERENCES .....   |   | 48 |

Appendix-A.....51  
Appendix- B.....57  
Appendix-C.....60  
Appendix-D Sample pictures of onsite interview .....61  
Appendix-E Sample pictures of Focused Group Discussion .....64  
Appendix-F: Certificates, credential ties & Quality Documents evidence .....65  
Appendix-G: Strategic Track of AACCSA.....67



## **List of Tables**

|   |    |
|---|----|
| Table 1.9a . Basic Terms & Its Meaning.....                                     | 10 |
| Table 3.4a. Sample size of interview questions respondents.....                 | 19 |
| Table 3.4b. Sample size of FGD Respondent’s .....                               | 20 |
| Table 4.3a. Academic Qualification of the respondents (Interviewees & FGD)..... | 26 |
| Table 4.3b. Personal Information/Interviewees Service years.....                | 26 |
| Table 4.4.2a Interview Questions & Summary of responses of respondents.....     | 28 |
| Table 4.4.3a. Target Population FGD Respondent’s figures.....                   | 33 |
| Table 4.4.3b FGD and Summary respondents.....                                   | 34 |
| Table 4.4.4a Documentation Check.....   | 37 |
| Table 4.4.4b Summary of Major Findings (NC summary).....                        | 43 |

## **List of Abbreviation**

|        |   |
|--------|---|
| AC     | Addis Chamber   |
| AACCSA | Addis Ababa Chamber of Commerce & Sectoral Associations |
| ECAE   | Ethiopian Conformity Assessment Enterprise              |
| FGD    | Focused Group Discussion                                |
| HPR    | House of peoples Representative                         |
| HRD    | Human resource development                              |
| ISO    | International Organization for Standardization          |
| LTM    | Leadership & Top management                             |
| QA     | Quality Assurance                                       |
| QC     | Quality Control   |
| QM     | Quality Management                                      |
| QMS    | Quality Management System                               |
| OP/OF  | Operational Procedure/Operational Formats               |
| SMC    | Senior Management Committees                            |
| TQM    | Total Quality Management                                |

## **ABSTRACT**

*This study assessed the effect of ISO 9001 QMS implementation on organization performance, the case of AACCSA. ISO 9001 QMS is the independent variable, while quality service delivery is the dependent variable. ISO QMS is measured in terms of customer focus, leadership, and engagement of people while service delivery is measured in terms of customer satisfaction, revenue, market share, efficiency and effectiveness. The issue which was being dealt with in this study is whether ISO 9001 can have a positive effect on an organization's performance. The entire approach of this study was adopting descriptive research method. In the course of analyzing the problems qualitative research methods was essentially introduced. The main tools of data collection were photography, document analysis, working formats, FGD, observation, and interviews. Totally 5 well-structured interview questions are presented to managerial, non-managerial staffs, membership departments and directors of AACCSA and other staff members who are working in the organization. The interview which was conducted in this research was used as primary data. Purposive sampling technique is the most suitable sampling method in the qualitative approach because they align the best across nearly all qualitative research design. Based on the data collection tools, the researcher were collected data by using different methods. This study was used qualitative research approach, and the type is descriptive. The collected data was analyzed and some of the major findings were recorded. The major findings are; the gap when the change of quality manager, digitalized networking, inadequate budget allocation with regards to quality, ICT infrastructure, untraced quality policy, and unequal understandable of system in all level. The study has assured that the implementation of ISO 9001 has positive effects on the organization performance. There is an effect of quality management system on performance of Organization.*

*Keywords: QMS, organizational performance, ISO 9001, Implementation effects*

## CHAPTER-ONE

### 1. INTRODUCTION

This is the first chapter of the study and dealt with the background of the study, statement of the problem, basic research questions which have been addressed in the study, objectives of the study, theoretical framework/Conceptual framework, significance of the study and delimitations or scopes of the study, limitations of the study, definition of basic terms and organizational structure of the study.

#### 1.1. Background of the Study

Organizational systems developed for quality improvement were in the beginning of the 21<sup>st</sup> Century one of the highest ranked priorities for management (Ravichandran & Rai, 2000). The most common and recognized QMS is the one created by the ISO and its framework of ISO 9001:2000 (Gutierrez et al, 2010). The escalating demand for management system stems from organizations experiencing low quality, dissatisfied customers, high costs, and production or delivery delays and the wish to address them (Ravichandran & Rai, 2000:12; McTeer & Dale, 1996:55). More specifically, (Juran 1995) explained the forces behind the demand for quality systems to be “(a) greater complexity and precision of products, (b) threats to human society and health, and to the environment, (c) government regulation of quality,(d) the rise of the consumerism movement, and (e) intensified international competition in quality” (Juran 1995).

ISO **9001** is an international standard that defines the requirements for a Quality Management System (QMS). ISO 9001 is the world’s most recognized QMS standard. It aims to help organizations meet the needs of their customers and other stakeholders more effectively. It assists businesses and organizations to be more efficient and advancing customer satisfaction. The primary focus of the ISO 9001 standard is to meet customer requirements and strive to exceed customer expectations. According to the ISO, QMS is defined as coordinated activities to direct and control an organization with regard to quality. It is a standard developed by the International Organizations for Standardization and act as a framework for organizational quality management systems (Bell & Omachonu, 2011). The framework is popularly understood by organizations and governments around the world and consequently used as standard for management systems.

The study is contextualized within the evolving trends of service delivering sector management in Ethiopia, specifically looking forward with AACCSA which is a public sector. It has been established by the General Notice Number 90/1947, in April 1947 as an autonomous, non-governmental, non-political and non-profit organization to act on behalf of its members. The chamber re-establishment with the proclamation number 341/2003, further provides the legal framework for the establishment of chamber of commerce and sectorial associations. AACCSA in Ethiopia conducting a multidisciplinary business, promotion of trade, industry,

investment, commerce association that is ISO-certified and committed to excellence, professional, integrity, and continual improvement in its provision of quality, economical, cost-effective, reliable, socially and economically acceptable commerce solutions and sectorial management services tailored towards customer satisfaction. (Proclamation No. 341/2003, AACCSA Strategic Plan Document 2002 – 2006 E.C.). The chamber promotes trade and industry, disseminating business information, consulting government and members on economic development and business issues, establishing friendly relationship with similar chambers in other countries, exchanging information as well as engaging in arbitration in times of disputes among members.

Ethiopian government has taken to the responsibility for the development of national quality policies and support systems providing assistance to all enterprises to understand the principles of quality and to develop quality conscious in business behavior, which leads in turn to the satisfaction of customers, thus assuring the survival and development of companies within the conditions of market economies. (Daniel Kitaw & Fasika Bete, Efforts and problems of Ethiopian Business Industries).

Therefore, this study aimed at examining & scrutinizing the effect of ISO 9001 Quality Management System implementation on organization performance, the case of AACCSA. ISO 9001 QMS is the independent variable while service delivery as the dependent variable. In common, ISO Quality Management System is measured in terms of customer focus, leadership, and engagement of people, while service delivery is measured in terms of customer satisfaction, revenue and market share, efficiency and effectiveness. This is achieved by building a framework to ensure consistent quality in the provision of goods and/or services.

Despite their wide diversities, chamber of commerce and industry generally share a common mission, which is to promote, develop and further the economic well-being of members by providing a collective voice in advocacy to represent and protect members' interests, offer quality services to help members enhance their competitiveness and succeed in their businesses thereby contributing significantly to the economic progress of the nation (Judytan, 2000).

Advocates of chambers of commerce have long believed that when an organization is active in its local chamber, it is doing the right thing not only for the community but its own success as well international chamber of commerce bondage. While there is plenty of evidence to show the impact of chambers of commerce on their communities, indeed it is much harder to find data that quantify the impact of belonging to a chamber in general and ISO QMS implementation in particular. This study, supported by the Addis Chamber, is designed to do just that; determine the effect of ISO 9001 QMS implementation on organization performance in terms of exceed customers satisfaction & expectations of joining and being active in their local as well international chamber of commerce.

## 1.2. Statement of the Problem

A number of studies have been conducted that try to relate the effect of ISO 9001 QMS applies over the performance of organization. The most popular standard is the ISO 9001 quality management. The majority of these studies achieve that there is a positive relationship between the implementation of QMS practices, organizational performance improvement (Lee et al., 2001; Dick et al., 2002). As several empirical studies show, implementing QMS practices effectively influences organization performance positively (Huang & Chen, 2002; Kaynak 2003; Parast, Adams & Jones, 2011; Shahin & Dabestani, 2011). Now a days, in Ethiopia both public and private organizations in the various regions has implemented the ISO 9001:2008 and ISO 9001:2015 (New version) QMS and obtain the consequent approvals, recognition, rewards and certificates, but unfortunately, without the actual and effective implementation in the ground. Principally, the ISO standard requires that the adoption of a QMS should to be a strategic design of the organization. The design and implementation of an organization's QMS is influenced by varying needs, particularly, objectives, the products provided, the service delivered, the processes employed and the size and structure of the organization. In addition to that, involving workers and gaining their satisfaction is the key success factor for the implementation of any new MSs.

Organizations that implement ISO 9001 focus on providing more value for their customers improving the efficiency and overall quality service of its processes. Although the implementation of the ISO 9000 QMS internationally proved its effectiveness and positive effects on the overall performance of the organizations, but, the effects of its implementation in the area of study remains questionable including in our country Ethiopia. Therefore, this study drives to determine the effects of the implementation of the ISO 9001QMS on the organizations' performance particularly for the AACCSA Ethiopia.

It is well-known that, one of the significant challenges in facing most service organizations like AACCSA nowadays is lack of consistent provision of high quality service delivery. The delivery of consistent service quality is arguably the most vital factors that contribute to the establishment of credibility and reputations of the organizations in the eyes of the public, stakeholders and its customer. Also, it is clear that providing high quality services has a beneficial effect on the bottom-line performance for the organization. Indeed, there is a growing body of empirical evidence indicated that providing highest quality services enhances profitability, improves productivity, spreading positive word-of-mouth, return on investment, and reduces costs.

Therefore, the researcher focused on the effects of implementing ISO 9001 QMS on the organization performance as there is shortage of systematic empirical evidence integrating on particular area of study. This study affords the empirical evidence about the effects of ISO 9001 QMS implementation on organization performance from Addis Chamber in Ethiopia.

### **1.3. Basic Research Questions**

1. How the top management commitments have positive significant impact on organization performance?
2. What are the contributions of ISO 9001:2015 towards advancing customer's satisfaction of business associations?
3. How ISO 9001:2015 practiced in Addis chamber?
4. What are the major challenges that AACCSA faced when implementing ISO 9001:2015?
5. What is the impact of ISO 9001:2015 implementation on organization performance in AACCSA?

### **1.4. Objectives of the Study**

The general objective of this research is to study the effects of ISO 9001 QMS implementation on the organizational performance of AACCSA.

The specific objectives were:

- I. To determine whether the top management commitment has a positive impact on organizational performance.
- II. To analyze the ISO 9001:2015 contributions towards customer's satisfaction.
- III. To assess the practices of ISO 9001:2015 in AACCSA.
- IV. To identify and asses major challenges that AACCSA faced in the implementation of ISO 9001:2015.
- V. To evaluate the impacts & benefits of ISO QMS implementation on organization performance of Addis Chamber.

### **1.5. Significance of the Study**

The prosperity of future Ethiopia's depends on how well its quality service provision employing organizations. Business growth is considered an important engine for economic growth because of opportunities for innovation and optimum use of skills (Dejardin, 2000:44). This research will, therefore, provide useful information to management sciences researchers, educators, practitioners, ISO attesting organizations and policy-makers, in Ethiopia. Social policy makers will gain a deeper understanding of the reasons why some service companies have not effectively provided services to their customers' expectations let alone meeting the applicable statutory and regulatory requirements. To be a support source for the Quality & Productivity management initiatives that is implemented at the organization to ensure performance improvement from different perspectives. After implementation of QMS practices and certification, effect on the performance of the organization, benefits will be realized by other governmental sectors (ministries, HPR standing committees, federal institutions, Addis Ababa city government institutions, research centers etc.). This study is significant to shade-light on how management or any other decision makers should consider whether to pursue implementation of QMS ISO 9001

or not especially on the areas of organization performance. In addition, the study will also offers a significant contribution to existing theoretical and empirical knowledge regarding effects on implementing QMS ISO 9001 on organization performance.

### **1.6. Delimitations/ Scope of the Study**

This research sought to examine the effectiveness of the ISO 9001:2015 standards on quality service delivery among business and trade association sectors in Ethiopia, mainly focusing on AACCSA. In short, this study was focus on assessing the effects of ISO 9001:2015 on organization's performance within AC Ethiopia.

The study was carried out at the head office of AACCSA located in Addis Ababa-Mexico district which centrally coordinates all the memberships, missions, assignments including importers and exporters, in the country side.

The investigation sought to establish the relationship between customer focus and quality service delivery, leadership support, and service delivery and engagement of people and service delivery at AACCSA Ethiopia.

AC is the only sector out of many other Ethiopian chamber associations by implementing QMS. AACCSA was certified ISO 9001:2008 version in 2013G.c and ISO 9001:2015 new version in 2018G.C. The covering periods of this study is from 2012 to 2019; this being the period before and after AACCSA is ISO 9001 QMS certified. The researcher carefully selected this period in order to ascertain whether ISO 9001 implementation or not on quality practices and procedures that translate into customer satisfaction.

### **1.7. Limitation of Study**

The study associated with the effect of ISO 9001:2015 Implementation on Organization Performance is cross-sectional in nature and the snapshot vies may not explicitly show the relationship between adoption of ISO 9001 and quality service delivery in a desired manner. However, the study remains conducting on a single case organization because of time and sufficient money constraints. No any other similar chamber associations in Ethiopia were included.

### **1.8. Operational Definitions of Basic of Terms**

The study will be conducted to enable the researcher to know and understand the meanings, concepts, theories, and current knowledge in on quality management system ISO 9001. Also, the study intends to make the researcher identify the basic terms which are used in the study. The basic terms & its meaning will be discussed in the following Table 1.9a and Table 1.9b.



**Table 1.9a Basic Terms & Its Meaning**

| Terms                  | Meaning  |
|------------------------|--|
| Competence:            | Competence means being able to apply knowledge and skill to achieve intended results. Being competent means having the knowledge and skill that you need and knowledge how to apply it. Likewise being competent means that you're qualified to do the specific job.                                   |
| Complaint:             | In the context of ISO 9001, a complaint refers to an expression of dissatisfaction with a product or service is filed by a customer and received by an organization. Whenever a customer lodges a complaint, a response is either explicitly or implicitly required.                                   |
| Customer:              | :-is anyone who receives products or services (outputs) from a supplier. Customers can be either people or organization and can be either external or internal to the supplier organization. Examples of customers include clients, consumers, users, guests, patients, purchasers, and beneficiaries. |
| Customer expectations: | :-is defined as any set of behaviors or actions that individuals anticipate when interacting with a company.   |
| Customer Satisfaction: | :-is a perception. It is also a question of degree. It can vary from high satisfaction to low satisfaction. If customers believe that you have met their requirements, they experience high satisfaction. If they believe that you've not met their requirements, they experience low satisfaction.    |
| Data Analysis:         | :-is the process of creating order, structure and definition of the mass of information collected<br>Mugenda( 2003)  |
| Data Collection:       | :-is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypothesis, and evaluate outcomes.   |
| Effectiveness:         | :-is the capability of producing a desired result or the ability to produce desired output.  |
| Interview:             | The interview is an important data gathering technique involving verbal communication between the researcher and the respondents (participants).   |
| ISO:                   | ISO 9001 is an international Standard that is used worldwide by two million organizations. It assists businesses of all sizes by providing best practice requirements for an effective Quality Management System (QMS).  |

|                           |  |
|---------------------------|--|
| ISO 9001:2015             | Is the requirement for QMS   |
| ISO 9001                  | The international standard that specifies requirements for a QMS   |
| Literature:               | Literature is a books and writings published on a particular subject.  |
| Literature Review:        | A literature review is an overview of the previously published works on a specific topic. The term can refer full scholarly paper or a section of a scholarly work such as a book, or an article.                                  |
| Organization performance: | Organization performance is defined as the actual output or results of an organization as measured against its intended outputs (or goals and objectives).   |
| Process:                  | :-is any activity or set of activities that uses resources to transform inputs into outputs.   |
| Quality:                  | The word “quality” shows a concern for customer satisfaction. Quality is the totality of features and characteristics of a product or services that bear its ability to satisfy stated or implied needs.                           |
| Qualitative Interview     | The qualitative interviewing provides an open-ended, in depth exploration of an aspect of an organization about which the interviewee has substantial experience, often combined with considerable insight. (Charmaz, 2008, p. 29) |
| Quality Management        | Management activities and functions involved in determination of quality policy and its implementation through means such as quality planning, quality assurance and quality control.  |
| Quality Management System | A system comprised of quality planning and quality improvement activities, the establishment of a set of quality policies and objectives that will act as guidelines within an organization, and QA and QC.                        |
| Service Quality:          | Service quality is defined as the judgement of a customer about the overall excellence or superiority of a product or service. (Zeithaml and Bitner 1996, P 45)  |

## 1.9. Organization of the study

Entirely the research testimony is organized into five different chapters. The first chapter, chapter one explains Introduction part. The second chapter, chapter two presents review of literature. The third chapter, chapter three describes the research methodology used to carry out the study in which research design, area of the study, population of the study, sampling design and methods of data collection was discussed. The fourth chapter, chapter four provides analysis, views, and discussion on the findings which occurs. Finally, the last chapter, chapter five brings to an end the research with conclusion, the major findings and recommendations of the study.

## **CHAPTER-TWO**

### **LITERATURE REVIEW**

## **2. Review of related Literature**

### **2.1. Introduction**

The objective of this chapter is reviewing the literature on implementation of QMS. The chapter sets the study subject in a broader context through investigation of relevant literature and other sources. This section presents the theoretical review and literature based on the objective of the study.

### **2.2. Overview of QMS (ISO 9000 Family)**

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). Quality system was introduced by ISO on 15, March 1987. ISO is compatible with proprietary approaches to quality management such as those recommended by Deming, Juran, Crosby, and non-proprietary approaches such as TQM, Lean Six Sigma, FMEA, COQ, and other continuous improvement techniques (PMI, 2008). Successful implementation of QMS is to take it as a strategic decision for the organization. The purpose of quality management system can be namely such as reducing possible errors all phases of projects by proper control, finding faults/errors soon, measuring to avoid repeated mistakes, and determining and initiating corrective action/preventive measures (Aized, 2012). According to the latest survey of ISO (2014), 1,609,294 ISO certificates were issued, and the majority of them were belonged to QMS standard or 1,138,155 ISO 9001 certificates issued that met the requirements of QMS under external audit of third-party or Certification Body (UNIDO, 2012). Approximately, 1600 ISO 9001 certificates issued for different industries in the Philippines by 2014.

ISO (technical committee ISO/TC 176) has been published five editions for ISO 9000 certification. The ISO 9000:1987 was included three standards for quality assurance: ISO 9001, ISO 9002, and ISO 9003 for being a model for quality assurance in only final inspection and testing. The first version of QMS standard or ISO 9000:1994 emphasized on quality assurance via preventive actions added. ISO 9001:2000 was integrated ISO 9001, 9002 and 9003 into one standard or ISO 9001 and making new standard, its main aim was to shift from “quality assurance” to “quality management” (UNIDO, 2012).

### **2.3. ISO 9001 and related Literature Review**

QMS is tagged as a business management system that it can be applied to all organization of all types and all sizes of companies. Customer satisfaction, market leadership and profitability are driven in large part by delivering quality products and services. (Kolka, 2009) stated that QMS is widely accepted worldwide to achieve

quality in organizations. Dissimilar countries, industries and governments all had fluctuating quality systems that suppliers had to espouse in order to deliver goods around the world. A single global standard was required to shorten international standards. This presents ISO - the International Organization for Standardization Situated in Switzerland. ISO is the particular international intervention for standardization and the basis of ISO 9000. Established in 1947, it is covered of the national standards bodies of over 167 countries, working collectively to produce more than 19,000 International Standards for business, government and society. The goal of ISO is to encourage the development of standardization and related world activities with an opinion to facilitating international exchange of goods and services and to emerging cooperation in the field of intellectual, scientific, technological and economic activity.

There are numerous ISO standards one of them is ISO 9000, which associated to quality management systems and considered to help organizations. ISO 9001 is one of the standards in the ISO 9000 family. ISO 9001 deals with the necessity that organizations are wanting to meet the standard have to accomplish. Over a 1.7 million organizations worldwide are autonomously certified, making ISO 9001 one of the most extensively used management tools in the world today. ISO 9001, QMS is the internationally known standard for the quality management of trades. It put on to the procedures that produce and control the products and services an organization supplies, suggests systematic control of actions to ensure that the requirements and expectations of customers are encountered and is intended and proposed to apply to almost any product or service, made by any method anyplace in the world. Implementing a Quality Management System will persuade staff by significant their key roles and responsibilities. Cost savings can be completed through enhanced efficiency and productivity, as product or service shortages will be emphasized. From this, developments can be established, resulting in less waste, unsuitable or vetoed work and lesser complaints. This can exposed to the marketplace to improve opportunities.

#### **2.4. Theoretical Literature Review**

The first edition of the family of ISO 9000 standards for quality management systems (QMS) was published in 1987. During the introduction phase of ISO standardization, the main objectives of organizations seeking ISO 9001 series certification were to implement a documented quality system to facilitate the access to diversifying and more demanding global markets (Martinez-Lorente, 2006). Over time, the motivation evolved to improve process performance, streamline the overall documentation system, enhance customer satisfaction, improve business results and ensure company survival (Poksinska, Eklund, Chatzoudes & Kipraios, 2015; Zimon, 2016). The literature currently advances main theories purporting to explain the implementation of QMS, each of which centers on idea of the implementation of QMS, top management commitment as well as quality improvement

which offers an abundant amount of information and research on the matter. Also implementation of QMS to various industry & trade related business particularly AACCSA in Ethiopia.

This study is guided by the stakeholder theory. Stakeholder theory begins with the assumption that values are necessarily and explicitly a part of doing business. It asks managers to articulate the shared sense of the value they create, and what brings its core stakeholders together. It also pushes managers to be clear about how they want to do business, specifically what kinds of relationships they want and need to create with their stakeholders to deliver on their purpose. The focus of stakeholder theory is articulated in two core questions (Freeman, 1994). First, it asks, what is the purpose of the firm/organization? This encourages managers to articulate the shared sense of the value they create, and what brings its core stakeholders together. This propels the firm forward and allows it to generate outstanding performance, determined both in terms of its purpose and marketplace financial metrics. Second, stakeholder theory asks: what responsibility does management have to stakeholders? This pushes managers to articulate how they want to do business; specifically, what kinds of relationships they want and need to create with their stakeholders to deliver on their purpose. Today's economic realities underscore the fundamental reality we suggest is at the core of stakeholder theory: Economic value is created by people who voluntarily come together and cooperate to improve everyone's circumstance. Managers must develop relationships, inspire their stakeholders, and create communities where everyone strives to give their best to deliver the value the firm promises. Certainly, shareholders are an important constituent and profits are a critical feature of this activity, but concern for profits is the result rather than the driver in the process of value creation.

## **2.5. The relationship between Top Management support and service delivery**

Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the organization's quality objectives. Creation of unity of purpose and direction and engagement of people enable an organization to align its policy statement, strategies, policies, processes and resources to achieve its objectives.

All the activities that make up an organization's operation relate to one another. Consequently, an organization's management has to decide which parameters of performance are critical to the organization's success and then concentrate the resources available on these particular characteristics. Improvement of the systems that create and deliver the organization's primary products and services will lead to better quality products and services, costs will decrease and defects rates will be minimized, customer satisfaction will be achieved (Aquilano, Chase & Jacobs,2009). Terziovski, Feng and Samson (2007) define operational performance as the performance related to an organization's internal operations, such as productivity, product quality and customer satisfaction.

ISO certification is supposed to lead to advantages in the processes of organizations. These benefits include such things as improvement in throughput time, increase in technical flexibility, improvement of co-ordination of activities, improvement in product or service specifications, increase in internal and external delivery performance and improvement in efficiency. A business operating within the requirements of the ISO 9001 standards should achieve customer satisfaction as the interactions with customers are improved and reductions in customer complaints are achieved. The standards are supposed to have a positive influence on employees which may lead to an increase in motivation albeit the fact that the standards increase the documentation workload and standardization of procedures which may impede the creative thinking of employees (Singels, Ruel & Water, 2001).

Within house, standardized and replicable routines and procedures for product design, manufacture, delivery, service and support more time would be devoted to manufacturing acceptable products or provision of better services; there would be less rework, less scrap and fewer wasted materials. Less rework and higher productivity should result in lower expenses, which would translate into higher gross profit margins. With lower defect rates and on-time delivery, sales should grow because new markets are created and customer retention is high (Naveh & Marcus, 2005).

## **2.6. Empirical Literature Review**

In the above section theories regarding QMS implementation have been described in detail. On other side there are numbers of researchers in different field of study who have attempted to explain the effects of QMS implementation on organization performance which form the review of empirical studies in this section and has a particular focus on those above been conducted from Ethiopia & Ethiopian business.

Although ISO 9001 QMS is most recent viewpoint in Ethiopia particularly to the Commerce of Chamber and Sectorial Associations Sector compared to other sectors, there exist a lot of studies related to this topic.

Globally, a number of researches (Naveh & Marcus, 2005; Bell & Omachonu, 2011; Lee, To & Yu, 2009; Gavin, Heras and Casadesus, 2008; Okwiri, 2010; Prajogo, Huo & Han, 2012) have analyzed the association between ISO 9001 and performance. The main competitive edge nowadays shifts from simply applying the ISO 9001 standard to successfully implementing an effective quality management system (QMS) after obtaining the certification (Lee et al., 2009; Wahid and Corner, 2009; Psomas et al., 2013). Obviously, if service companies want to achieve business benefits and superior results, the attainment of a quality certificate to ISO 9001 should not be the end, but the starting point for deploying an effective QMS in the quest for quality improvement (Dick et al., 2001). Thus, and given the contradictory nature of the research findings regarding the successful implementation and contribution of ISO 9001 to company and financial performance, more fact-based and

statistically-oriented studies in the area of the ISO 9001 QMS are required, according to Lin and Jang (2008) and Sampaio et al. (2009, 2011). Additionally, Jang and Lin (2008) and Sampaio et al. (2009) suggest examining how the depth of ISO 9001 implementation influences company performance in the long run. Augustyn and Pheby (2000), Yaya et al. (2011) and To et al. (2011) specifically highlight the need for further contextual research for the impact of ISO 9001 on operational and business performance in several service sub-sectors (e.g. e-service providers, public and tourism firms).

### **2.6.1. Organization performance**

Continuous performance is the focus of any organization because only through performance organizations are able to grow and progress. The performance of firms is influenced by a number of factors which may be within the firm outside the firm. According to (Hitt, Hoskisson & Ireland, 2010), manufacturing firms have an overall strategic goal of maintain a performance that leads to a competitive edge in the market. These factors that determine the performance of firms may be termed as constraints (Hakala, 2011). Psomas and Kafetzopoulos (2012) argue that performance contributes to providing the competitive advantage to the firms in high competition in the market. The company takes advantage over its competitors and performs better in business.

The study carried out by Psomas and Kafetzopoulos (2012) was used ISO certified and non-certified manufacturing firms in Greece. As a result the study findings indicated that ISO certified manufacturing firms significantly outperformed the non-certified ones with regard to product quality, firm performance, operational, market and financial performance. The study used financial and non-financial measures of performance and it was done in a developed country Greece. However, Ikay and Aslan (2011) in their study on SMEs in Turkey measured the difference between ISO-certified and non-certified firms on performance. The results showed no statistically significant difference between certified and non- certified firms in terms of performance. The current study was focused on non-financial measures of performance and it was carried out in a developing country, Ethiopia.

### **2.6.2. Management Commitment and businesses performance**

According to Hackman and Wagenman (1995), quality is ultimately viewed as the responsibility of top management. This is because creating the systems that produce goods and services in any organization the core responsibility of the top management, so any successful implementation of quality management strategies depends on the commitment of the top management to the quality management strategies. Moreover, according to pheny and Teo (2003), top management should communicate the quality management strategies to the entire organization so as to create awareness, interest, & desire to follow through with the necessary action. They should also provide the vision of where the organization wants to go with its quality efforts and replace the existing culture in the organization with one that supports quality management strategies (Samat, Ramayah. And Yusoff, 2008).

### **2.6.3. ISO 9001 at employee level**

Even though adoption of ISO 9001 standard is not the same as having a certificate, the majority of the empirical studies only consider whether or not a company has obtained certification. In this sense, they assume homogeneous adoption. However, a firm might have an ISO 9001 certificate while the standard is not actually adopted and used actively in firm's daily operations. This phenomenon is called decoupling (Aravind and Christmann, 2011; Meyer and Rowan, 1977). Firms have motivation and apparently also opportunity to decouple standards implementation from certification to gain legitimacy and signaling benefits without investing too much money (Aravind and Christmann, 2011). Some researchers indeed found that companies adopt the ISO 9001 standard at different levels. (Boiral, 2003; Boiral, 2007; Boiral and Amara, 2009; Boiral, 2011; Christmann and Taylor, 2006; Heras-Saizarbitoria, 2011; Nair and Prajogo, 2009; Naveh and Marcus, 2004; Sandholtz, 2012). For example, Sandholtz (2012) studied adoption of ISO 9001 in two divisions of a company. In one division, standard requirements were followed voluntarily, whereas the other division was dominated by chaotic work practices and a culture of cynicism. Requirements were followed voluntarily, whereas the other division was dominated by chaotic work practices and a culture of cynicism.

This is an important step in ISO 9001 literature, nevertheless the literature on ISO 9001 adoption still suffers from several limitations that are relevant to the present study. Foremost, the literature still assumes that implementation in a company is either symbolic or substantive (Sandholtz, 2012). However, even if a company implements the standard substantially, there may be some employees who are not actually using the standard in their daily activities.

Following, current studies about the adoption of ISO 9001 are mostly at a company level, and based on surveys and the perception of quality managers or top manager (Heras- Saizarbitoria et al., 2013; Heras-Saizarbitoria and Boiral, 2013). There are several studies that look at the perception of employees. However, they focus on



effectiveness of ISO 9001 implementations (Kuo et al., 2009), impact of ISO 9001 on employees' working conditions (Poksinska, 2007), adoption of ISO 9001 from the perspective of the shop-floor workers (Heras Saizarbitoria et al., 2013) rather than different participations levels of employees in the QMS. This study fills these gaps by systematically analyzing the experiences of AC employee involvement in an ISO-9001:2015-based QMS.

## **2.7. Research Gap**

In the context of Ethiopia, Africa and the entire World for the last few recent years the review of the relevant literature on effects of implementation of QMS ISO 9001 on business or organization performance have been well researched, evident and documented in developed countries, emerging markets like Saudi Arabia, Pakistan, Iran, China, India, Iran and few in Africa. However, there was little information of empirical studies in Ethiopian context. Therefore the study required to fill or bridge the knowledge gap existing by empirically chalking out the effects of implementation of QMS ISO 9001 on organization performance for AACCSA in Ethiopia.

## **CHAPTER- THREE**

### **3. RESEARCH DESIGN AND METHODOLOGY**

#### **3.1. INTRODUCTION**

This chapter describes the methodological parameters of the study. It presents with justification the details regarding the research paradigm, design and approach that were adopted. It also describes the research design, study population, study sample, sampling techniques, data collection methods and instruments; and the research procedure. The chapter ends with description of ethical considerations and methodological and practical challenges that were encountered in the course of study. In short, the chapter describes the research design, the target population, sample and sampling procedures of the research instruments as well as the techniques used in data analysis.

#### **3.2. Methodology**

This study was piloted with qualitative research process using interview, documentation analysis, observation, focused group discussion.

Different methodologies have been employed for the preparation of this thesis. The main sources of information especially for compiling the theoretical background are different reliable books, magazines, newspapers and internet websites.

Various printed materials including brochures, leaflets, bulletins, achievement reports, citizen charters, brief profile, Addis Chamber profile packages, chamber journals, trade fair documents were also used in this study.

Interview, document analysis, observations and FG discussion with individual actively involved in the area of the thesis is one of methodology using to gather information. Interviews on the processes employing by the case organization which is AACCSA conducting with employees responsible for the respective process.

Focused Group Discussion were considered to be helpful in revealing employee's attitudes drive distribute and acquiring analyze to give bases for the recommendations put forward. Because of the involvement of employees in quality activities of any organization is of paramount importance for the real achievement.

#### **3.3. Research Design**

Designing a study helps the researcher to plan and implement the study in a way that was help the researcher to obtain the intended results, thus increasing the chances of obtaining information that could be associated with the real situation (Creswell, 2003). According to Cooper & Schindler (2008), a descriptive research design seeks to

explain how variables interact and explains whether there is a relationship between variables. The study adopted quantitative approach which involved the collection of data so that information can be quantified and subjected to statistical treatment in order to support or refute “alternate knowledge claims” (Creswell, 2003). A descriptive analysis was used due to nature of study which requires a truthful representation of the characteristics without any intervention.

The collected data analyzed in a descriptive approach. The Effect of ISO 9001 QMS Implementation on Organization Performance of AACCSA was described and its commitment evaluate in a desired manner. Descriptive analysis considering data that helps describe, show or summarize data points in a constructive way such that patterns might emerge that fulfill every condition of data. The main objective of this study was to investigate the effects and other related problems, the researcher decide to use descriptive review type of research design which is concerned with the present situation and attempts to determine the status of the phenomenon under investigation.

The most important problem after defining the research problem is preparing the design of the scheme. A research design helps to decide upon issues like what, when, where, how much, by what means etc, with regard to research study. In general, the research design is the conceptual structures within which research is conducted; it constitutes the blue print for the collection, measurement and analysis of data, Seltizet al (1962).

This study was used qualitative research approach, and the type is descriptive. It used to collect and analyze interview questions, FGD, document analysis, and observation data.

### **3.4. Sources of Data**

#### **3.4.1. Primary Data & Secondary data**

The primary data which was collected by interview, focused group discussion, observations were used as a source of collecting information regarding the effects of ISO 9001 QMS implementation on organization performance. Through primary data the researcher was able to probe more information from the potential participants via interview questions, self-observation & focus group discussion. In the same approach, the researcher also used as the secondary data source (i.e. documentation analysis, brochures, brief profiles, monthly newspapers, leaflets, Management Review Reports, bulletins, achievement reports, citizen charters, chamber journals).

### **3.5. Population, Sample and Sampling Techniques**

Kothari (2004) define a sample as part of the target population that has been procedurally selected to represent it. Sampling is the process of systematically selecting representative elements of a population. The target

population of this study was the AACCSA sectorial association Staffs, TOP management, Quality Manager, Technical manager, membership department, senior management committees, department heads and the other employees who seems as experts for the association. Limited number of top managers from various levels and approximately more than 64.1% of the employees were included in the assessment and also departmental managers were interviewed.

### 3.5.1. Sampling Design

The researcher was used purposive sampling because of wants to gain detailed knowledge about a specific occurrence regarding the application. The overall study of this thesis was employed purposive sampling to select the SMC-Senior management committees of AACCSA, Technical Officers, internal quality auditors, Seniors Officers, Assessors, Technical Manager, Quality manager and QMS Coordinators purposive sampling were used to select the officers within the AACCSA head office. In purposive sampling, Subjects must select because of some characteristic. Purposive sampling is popular in qualitative research. Patton (1990) has proposed that among other cases, purposive sampling can be appropriate where there's maximum variation in responses and it serves to identify important common patterns that cut across variations.

Again it is important to purposively sample as it is also found that Board of directors, Technical Officers, Seniors Officers, Assessors, Technical Managers, Quality managers and QMS Coordinators remain directly involved with the organizational implementation. AACCSA totally 78 permanent & contract employees, from out of which 45 % are female, the following table shown that the sample size of respondents of Interview questions.

**Table 3.4a. Sample size of interview questions respondents**

| No | Departments                                   | Sample Size |   |       |
|----|---|-------------|---|-------|
|    |   | M           | F | Total |
| 1  | AACCSA Training Institute                     | 2           | 2 | 4     |
| 2  | HRD Logistics                                 | 1           | 1 | 2     |
| 3  | Trade & Investment Promotion Department       | 2           | 1 | 3     |
| 4  | Communication & promotion Department          | 4           | - | 4     |
| 5  | Arbitrary Institute                           | 1           | - | 1     |
| 6  | Membership Development & Relations Department | 1           | 4 | 5     |
| 7  | ICT Service                                   | 1           | 1 | 2     |

|    |                                      |    |    |    |
|----|--------------------------------------|----|----|----|
| 8  | Finance Department                   | 2  | 2  | 4  |
| 9  | Communication & promotion department | 4  | -  | 4  |
| 10 | Research & Policy Advocacy           | 3  | -  | 3  |
| 11 | Quality Manager                      | -  | 1  | 1  |
| 12 | Project & initiatives                | 1  | -  | 1  |
| 13 | Business Development                 | 1  | -  | 1  |
| 14 | Corporate governance                 | 1  | -  | 1  |
|    | Total                                | 24 | 12 | 36 |

**Qualitative Data collected by researcher (May, 2022)**

**Table 3.4b. Sample size of FGD Respondent's**

| S/N | Department       | Position         | Educational level | Sample Size | Gender |   |   |
|-----|------------------|------------------|-------------------|-------------|--------|---|---|
|     |                  |                  |                   |             | M      | F | T |
| 1   | Communication    | Director         | MSc               | 1           | 1      | - | 1 |
| 2   | Public relations | Expert           | MSc               | 1           | 1      | - | 1 |
| 3   | Media & comm.    | Expert           | MSc               | 1           | 1      | - | 1 |
| 4   | Project          | Focal Person     | MSc               | 2           | 1      | 1 | 2 |
| 5   | Communication    | Technical Expert | MSc               | 2           | 2      | - | 2 |
|     |                  | Total            |                   | 7           | Total  |   | 7 |

### 3.6. Data collection Instrument

Refers to the use of tools for collecting data and how these tools have been developed. The data collection tools that were used to collect data from the selected potential respondents remain distributed interview questions, FGD, observation. Certain document analysis was considered. Selection of this tool is guided by the nature of data to be collected, time available and objectives of the study.

Primary and secondary data sources were used for this research work, the researcher has gathered forms and interview questions for the primary data. At the same time, the researcher has conducted document analysis approach from the quality manager department who are the main custodian of the anticipated documents

regarding the implementation of QMS. Researchers tend to gather this type of data when, what they want cannot be found from outside sources (Ayalew Shibeshi, 1999). The FGD questions were distributed and the interviews were conducted from top management, assessors, membership, trainers, supervisor and quality management department manager. To collect primary data, the researcher distributed well-structured interview questions to the respondents via e-mail in advance; the entire interview is accompanied in face-to-face in the premises of AACCSA head office. The secondary data in which the researcher used for this study was brochures, internal audit report, leaflets, bulletins, achievement reports, citizen charters, brief profile (2017 through 2021), Addis Chamber profile packages, chamber journals, trade fair documents, monthly newspaper prepared in both Amharic & English language regarding QMS, the Addis Chamber website ([WWW.Addischamber.com](http://WWW.Addischamber.com)) were employed.

### **3.6.1. Interview**

The interview is an important data gathering tool involving verbal communication between the researcher and the respondents. Interviews are commonly used in survey designs and in exploratory and descriptive studies. There is a range of approaches to interviewing, from completely unstructured in which the participant is allowed to talk freely on the topic of the discussion, to highly structured in which the participant responses were limitless to answering direct questions.

In order to triangulate the data obtained through documentation review, a semi-structured interview was conducted with TOP management, Quality manager, Technical Manager, members of association (customers) and other administrators' staffs. For this, interview guides (a written list of open items) were prepared by the researcher and present to face-to-face interaction. This method was selected because it provides uniform information, which ensures the descriptive of the data (Kumar, 1999). Entirely, five different items of interview questions including several questions were structured. Maximum of 30 minutes for each participants were realized to conducting interview questions and which was also recorded as well supported by taking pictures. The list of Interviewees in the Field Research respondents found at (Appendix C).

### **3.6.2. Focused Group Discussion (FGD)**

The origin of focus groups is a somewhat complex process to identify-it is often attributed to market research methodology, where they continue to be used, but their development can also be traced in social sciences methodology (Agar & MacDonald 1995). A focus group discussion- FGD involves gathering people from similar backgrounds or experiences together to discuss a specific topic of interest. It is a form of qualitative research where questions are asked about their perceptions attitudes, beliefs, opinion or ideas. In focus group discussion participants are free to talk with other group members; unlike other research methods it encourages discussions with other participants.

For the sake of this study, the compositions of group's are engaged from communication and promotion department, trade & investment promotion. The researcher have sent 3 items of FGD questions for the group members in advance via e-mail and then the FGD was conducted after a few days were they acquainted themselves with the entire items of the discussion points. In FGD 6 employees and 1 managers, totally 7 FG respondents were participated. The discussion totally took 2 hours.

### **3.6.3. Observations**

In addition to the interviews, FGD & brain storming a through observation of the business association's (AACCSA) operations procedures through main business was carried out.

Once the ISO QMS processes are fully implemented, the quality manager department is held reliable for the continuous compliance with the quality standard or requirements and for organizing regular audits base.

The internal quality audits of AACCSA are performed by internal quality departments as per the schedule of the organization which is 2 times in a year whereby one department of an organization evaluates another department of the identical organization, while external audits are performed by a qualified independent third-party organization, like an Ethiopian ISO standard (like DQS Ethiopia, ISOQUAR, ECAE etc.).

Every staff member including top management & boards as well secretary general of AACCSA is pressured to achieve a certain quality level and should follow the quality rules and procedures. In spite of this, employees in different departments do not experience the same level of pressure means that not equally understood QMS requirements. Those who are in the quality departments, for example experience more pressure to follow the strict quality regulations, requirements & procedures. Where conducting each and every observations activity, the researcher used a designed checklist to recording every activity realized during observation. And also, the observation was totally participatory.

### **3.7. Method of Data Analysis**

Data analysis refers to the computation of certain measures along the searching for patterns of relationship that exist among data-groups (Kothari, 2004). Once data was collected, it was necessary to employing qualitative research method to investigate the information. Leaflets, audit reports, management review reports, documents, procedures, brochures, booklets and other related data regarding ISO 9001:2015 was screened to ensure that responses are legible and understandable and that responses are within an acceptable range and are complete. The collected data and responses from documentation analysis, observation, FGD and interviews were coded and entered into the Microsoft Excel for analysis. And also, both the primary data and secondary data were analyzed and interpreted by using appropriate statistical tools such as tables, graphs, and diagrammatical representation.

### **3.8. Ethical Considerations**

In the study, the case of confidential information of AC in which through associated the entire research approach was kept as per the guide lines put in the interview questions, FGD, observation, organizational document analysis related concerns and there were no disclosure without the consent of the sectorial association of AC and its staffs who are directly involved in the FGD, observation and interviews. Normally confidentiality is non-negotiable at all.

Basically, to ensure that the study complied with the ethical issues pertaining research undertaking, a permission to conduct the research sought from the sectorial Association (AACCSA) head office. A full disclosure of all the activities concerning the study will explain to the authorities and this involves the study intention which is only for learning purposes. A high level of confidentiality and privacy is perceived and the findings of the study will only submitted to the University and AACCSA head office where necessary. Also a permit to conduct the research is also obtained from the AC head office. All this was done in a confidential approach to ensure that the research is to be conducted in strict regard to spelt out ethical guidelines. In respect for the informants and in order to protect them from abuse resulting from the data they will give for the research, data is presented in such a way that it did not link to individuals who will give it.



## **CHAPTER FOUR**

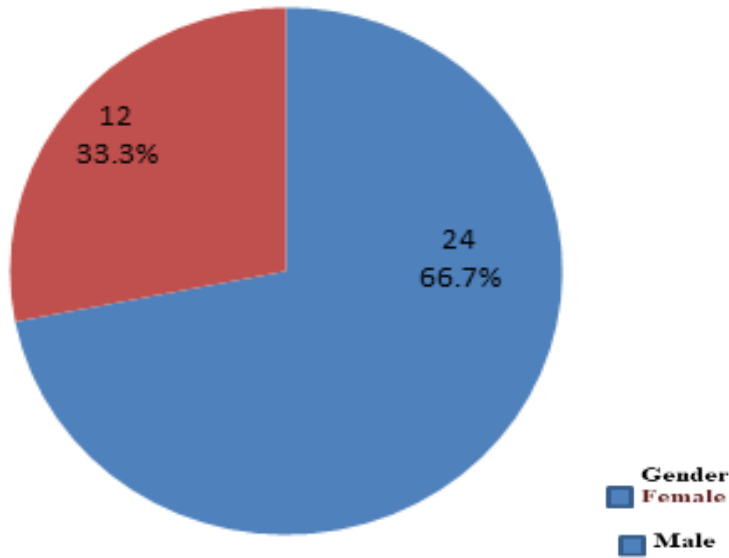
### **4. DATA ANALYSIS, RESULTS, PRESENTATION AND DISCUSSION**

#### **4.1. INTRODUCTION**

This chapter discusses literature related to the subject of the study and also presents the results of the analysis of the respondents made to the interview questions & FGD administered to the sampled AACCSA. The overall objective of the study was to identify impacts, challenges & barriers to the effects of ISO 9001 QMS Implementation on Organization Performance in AC. Five items of questions with a total of 43 interview questions were distributed via e-Mail to the selected staffs and in person interview were conducted for 36 employees. Though, 36 respondents of in person interviews & 7 of focus group respondents were usable and used for descriptive analysis. The researcher also made document analysis from sample documentation. The sample documents included in the investigation are quality manual, quality policy, working instructions, internal quality audit, Management review procedure, appeals & complaints handling procedure, laws & regulations.

#### **4.2. Demographic Characteristics of the potential respondents**

AC is almost consists of various departmental/corporate level including board of directors, secretary general and SMC. Over in my focus group discussions and in person interview process I was genuinely sought the entire departments of AC (i.e. HRD & logistics department, Internal Quality Auditor, procurement, Membership Development, Training Institute of AACCSA, ICT, Communication & Promotion, Arbitration Institute, Trade & investment promotion, etc.....) throughout in my interview, observation and FGD my methodology was inclusive of Executive management, Top management, SMC(senior management committees), Internal Quality Auditors committees, Quality manager, Technical manager all-encompassing male and female staffs. When the researcher was conveying in person interview and conducting FGDs average of them have a good exposure in the areas of ISO, QMS, ISO certification, quality management, the overall effectiveness of QMS, however very few of them have insignificant information in the implementation & benefits of QMS in the organization. In terms of selection criteria each and every departments were realized.



**Fig. 2 Gender of Respondents' in percent**

The descriptive analysis from the above Fig. 2 implies that 66.7 % of the respondents were males while 33.3 % of the respondents were females.

#### **4.3. Participants Profiles/Personal Information**

This study was focused on the business association which is AC. The explanation behind picking the administrations and others is to inspect the relationship between customer satisfaction, continuous improvement, resources allocation, strategic issues, Quality policy statement & documentation on organizational performance and service quality. Totally there are 78 permanent and contract employees were working in AC, interview questions remained distributed for 43 of them and the collected data from the totally distributed is 36 employees, which is 83.7%. FGD has been accompanied in 7 of them and totally 43 employees (36 involved in interview & 7 involved in FGD) out of target population were participated. This is 55.13% out of population (total target population of the organization).

**Table 4.3a. Academic Qualification of the respondents (Interviewees & FGD)**

| <b>Educational Level</b> | <b>Frequency</b> | <b>Remark</b> |
|--------------------------|------------------|---------------|
| Certificate              | 0                |               |
| Diploma                  | 0                |               |
| BA/BSc                   | 14               |               |
| MSc/MA/MBA<br>& Above    | 27               |               |
| Total                    | 41               |               |

**Source: Own Study (2022)**

From the researcher own study of the qualification of the participants, the majority which is 65.85% of respondents more than average qualification is MSc and above; however, 34.15% of the respondents were BA/BSc level. From this point of view, the researcher determined that the organization give high priority for education or qualification of human resources regarding the overall tasks.

**Table 4.3b. Personal Information/Interviewees Service years**

| <b>Service years</b> | <b>Frequency</b> | <b>Remark</b> |
|----------------------|------------------|---------------|
| 1-5 years            | 2                |               |
| 6-10 years           | 6                |               |
| 11-15 years          | 4                |               |
| 15- 20 years         | 23               |               |
| >20 years            | 1                |               |
| Total                | 36               |               |

**Source: Own study (2022)**

The majority of the respondents have work experience of 15 to 20 years from the total occurrence. This implies that high number of employees are placed between 15 to 20 years, which shown that huge numbers are more familiarized with the organizational culture, turnover of employees were low, high stability among employees were perceived. Based on this investigation the researcher agreed on that in addition with the organizational culture & stability, the quality perception of the employees were solid.

#### **4.4. Data Analysis**

In this study the ultimate data of the research was screened to ensure that responses are legible and understandable and that responses are within an acceptable range and are complete. Collected data and responses from FGD and interview questions was coded well and described. The actual data analysis was initiated with the literature review which served the purpose of understanding and determining the existence of theoretical information surrounding the effects that the ISO 9001 clause have on the performance of organizations and to further establish the different measure of the success of business.

Once a theoretical understanding that certain ISO sub-clauses have a positive impact on schemes and organizations was concluded from literature, the intent of the assessment interview questions, documentation analysis & FGD was to ascertain the extent of theoretical implementation of the business QMS on AC.

#### **4.5. Results and discussion on Qualitative data**

When most of high level management members interviewed why did QMS ISO preferred over the other quality improvement tools like Six sigma, KAIZEN, TQM, BSC, BPR, Lean six sigma etc. to AC, they respond in one way or another. When their answers generalized, the government initiated QMS in AACCSA for some main reasons. Of course, AC has implemented BSC, BPR & Kaizen; the implementation of these tools also contributed their own stake for the organization to be certified in ISO standard

#### **4.6. Interview Questions Analysis**

The researcher was deeply formulated a well-designed interview questions and conducted in person interview in all level of departments. The inclusive staffs in this research interview questions are Board of directors, Executive senior Managements, Top managements, corporate level managers, middle level managers, Membership staffs, Training institute Manager and staffs, Arbitrary Institute and front office employees. The total number of 5 organized items with 46 questions was depicted in Appendix-A of this paper.

AC assigned quality manager who are irrespectively working to maintain the provision of overall quality services through in the organization. Since the first certified period of ISO 9001:2008 throughout the new version certification (ISO 9001:2015) Quality Manager assigned to sustaining the quality agendas in the

organization. However, in a particular period of time when the former Quality Manager were substituted by new Quality Manager it takes more than one year and during in this time there was a big gap were observed regarding quality implementation.

From 3.4.1 Table 3.4a sample design tabulation that; the interview questions conducted for 36 employees from out of which 24 are male respondents and 12 of the were female respondents, the organization totally has 78 permanent & contract employees and the interview were disseminated for 43 selected staffs, however the only 36 out of 43 selected employees respondents were collected. From total perspective 24 of the participants were males and 12 female respondents were involved in the interview, this show that the greater numbers of employees were involved in person interview question.

#### 4.6.1. Information on accumulated Respondents result of the interview questions

Almost all the expected number of circulated interview questions 83.71 percent were successfully attained; so as to the following tabulation in detail analysis shown the performance of organization in part. Based on the interview & FGD, the researcher explored ISO 9001 effectiveness patterns and performance outcomes in AC, hopefully this study provides new and practically relevant insights in to literature.

**Table 4.4.2a Interview Questions & Summary of responses of respondents**

| Code | Items   | Summary of responses of respondents   |
|------|---|---|
| LTM1 | <p style="text-align: center;"><b>Questions related to leadership &amp; Top management Commitment</b></p> | <p>The highest number of results regarding question No. LTM1 through LTM15 concluded that the top management of AACCSA is highly committed and shown a perfect leadership features as following:-</p> <p>The conducted interview shown that very high amount of Executive Management respondents have served more than 5 years and level of their academic qualification were a Master’s Degree. This implies that they are highly professional with adequate academic qualification, experience, sound knowledge in the areas &amp; their service years in AC that got potential to respond for the given interview questions;</p> <p>The Secretary General himself is the lead of QMS quality services and related improvement matters;</p> <p>SMC- senior management committees including the boards of AC highly motivated &amp; devoted to consistently sustain the applied QMS in a regular approach;</p> <p>To some extent in addition with top management, the SMC, team leaders,</p> |

|              |  |
|--------------|--|
| <p>LTM15</p> | <p>directorates engaged in quality related decision;</p> <p>All working units of AC are extremely committed to implement quality services on their respective business services. In addition to that, departments have incorporated quality improvement services to their operational plan.</p> <p>As per most of the respondents of Top management &amp; other staffs of AACCSA the organization have a well-structured quality policy, quality manual, working instructions &amp; formats, well designed organizational strategic document which help the overall implementation of ISO QMS; the Quality Policy Signed by Secretary General.</p> <p>As well as the aforementioned positive insight, quality policy &amp; policy statement were developed and substantially communicated to all staff members, rather than shelf usage;</p> <p>Complete of the participants results implies that; AACCSA as an organization there were a specific office responsible for quality service implementation, which is so called Quality Manager System coordinator;</p> <p>The top management of the organization is exceedingly interested in QMS implementation; one of the implications was that the leadership organized its own Quality Manager at a department level.</p> <p>Generally, all the Top managers of AC believe that ISO 9001 QMS can measure the overall performance of organization.</p> |
|--------------|--|

|  |  |  |
|--|--|--|
| <p>CS1</p> <p>,</p> <p>,</p> <p>,</p> <p>,</p> <p>CS10</p> | <p>Customer Satisfaction</p>                                     | <p>Throughout deep interview lines having with the researcher and interviewees more than the average of respondents response shown that to measure the satisfaction of customer, there is feedback collections mechanisms via Complaints Handling procedure (OP/AC/010), so that the appeals &amp; complaints were analyzed accordingly.</p> <p>With regards to the customer requirements, the researcher thru interview and very large amount of the respondents from the population feedback shown that AACCSA have customer requirements, however insignificant amount of respondents provide OF/AC/116 which is Membership Eligibility/registration requirements.</p> <p>The entire number of the respondents' response implies that the external customers of the organization providing feedback on service quality when service delivered.</p> <p>AC via its membership directorate consistently contact with the external customer;</p> <p>The average of respondents have agreed that after delivering the service to customer, the organization conduct customer survey with help of feedback gathering mechanisms (Complaints Handling procedure (OP/AC/010));</p> <p>The entire respondents of the interview upshot implies that ISO 9001 QMS in terms of advancing customer's satisfaction contributing &amp; promoting the efficiency &amp; effectiveness;</p> |
| <p>AE1</p> <p>.</p> <p>.</p> <p>.</p> <p>.</p> <p>AE7</p>  | <p>Approaches and effectiveness of the implementation of QMS</p> | <p>During the interview progression the total participants who are involved in interview responded that the overall effectiveness &amp; implementation of QMS application in AACCSA in a FAIR approach;</p> <p>QMS practiced in the organization well organized, well-structured, well-practiced and the organization has its own Quality representative in terms of deploying responsible person regarding quality service;</p> <p>The organization has implemented QMS since 2013G.C, certified ISO 9001:2008 in 2013G.C &amp;certified in 2018G.C ISO 9001:2015(new version);</p>   |
| <p>CH1</p> <p>.</p>  | <p>Challenges in implementing ISO 9001</p>                       | <p>With regards to the success and challenges during ISO 9001 QMS implementation in AC the top managers pointed out that the challenge could be avoidance, taking as additional job, having no full trust in the system &amp; lack of full commitment. In</p>  |

|                       |                               |  |
|-----------------------|-------------------------------|--|
| <p>CH11</p>           |                               | <p>terms of success in AC all employees could be, understand the real world of competition through proper performance.</p> <p>In addition to top management respondents, the entire other respondent's response shown that the ISO QMS is taken as an additional job, the averages of employee of the organization considered QMS as extra work, so that this is one of the most potential challenges. Which means the benefits of QMS implementation is not equally understandable in all level of employees</p> <p>The internal audit of the organization is conducted 2 times a year as per the schedule of AC, so that this is not taken as a challenge this was also one of general agreement of the whole respondents;</p> <p>Altogether responded that the organization haven't sufficient number of Quality Technical persons to consistently maintaining QMS implementation;</p> <p>The average of respondents were agreed that "it is fair" the training provision awareness, induction, introductory rather than weighty training on the requirements of ISO 9001:2015;</p> <p>The organization is active enough by implementing the system, however, still it needs a high concentration in terms of allocating sufficient budgets to proceeding;</p> <p>Sometimes the Quality Manager department is represented by Adhoc committees to sustaining the consistency, this is because of not enough number of Technical Manager in the department;</p> |
| <p>IB1</p> <p>IB5</p> | <p>Impacts &amp; Benefits</p> | <p>The following points are the advantages of the QMS implementation in the organization, in which very high amount of the respondents reply intentionally responding the benefits, yet, slight amount of respondents generally respond the implementation has impact to their organization:-</p> <p>ISO 9001 QMS implementation highly facilitating the overall system of the organization &amp; it make work easy;</p> <p>After the implementation of the system the entire work system is done by in a highly controlled manner;</p>  |



|  |  |  |
|--|--|--|
|  |  | <p>The system impacts also using budget balancing, minimizing the wastage, cost efficiency, simplifying the complete work system;</p> <p>ISO QMS implementation &amp; its procedures made the organization better performance by satisfying the external customers;</p> <p>After implementing the system there is also attitudinal change among employees;</p> <p>The implementation of QMS in the organization brings also good image building:</p> <p>The system also made a good channel of communication</p> |
|  |  |  |

**Collected Qualitative Data by researcher**

From the table 4.4.2a above, the researcher recapitulated that the top managers, executive managers, middle level managers, technical personnel's, SMC, internal quality audit manager, membership teams & the entire staffs understanding in customer satisfaction, top management commitment, challenges & barriers, overall effectiveness, Impacts & benefits with regards to ISO 9001 QMS is fair enough.

**4.7. Focused Group Discussion Analysis**

The researcher has distributed well-structured three items of FGD (Questions relating to the ISO 9001 QMS implementation, Questions relating to obstacles to QMS implementation, other challenges to the ISO QMS implementation within organization) to 7 respondent of the organization via E-mail in advance.

In focused group discussion FGD totally there are 2 Executive senior management and 5 employees totally 7 staff members were involved.

**Table 4.4.3a. Target Population FGD Respondent's figures**

| S/N | Department       | Position         | Educational level | Sample Size | Work Experience in AACCSA |
|-----|------------------|------------------|-------------------|-------------|---------------------------|
| 1   | Communication    | Director         | MSc               | 1           | 9 years                   |
| 2   | Public relations | Expert           | MSc               | 1           | 7 years                   |
| 3   | Media & comm.    | Expert           | MSc               | 1           | 9 years                   |
| 4   | Project          | Focal Person     | MSc               | 2           | 5 years                   |
| 5   | Communication    | Technical Expert | MSc               | 2           | 6 years                   |
|     |                  | <b>Total</b>     |                   | <b>7</b>    |                           |

**Collected FGD by the researcher (May 2022)**

#### **4.8. Experience of FGD Respondents**

On the length of service, two of respondents had served AACCSA for more than 9 years, one of respondents had served AACCSA for 7 years, two of respondents had served the organization for 6 years, two of the respondents had served for 5 years. The data showed that the majority of the respondents had served between 6 years and 9 years, high number of respondents which is considerably enough long periods to provide significant information regarding the overall effectiveness and implementation of ISO 9001 QMS in the organization. It is clear that the longer one stays in a job, the better understanding of the organization he has. It is also true that a very few employees were have little understanding of the organization in their earlier years stays as shown summary respondents on table 4.4.3b.

**Table 4.4.3b FGD and Summary respondents**

| Code     | Items               | Summary of responses of respondents during discussion  |
|----------|---------------------|--|
| <b>I</b> | <b>In Questions</b> | The researcher physically subsists in the premises of AACCSA premises to piloting the practical discussion with the team of FGD respondents who are selected to this concern in May 18, 2022.<br><br>During in the detailed focused group discussion the following main points were raised from the respondents; |

|  |  |
|--|--|
| <p>relating to the ISO 9001 QMS implementation</p> | <p>Totally seven members were directly involved in the discussion and they were reflected their explanations regarding the overall quality service operations of AC.</p> <p>After the implementation and adoption of ISO QMS in the organization efficient oriented results were realized,</p> <p>Outcomes is visible,</p> <p>All the staff members are highly sensitive in the quality services,</p> <p>Not only the services even any circumstances including quality editorial issues were also scouted in terms of quality,</p> <p>The organization is highly profitable,</p> <p>Both of quality Manager &amp; project consultants elaborated QMS documentation</p> <p>ISO 9001 certification conveys also the following effects in AACCSA overall quality service indifferent,</p> <p>It makes a competitive pressure, Improving the image of the organization(AACCSA), Proving profitability, Breaking into the international markets, Cost reduction ,Minimizing wastage of resources</p> <p>The entire participants dialogue implies that the initiated scheme greatly help AACCSA to be system wised every activity at all,</p> <p>When exchanging ideas with the FG members, all of the focus group respondents responded that the training given for AC employees was only awareness, fair induction concepts as introductory rather than deep training in the various requirement of QMS, the training also given for the staff when there is only assessment &amp; internal audit program unless and otherwise not that much visible training is given.</p> <p>The discussion among FG members shown that, since quality comes and implemented in the organization corporate planning was well-developed.</p> <p>The primary operation of membership department is competently providing quality service to the external customer of organization based on QMS approach unless &amp; otherwise no external customers are open their door for upcoming business.</p> |
|--|--|

|            |   |  |
|------------|---|--|
|            |   | Each and every member of the focus group emphasized that after the application of ISO 9001:2015 high team spirits were perceived among internal staff.   |
| <b>II</b>  | In Questions relating to obstacles to QMS implementation          | <p>There was a big gap when the changes happened within the former Quality Manager and Later Quality Manager, more than 1 year the ISO 9001 QMS operation was not led by the right person or no Quality Manager in particular for the department. No responsible technical experts were deployed for one year, thru a number of complications occurred in terms of continually improving the launched quality project</p> <p>Turnover especially technically personnel's</p> <p>In nature Quality service needs speedy of technological aspects, however, not that much updated technology is developed in AACCSA</p> <p>All employees were not equally understating</p> <p>Lack of budget resources</p> <p>From the conducted point of view, understood that the communities in general not equally aware about AACCSA quality service</p> <p>In most employees ISO QMS is seems as an additional extra work, not treated as a proper job</p> <p>Policy statement and other quality related documents are noticed in each and every door including notice board, however, average of employees not give credit for it</p> <p>No customer satisfaction survey approach is well practiced</p> |
| <b>III</b> | Please mention any other challenges to the ISO QMS implementation | <p>It should be with progress</p> <p>Infrastructure is another big obstacle to constitutently performing quality project throughout weekly/monthly/yearly/, so that it is better to considering infrastructure issue especially Top management,</p> <p>AACCSA evaluated itself as a boosting organizationally internally, but externally not that much known well simply no recognition from the outsiders.</p> <p>Digital Networking is the most indispensable to continually improving ISO QMS program, therefore, it needs a serious attention from the secretary general, SMC, Top</p>   |

|  |                           |  |
|--|---------------------------|--|
|  | tion within organization? | management to dealing with digital networking and Digital ICT system infrastructure<br><br>Need of internal customer suggestion box, it is very important to collecting a certain comments from the internal staffs, so that analyzing any things regarding quality service, internal communication approach etc. will help the organization |
|  |                           |  |

#### 4.9. Organizational Documentation

HRD & logistics department and Quality Manager Department are the primary source for custodial of the researcher study in vis-à-vis documentation analysis. Primarily the researcher gathering a number documents from these two departments. HRD offers internal controlled documents, law & regulations, Director Resource management, Recruitment & general service documents & Directives. Quality Manager Department provides Quality Policy (OP/AC/001), Documents classification Index (OF/AC/016), Internal Quality Audit Procedure (OP/AC/008), Management Review-MR procedure (OP/AC/013), Complaints Handling procedure (OP/AC/010), customer satisfaction Monitoring Procedure (OP/AC/009), Quality Manual (OP/AC/002) etc.

**Table 4.4.4a Documentation Check**

| <b>Code/Document No.</b> | <b>Document Title</b>           | <b>Process Owner</b>                         | <b>Title</b>                               |
|--------------------------|---------------------------------|--|--|
| OP/AC/002                | Quality Manual                  | Quality Manager                              | Quality Manual procedure                   |
| OP/AC/013                | Management Review               | QMS Coordinator                              | Management Review procedure                |
| OP/AC/008                | Internal Audit                  | QMS Coordinator                              | Internal Quality Audit Procedure           |
| OP/AC/009                | customer satisfaction Procedure | Managers of working units                    | customer satisfaction Monitoring Procedure |
| OP/AC/010                | Customer focus                  | QMS Coordinator                              | Complaints Handling Procedure              |
| OF/AC/030                | Inter-office Memo               | Working units of all employees               | Inter-office Memo format                   |
| OF/AC/016                | Documents Classification        | Resource Management Directorate              | Documents Classification Index             |
| OF/AC/085                | Leave Request                   |  | Leave Request Form                         |
| OP/AC/028                | Employee Promotion              | All working units including Senior Secretary | Employee Promotion Procedure               |
| OP/AC/001                | Quality Policy                  | Secretary General                            | Quality Policy Statement                   |
| Total                    | 10                              |  |  |

**Key:**

OP- Operational Procedure

OF- Operational Formats

AC- Addis Chamber

#### 4.10. Document Analysis

Paul (2007) observes that document analysis takes a wide variety of forms that are cross-cut by several different disciplines including sociology, media studies, and women studies and so on. The various procedures of document analysis involve analyzing and interpreting data generated from the examination of documents. Fischer (2006) defines document analysis as a systematic procedure for reviewing or evaluating documents, both printed and electronic material. Just like any other analytical methods, qualitative research document analysis requires that data be examined and interpreted in order to produce meaning, gain understanding, and develop empirical knowledge. Document analysis is often used in combination with other qualitative research methods as a means of triangulation which is, '*the combination of methodologies in the study of the same phenomenon*' (Denzin, 2017, p. 48). The qualitative researcher is expected to draw upon multiple sources of evidence; that is, to seek union and support through the use of different data sources and methods. Apart from documents, there are such sources as interviews, participants or non-participants observation, and physical pieces, alludes patton (1990). From the literature reviewed, it can be concluded that an ISO 9001 certified organization must implement a QMS that comply with the requirements of ISO 9000 QMS. These requirements not only contain required practices but also specific quality management tools and techniques such as non-conformities handling, internal audits, and measurement of customer satisfaction. Time, effort and the overcoming of resistance and barriers are required for an organization to adapt the processes and procedures to the requirement of ISO QMS and make all levels of employees. Time, effort and the overcoming of resistance and barriers are required for an organization to adapt the processes and procedures to the requirement of ISO 9000 QMS and make all levels of employees commit to quality (Escanciano, Fernandez & Vazquez, 2001).


When conducting the study the researcher have evaluated totally 10 samples of the organization documents including the chief QMS implementation document, which is Quality Manual. During in the insightful evaluation, the researcher deeply scanned the documentation procedure and formats (like contents, Document number, Issue History, Issue No., effective date, page numbers, Description of Change, Originator of the document, Signatory of the document, and Approval of the document) were investigated from technical requirements perspectives. In the meantime, the researcher also reviewed the HRMD & logistics perspectives documents like JD description, Directives, laws & regulations, work instructions, Operational Reports, plan & Budget, Recruitment Minutes, General Service Monthly Report, Outgoing Memos, outgoing letter, Incoming Memos & letter, Training, procurement minutes, Proposals, and store issue voucher. Throughout the analysis, almost all of AACCSA's documents (the procedures & formats) are highly controlled and genuinely near to the international standards requirements. From the documentation analysis the researcher concludes that, the entire controlled documents provide guarantees to sustain the effectiveness & efficiency of ISO QMS implementation.

Minutes of management review meetings, attendance registers, manuals, application forms were also considered.  
(See table 4.4.4a)



Fig. 4 Comparison of the functional Quality Policy & Policy on Website

|  |   |
|--|---|
|  <p><b>Addis Ababa Chamber of Commerce &amp; Sectoral Associations</b></p> <p>Doc. No: OPIAC/001</p> <p><b>Quality Policy</b></p> <p>Addis Ababa Chamber of Commerce and Sectoral Associations (AACCSA) is committed to satisfy the needs and expectations of its customers through the application of an internationally recognized quality management system.</p> <p>To guarantee the satisfaction of its members and other stakeholders, AACCSA is committed to sustain the effectiveness and efficiency of its quality management system by:</p> <ul style="list-style-type: none"> <li>•Actively involving its employees;</li> <li>•Establishing customer's feedback system;</li> <li>•Striving for innovative ideas, and</li> <li>•Benchmarking.</li> </ul> <p><i>Getachew Regassa</i><br/>Getachew Regassa<br/>Secretary General<br/>May, 2017</p>  |  <p><b>አዲስ አበባ ንግድና የዘርፍ ማህበራት ምክር ቤት</b></p> <p>Doc. No: OPIAC/001</p> <p><b>የጥራት ፖሊሲ</b></p> <p>የአዲስ አበባ ንግድና የዘርፍ ማህበራት ምክር ቤት በዓለም አቀፍ ደረጃ እውቅና ያለውን የጥራት ሥራ አመራር ሥርዓት በመተግበር የአባላቱንና የአጋሮቹን ፍላጎት ለማርካት ተግባራዊ ይሠራል። ለዚህም ምክር ቤቱ፡-</p> <ul style="list-style-type: none"> <li>• ሠራተኞቹን በንቃት በማሳተፍ</li> <li>• የደምበኞቹን እስተያየት የመጠቀም ሥርዓት በመመስረት</li> <li>• አዳዲስ የፈጠራ ሃሳቦችን ለማፍለቅ በመጣርና</li> <li>• የላቁ ተሞክሮዎችን በመቃኘት</li> </ul> <p>የጥራት ሥራ አመራር ሥርዓቱን ውጤታማነትና ስኬታማነት ለማስጠበቅና የተገልጋዮቹን ዕርካታ ለማረጋገጥ ይሠራል።</p> <p><i>ጌታቸው ረጋሳ</i><br/>ጌታቸው ረጋሳ<br/>ዋና ፀሃፊ<br/>ግንቦት/2009</p>  |
|--|---|



**Addis Ababa Chamber of Commerce and Sectoral Associations**

Doc. No: OPIAC/001

**Quality Policy**

Addis Ababa chamber of commerce and sectoral Associations (AACCSA) is committed to satisfy the needs and expectations of its customers through the application of an internationally recognized quality management system.

To guarantee the satisfaction of its members and other stakeholders, AACCSA is committed to sustain the effectiveness and efficiency of its quality management system by:

- Actively involving its employees;
- Establishing customer's feedback system;
- Striving for innovative ideas, and
- Benchmarking.

**የጥራት ፖሊሲ**

የአዲስ አበባ ንግድና የዘርፍ ማህበራት ምክር ቤት በዓለም አቀፍ ደረጃ እውቅና ያለውን የጥራት ሥራ አመራር ሥርዓት በመተግበር የአባላቱንና የአጋሮቹን ፍላጎት ለማርካት ተግባራዊ ይሠራል። ለዚህም ምክር ቤቱ፡-

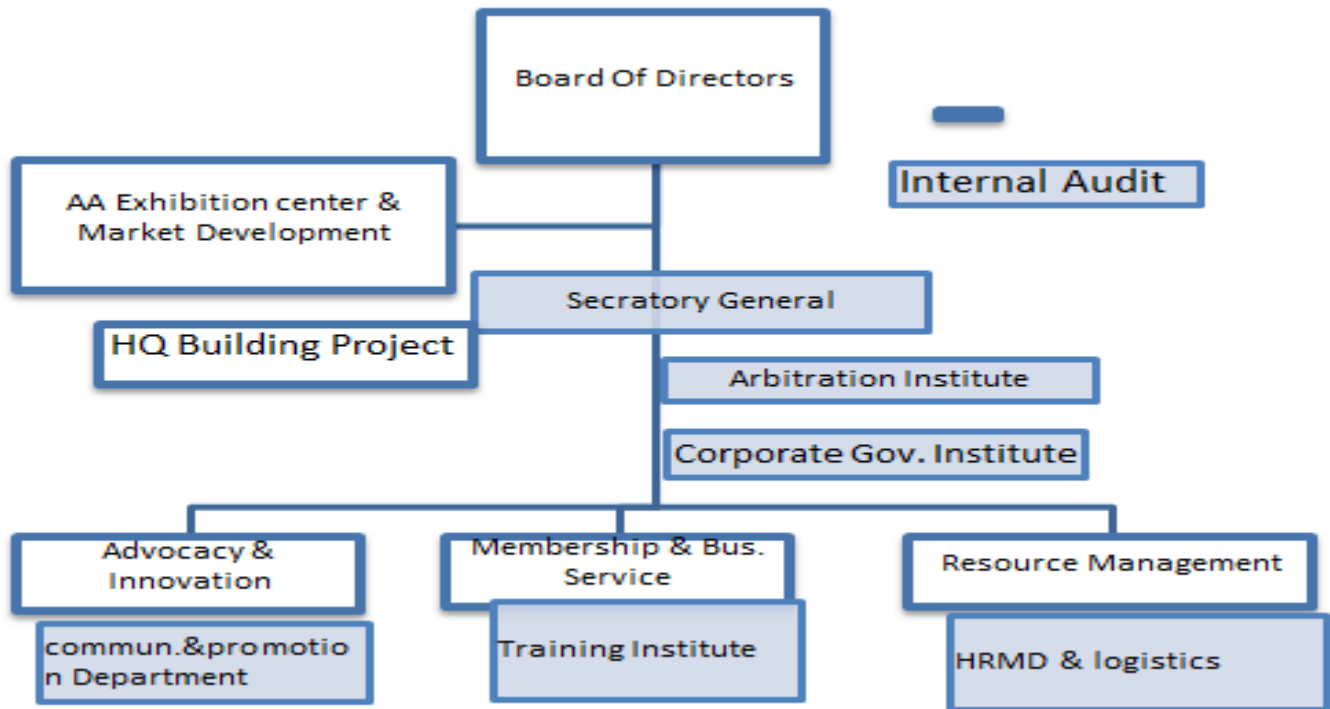
- ሠራተኞቹን በንቃት በማሳተፍ
- የደምበኞቹን እስተያየት የመጠቀም ሥርዓት በመመስረት
- አዳዲስ የፈጠራ ሃሳቦችን ለማፍለቅ በመጣርና
- የላቁ ተሞክሮዎችን በመቃኘት

የጥራት ሥራ አመራር ሥርዓቱን ውጤታማነትና ስኬታማነት ለማስጠበቅና የተገልጋዮቹን ዕርካታ ለማረጋገጥ ይሠራል።

*ጌታቸው ረጋሳ*

The quality policy posted in the front page website of [www.Addichamber.com](http://www.Addichamber.com) is not equivalent to the current functional quality policy one in which the quality policy posted on website is not signed by the current Secretary General.

**Fig. 5 Organogram of AACCSA**



**4.11. Observation**

Fortunately, the researcher have gotten an occasion to directly witnessed quality manager department in which how the quality manager department performing the activities regarding quality services, and the management system of the controlled documents like quality manuals, quality policies, policy statement, working instructions, various formats and also the internal quality audit schedule and the audit reports how they were managed accordingly. In the same time, the researcher also directly observed the HRD & logistics department in which how different types of regulations, directives, statutory & regulatory requirements working and aligned with the mission of QMS & quality services.

Company profile, AC journal of trade & business, leaflets, bulletins, brochures, MR reports, quality reports regarding business development services, AC international Trade fair documents, BRIEF PROFILE of (2016, 2017, 2018, 2019, 2020 and 2021) & brochures of AACCSA have been also used for the assessment. When assessing the whole documents, in the first page of all printed documents the organization has declared, posted, noticed & briefly indicated the certification of ISO QMS which has given from DAAKS- Deutsche Akkreditierungsstelle (Germany Accreditation Body). The observation was also providing primary as well secondary data to the researcher. In addition of the aforementioned department observation, the researcher has

also observed the department of research & policy Advocacy, Business Development services, Corporate governance institute, Trade & investment promotion, Media & communication services, Arbitration service, projects & Initiatives, Membership including training institute in across all this departmental observation the researcher finds a lot of primary and secondary data's to assessing the effect of ISO QMS implementation on organization performance of AACCSA, finally the opinion of researcher result was conducted independently based on the gathered data. All accompanied through direct observation

In addition with reports, all years of the brief profile booklets of AC publicized that the guiding principles of quality service delivery & implementations are Aligned to the strategy; Demand- driven; Evidence & research based; partnership-focused; Results-oriented; cost-effectiveness; and Institutional capacity-centered, in which the enumeration initiated in the pamphlet are mainly equivalent to quality service orientation, therefore, the researcher have gotten a good roadmap from this information that how much the organization is aligned with QMS implementation. In the meantime, in the core values of AC; quality & improvement driven, accountability, credible, transparent, business oriented catalogue, customer-focused, Innovative through creativity, and team orientation is tells how much the organization are socially responsible for the internal as well as external customers & exceeds their satisfaction.

#### **4.12. Photographs**

Some of the qualitative research shown that; “photographs are an important site for the embodiment of memory, as traces of working through a place for self in the past and the present data. Also means by which people in everyday life can narrate experience, and in this way can come to an understanding of what those experiences mean” (Harrison, 2002). Particularly the research photographs offer important dimensions for acquiring knowledge by stimulating rapport between the researcher and the FGD teams, facilitating interviews, promoting feedback, and augmenting verbal data. Based on some statistics, the researcher when conveying the study in the organization has been used photographic approaches when conducting an interview questions & Focus Group discussion, since which is figurative, most powerful, and provide substantive evidence for anyone else. The sample pictures of interview questions & FGD teams were depicted in the [Appendix-D and Appendix-E](#) of this paper.

### **4.13. Views**

AACCSA one of the most prior, oldest, largest, strongest chamber in Ethiopia, which represents a wide spectrum of business constituting for more than 60% of business operating in the whole country. Is also being a member of a world chamber's Federation, AACCSA similarly has a prominent place in the international network of chambers.

AACCSA is a voluntary based member organization with more than 17,000 active member business companies as of the brief profile June 2021 indicated. The chamber promotes trade, investment, and industry, disseminating business information, consulting government and members on economic development and business issues, establishing friendly relationship with similar chambers in other countries, exchanging information as well as engaging in arbitration in times of disputes among members.

The organization has certified ISO 9001:2008 old version with Certificate registration no. 497767 QM08 and also certified ISO 9001:2015 new version with certification Certificate registration number 497767 QM15 and right now still it is on the way to be certifying in a new transition and that its "quality management offers the ability to formalize an organization's processes and to provide assurance that process requirements are being met. The organization defines what its quality objectives are, in most cases focused on customer satisfaction". Especially the top management & SMC of the organization show a high commitment and strong sense to quality. Thus, the organization obligates its own business culture to support the entire employees who are involved in quality improvement. AC has a clear policy statement, quality vision, mission, and objectives. They focus on long-term interest rather than short-term interest.

AACCSA has also highly competent in terms of quality responsibilities and adequate knowledge on quality in general and QMS implementation in particular. Hence, the researcher has observed that there were excepted approaches with regards to the ISO 9001:2015 QMS requirements and the current status of this organization to transit to new version.

**Table 4.4.4b Summary of Major Findings (NC summary)**

| Code | Major Findings                        | Interview respondents' | Judgment Responded | FG Respondents' | Judgment Responded | Documentation Analysis         | Total |
|------|---------------------------------------|------------------------|--------------------|-----------------|--------------------|--------------------------------|-------|
| QM   | Gap b/n the change of quality manager | 36                     | 36                 | 7               | 7                  | -                              | 43    |
| DN   | Lack of digitalized Networking        | 36                     | 17                 | 7               | 7                  | -                              | 24    |
| BA   | Inadequate budget allocation          | 36                     | 8                  | 7               | 3                  | -                              | 11    |
| ICTi | Lack of ICT infrastructure            | 36                     | 4                  | 7               | 4                  | -                              | 43    |
| UQP  | Untraced quality policy               |                        |                    |                 |                    | Investigated by the researcher | 1     |
| UEU  | Unequal understandable of employees   | 36                     | 21                 | 7               | 7                  |                                | 28    |
|      | Grand Total                           |                        | 86                 |                 | 28                 |                                |       |

Key:

Source: **By the researcher (May 2022)**

QM: Quality Manager

DN: Digitalized Networking

BA: Budget Allocation

ICTi: Information Technology

UQP; Untraced Quality Policy

UEU: Unequal understandable of employees'

NC: Non- Conformity

**Cross-reference:-** Each of the aforementioned (table 4.4.4b) items of major nonconformity was designated independently trialed and taken out of total merely. Out of 36 interview question respondents were the entire 36 response regarding the gap occurrence during the change of quality manager, and total of 7 FGD were all the 7 FG respondents reacted accordingly. Thus, totally 43 respondents responded the gap. Out of 36 interview question respondents were 17 response regarding the lack of digitalized networking, and total of 7 FGD were all the 7 FG respondents responded accordingly. Hence, fully 24 respondents responded the lack of networking problem. Out of 36 interview question respondents were 8 response regarding the inadequate budget allocation concerning quality service, and total of 7 FGD were all the 3 FG respondents replied accordingly. Thus, totally 11 respondents responded the inadequate resource allocation. Out of 36 interview question respondents were 4 response regarding the lack of ICT infrastructure, and total of 7 FGD were all the 4 FG respondents reacted accordingly. Thus, totally 24 respondents responded the lack of ICT problem. When the researcher investigated the overall document analysis of AC, there is untraced document regarding quality policy statement of the

organization observed. Hence, the researcher recorded this one as a major nonconformity total of quality service. Out of 36 interview question respondents were 21 response regarding the lack of digitalized networking, and total of 7 FGD were all the 7 FG respondents reacted accordingly. Thus, totally 24 respondents responded the lack of networking problem.

## CHAPTER FIVE

### 5. SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1. Introduction

This the final chapter (5) made a certain discussion on study findings as presented in chapter four above, so as to extract significant information behind such results. The chapter also brings out a summary of the supposed assessments and draws conclusions based on the findings. Known limitations are also discussed, and recommendation and future research suggestions are presented for the organization as a whole.

#### 5.2. Summary of major findings

##### 5.2.1. Common Observed Quality Service Problems

Generally, the researcher were developed the shortened key results interpreted through the entire qualitative approach. From the whole collected data from Interview questions, FGD, Observations as well documentation analysis practice the succeeding grand-mean were summarized (see table 4.4.4b) above.

The researcher have been tried to put the major quality service problems which charted from the overall qualitative approach rankings in this way the gap when the change of quality manager, digitalized networking, inadequate budget allocation with regards to quality, ICT infrastructure, untraced quality policy, and unequal understandable of system in all level respectively. During this study, from the entire approach the most recorded information approximately the whole implies that there was a gap occurred when the changing of former quality manager substituted by the new quality manager it takes about more than one year. In between, the department was not represented by other irrespective quality manager until the current quality manager assigned. The unassignability in the right time created a breakdown for the provision of quality service for a particular period of time. The strong ICT infrastructure & well digitalized networking is also another vital issues to proceeding the quality service provision in a desired approach, however, the interrupted network jeopardizing the whole system. Inadequate budget allocation for quality service provision is another consideration which tabled from this qualitative study approach. In addition, the system in general and requirements in particular not equally understood in all level of employee's which is also another difficulty to maintaining the scheme in a preferred line.

In short, out of 36 interview question participants were the entire 36, 17, 8, 4, the whole, and 21 respondents response shown that; the gap occur during the change of quality manager, the lack of digitalized networking, the inadequate budget allocation concerning quality service, the lack of ICT infrastructure, untraced quality policy statement, and the lack of digitalized networking respectively. In the meantime, out of 7 FGD 7, 7, 3, 4 and 7

respondents response shown that; the gap occur during the change of quality manager, the lack of digitalized networking, the inadequate budget allocation concerning quality service, the lack of ICT infrastructure, and the lack of digitalized networking respectively. From this opinion, the researcher has concluded that the gap occurred when quality manager changing & the untraced quality policy of the functional documents vis-a-vis the quality policy of AC on the website were key nonconformity (NC). And, they need immediate action to mitigate it as soon as possible.

### **5.3. Conclusion**

As mentioned, the fundamental aim of this study was to examine the effect of QMS implementation on organization performance, in the case of AACCSA. For this aim, a comprehensive literature review was carried out on the scholarly published studies, which investigated empirically the effects of ISO 9001 standard on the organization performance in AC. The aforementioned findings shown that there is a statistically significant correspondence and effect of the applied ISO 9001 QMS on the organization performance of Addis Chamber. AC want to adopt QMS implementation in a desired manner and the top management should consider this substantial factors and having an effective quality service delivery strategy to make success a business. Therefore this research was conducted to fill the knowledge gap to some extent, for the benefit of the organization.

The researcher investigated in detail that the Effect of ISO 9001 QMS Implementation on Organization Performance, in the Case organization which is AACCSA. The study also exploring the overall matters regarding quality services, so that it fills a significant transformation and/ or/ work directions if any crack found during the operations. When measured, the researcher sought a various organizational documentation analysis nearly the entire organization document is tells that one of the major achievement of AACCSA is become one of the first Association in the country to be ISO 9001 certified.

It is known that when change is brought into organization, many challenges and barriers acting against its introduction arise. Of course, AACCSA has certified ISO 9001:2008 old version in 2013GC and certified ISO 9001:2015 new version in 2018GC still the organization is ongoing to be certified a part of new transition. Throughout these circumstances AACCSA has changed different quality managers, in all case the leadership devotion for the quality first is taken as a positive and immediate action, but still the overall continual improvement promotion needs a serious consideration. ISO 9001 QMS implementation does not make an exception as organizations around the world experience difficulties during the implementation process. As a full member of international chamber federation, AACCSA should work for more productive & effective tasks through continually improvement QMS application in a daily approach.



Now a day AACCSA is in a position that it can perform its quality service practices in an enhanced way than before and as result achieve better organization performance in terms of overall performance of business as well as supply side performance.

Based on results in this study Continuous improvement was found to be arithmetically significant in encouraging the organization performance. Secretary General, Executive Managers, Senior management committees should look for ways of monitoring and sustaining performance through training, experiential sharing and by conducting continuous internal quality audits, regular management review and system integration of AACCSA. Overall, take a corrective action on the above findings has been quite encouraging and motivating AC in terms of improving the quality service. Finally, this study was emphasized that ISO 9001 has an important role in improving quality service practice in AC.

#### **5.4. Recommendation**

The researcher makes the following recommendations for Top management, Senior Management committees, Quality Manager, and staffs of AACCSA

- ❖ As this study result shows that AC shall take an equivalent action , when quality manager changed by another quality manager it is better to automatically assigning irrespective technical personnel to nourishing the quality service in the equivalent means;
- ❖ Digitalized networking and ICT infrastructure is the most crucial issue to continually improving the quality service of the organization; therefore, the organization shall give high priority to improving the overall operational system from manual to technology oriented approach;
- ❖ Quality Policy, Quality Manual, working instructions, formats, policy statement & other equivalent quality related documents of the organization shall review in the regular basis on the subject of continually improving the system;
- ❖ The top management shall allocate sufficient resources with regards to quality, to continually sustaining the whole implementation of ISO 9001 QMS throughout its business life span;
- ❖ In the website of AACCSA, [www.addischamber.com](http://www.addischamber.com) there was displayed quality policy statement in both Amharic & English version, however the posted quality policy were signed by the former Secretary General (May, 2017), so as to this study result shows AACCSA shall replace the posted quality policy should replace by the functional signed Secretary General QP.
- ❖ The top management should strongly involve the whole employees of AACCSA in the overall application and practices of ISO QMS implementation;

- ❖ The senior executive management of AACCSA should give a high credit to the department of QMS in terms of gratifying sufficient number of Technical persons in the department to consistently maintaining QMS implementation;
- ❖ The internal quality audit & MR-Management Review of AACCSA needs a serious attention, each conducting 2 times per a year as per the arranged schedule, so that this is the primary guarantees for organization in terms of continually improving QMS implementation;
- ❖ The large number of communities of the country were not well-known about the ISO QMS of AACCSA whether the organization is certified or not, so that the top management including the whole employees of the organization should daily publicizing the quality service of AACCSA to communities & other stakeholders;
- ❖ As a service delivering organization, AACCSA should engage the whole employees in the inclusive quality management system practices and above also providing the requirements training to every employees of the organization;
- ❖ The birth of the AACCSA dates back to 1947, with this regards, in 2022 AACCSA has on the way to celebrating 75<sup>th</sup> anniversary, so as to, this is the best opportunity to the organization that sustaining and publicizing side-by-side QMS & quality service practices to the outside world;
- ❖ Conduct benchmarking with any other ISO QMS certified organization to promote quality service and to promoting business catalogue.

## REFERENCES

- ✓ Agar, M. & MacDonald, J. (1995). "Focus Groups and Ethnography". *Human Organizations*, 54 (1), 78-96.
- ✓ Aquilano, N.J. & Chase, R. B. (2001). *Fundamentals of Operations Management*, 4th Edition. Prentice Hall, New Jersey.
- ✓ Aized, T. (2012). *Total Quality Management and Six Sigma*. Rijeka, Croatia: InTech. (ISBN 978-953-51-0688-3).
- ✓ Barnes, David, (2008). *Operations Management: An international perspective*: University of London Press.
- ✓ BENNETT, R.J. (1996). "The Logic of Local Business Associations; An Analysis of Voluntary Chambers of Commerce". *Journal of public policy*, 15(3):251-279.
- ✓ Bell, M. & Omachonu, V., 2011. Quality system implementation process for business success. *International Journal of Quality & Reliability Management*, 28(7), pp. 723-734.
- ✓ BENNETT R.J. (2011). *Local Business voice: The History of Chambers of Commerce in Britain, Ireland, and Revolutionary America 1760-2011*. Oxford university press.
- ✓ Belay, A. M., Helo, P., Takala, J., & Kasie, F.M. (2011). Effects of quality management practices and concurrent engineering in business performance. *International Journal of Business and Management*, 6(3), 45-62.
- ✓ Christmann, P., Taylor, G., 2006. Firm self-regulation through international certifiable standards: determinants of symbolic versus substantive implementation. *Journal of International Business Studies*. 37 (6), 863-878.
- ✓ Cooper, C.R. and Schindler, P.S. (2008) *Business Research Methods*. 10th Edition, McGraw-Hill, Boston.
- ✓ Creswell, J.W. (2003) *Research Design Qualitative Quantitative and Mixed Methods Approaches*. Sage, Thousand Oaks, 3-26.
- ✓ Denzin, N. K. (2017). *The Research Act: A Theoretical Introduction to Sociological Methods*. New York: Aldine.
- ✓ Esin. S. and Hilal, O., (2014). "The Effects of Total Quality Management Practices on Performance and the Reasons of and the Barriers to TQM Practices in Turkey," *Advances in Decision Sciences*, vol. 2014.
- ✓ Evangelos L. Psomas, Angelos Pantouvakis, Dimitrios P. Kafetzopoulos, (2013) "The impact of ISO 9001 effectiveness on the performance of service companies", *Managing Service Quality: An International Journal*, Vol. 23 Issue: 2, pp.149-164.

- ✓ Fischer C. (2006) *Research Methods for Psychologists: Introduction through Empirical Studies*. USA, Elsevier Inc.
- ✓ Gupta, A. (2000), Quality management practices of ISO vs. non-ISO companies: a case of Indian industry, *Industrial Management & Data Systems*, 100(9), pp. 451-455.
- ✓ Hakes, Chris (2009), A management guide the EFQM Excellence model for assessing organizational Performance.[2nd Ed.]. England.UK: Van Haren Publishing.
- ✓ Hardie, Neil. (1998). “The effects of quality management on business performance.” *Quality Management Journal*. 5:65-83.
- ✓ Heras-Saizarbitoria, I., Boiral, O., 2013. ISO 9001 and ISO 14001: Towards a Research Agenda on Management System Standards. *International Journal of Management Reviews*. 15 (1), 47-6.
- ✓ Hitt, M. A., Ireland, R. D. & Hoskisson, R. E. (2007) *Strategic Management: Concepts of competitiveness and Globalization* 11th Edition. *Strategic Management Journal*, 22, 479-491.
- ✓ Honarpour, A., Jusoh, A. and Md Nor, K. (2018), “Total quality management, knowledge management, and innovation: an empirical study in R&D units”, *Total Quality Management & Business Excellence*, Vol. 29 Nos 7-8, pp. 798-816.
- ✓ Hongyi, S. (2000). Total quality management, ISO 9000 certification and performance Improvement. *International Journal of Quality & Reliability Management* Volume: 17 Issue:
- ✓ Ikay ,M. S. & Aslan, E. (2011) .The effects of the ISO quality management system on the performance of SMEs’, *International Journal of Quality and Reliability Management*. Vol. 29 No. 7, pp. 753-778.
- ✓ Juran, J. (2009). *Juran’s Quality Handbook*. 6th edition. New York. USA: McGraw Hill Publications.
- ✓ Kuo, T., Chang, T.J., Hung, K.C., Lin, M.Y., 2009. Employees' perspective on the effectiveness of ISO 9000 certification: A total quality management framework. *Total Quality Management and Business Excellence*. 20 (12), 1321-1335.
- ✓ Martinez-Lorente, 2006, RodriguezEscobar, & Gonzalez-Benito: Quality Management System Perspective. pp. 507 – 521.
- ✓ Muturi, D, Ochieng, J. and Njihia, S., (2015). Impact of ISO 9001 Implementation on Organizational Performance in Kenya. ST-2: ISO 9000/14001, OH18001, etc. Paper #: 2.2K P- 1.
- ✓ Naveh, E., Marcus, A., Moon, H.K., 2004. Implementing ISO 9000: Performance improvement by first or second movers. *International Journal of Production Research*. 42 (9), 1843-1863.
- ✓ Patton, M. Q. (1990). *Qualitative Evaluation and Research Methods* (2nd Ed.). Newbury Park, CA: Sage.
- ✓ Paul. M.C, Rhodes J.E and Yardley L. (2003) *Qualitative Research in Psychology: Expanding Perspectives in Methodology and Design*. Washington D.C, American psychological association.

- ✓ Poksinska, B., 2007. Does standardization have a negative impact on working conditions? *Human Factors and Ergonomics in Manufacturing & Service Industries*. 17 (4), 383-394.
- ✓ Sandholtz, K.W., 2012. Making standards stick: A theory of coupled vs. decoupled compliance. *Organization Studies*. 33 (5-6), 655-679.
- ✓ Tulu, D., 2011. *Impact of ISO 9001 Certification on Companies' Performance- The Case of Ethiopian Brewery Companies*.
- ✓ The implementation and performance outcomes of ISO 9000 in service organizations: An empirical taxonomy. *International Journal of Quality & Reliability Management* Volume: 26 Issue: 7
- ✓ Rashid, A. Z, Sambasivan, M. and Johari, J (2003). The Influence of Corporate Culture and Organizational Commitment on Performance. *Journal of Management Development*. 22 (8), 708-728, 2003

## Appendix-A



ST. MARY'S UNIVERISTY

SCHOOL OF GRADUATE STUDIES

INSTITUTE OF QUALITY & PRODUCTIVITY MANAGEMENT

DEPARTMENT OF QUALITY & PRODUCTIVITY MANAGEMENT

**General Direction**

**Dear Respondent,**

My name is Degu Desta Teshale and I am a postgraduate student at St Mary's University. Currently I am conducting my Master's Thesis paper and I kindly invite you to participate in this research study entitled "The Effect of ISO 9001 QMS Implementation on Organization Performance: The Case of AACCSA". The opened & enclosed interview questions have been designed to collect information on the Effect of ISO 9001 QMS Implementation on Organization Performance in AACCSA.

My humbly request goes to you all that you are kindly requested to select one of the given alternatives and place a "√", and also write down your answer in the spaces provided, which could best describe the situation of your organization. Your answers are strictly confidential and anonymous, and intended for academic purpose only. Your contribution to the successful outcome of this research is valuable; please answer all the questions as fully and honestly as much as possible. Note that there are no 'right' or 'wrong' answer.

***"Thank you in advance for your cooperation and timely response"***

Yours Faithfully,

DEGU DESTA TESHALE (0942129279)

E-mail: [Drdegudesta@gmail.com](mailto:Drdegudesta@gmail.com)

**Part I Personal Information / Respondent Profile**

1. Kindly Indicate your gender

Male  Female

2. Please indicate your age

Under 25 years  26-30 years  31-40 years  41 years & above

3. Service years

1-5 years  6-10 years  11-15 years  15- 20 years  above 20 years

4. Please State your academic Qualification/Educational Level

Certificate  Diploma  Degree (BA/Bsc)  Msc/MA/MBA & Above

5. What is your position in your organization /AACCSA/

Board of Directors  General Manager  Membership  Technical/Quality  
 Manager  Others

**INTERVIEW QUESTIONS**

| Code | Items   |
|------|---|
|      | <b>Questions related to leadership &amp; Top management Commitment</b>  |
| LTM1 | Is the top management of AACCSA provides personal leadership for quality services & quality improvement? Please explain your answer.  |
| LTM2 | How do you describe the top management of AACCSA (i.e. SMC-Senior Management Committees, top executives, Board directors, corporate department heads etc.) commitment in terms of continuous improvement of |

|       |   |
|-------|---|
|       | quality?  |
| LTM3  | Do you believe that the employees of AACCSA obtain timely, Consistent, reliable and necessary data & information as they need to do their job?                            |
| LTM4  | Is there any policy statement in your organization?   |
| LTM5  | Is quality policy of AACCSA is developed & signed by top management?  |
| LTM6  | The top management of your organization developed Quality policy, Quality manual, other quality related checklists? If your answer is yes, please enumerate some of them. |
| LTM7  | Does the top management of your organization allocate sufficient resources to maintaining quality implementation?   |
| LTM8  | Which top management categories are primarily responsible for quality improvement? Explain them.  |
| LTM9  | Is your organization information processing effective & efficient?  |
| LTM10 | In AACCSA, strategic decisions are affected by top management?  |
| LTM11 | Do you believe that the top management of your organization views quality performance as a major objective? If yes how  |
| LTM12 | Does the top management commitment of you organization have positive significant impact on organization performance?  |
| LTM13 | In your organization are there well formulated organizational strategies?   |
| LTM14 | Is an employee involved in quality decisions in AACCSA?   |
| LTM15 | How might leader's decision-making styles affect employee performance?  |
|       | Customer Satisfaction   |



|             |  |
|-------------|--|
| CS1         | How do you measure the satisfaction of your external customer regarding quality service?   |
| CS2         |  |
| CS3         | Do you have any customer requirements? If yes enumerate them   |
| CS4         | Do you have any customer appeals & compliant handling procedures?  |
| CS5         | Is your customer providing feedback on service quality?  |
| CS6         | AACCSA believes in maintaining consistent contact with external customers?   |
| CS7         |  |
| CS8         | How can you conducting the customer survey after you delivering your service?  |
| CS9         | What are the contributions of ISO 9001 QMS towards advancing customer's satisfaction of your organization business?  |
| CS10        | Does ISO QMS certification increase customer satisfaction?<br><br>Does the implementation of ISO increase AACCSA's ability to have access new external customers? How? |
| <b>Code</b> | <b>Approaches and effectiveness of the implementation of QMS</b>   |
| AE1         | Please would you describe the overall effectiveness & implementation of phases ISO QMS in your organization?   |
| AE2         | Does ISO 9001 QMS practiced in well-structured approach in AACCSA?   |
| AE3 AE4     | Who is responsible for overall implementation of ISO 9001?   |
| AE5         | When does ISO QMS implementing at AACCSA? ISO 9001:2008 & ISO 9001:2015(new version)?  |
| AE6         | What is the certification number of ISO 9001:2008 & ISO 9001:2015 respectively?  |
| AE7         | Can a Company actually become efficient using ISO 9001 Certification?<br><br>How does your directorate/department/corporate assess Quality excellence effectiveness?   |

| <b>Challenges in implementing ISO 9001</b> |   |
|--|---|
| CH1  | What are the potential challenges on implementing ISO QMS on AACCSA?  |
| CH2  | Do all employees equally understand ISO QMS implementation in your AACCSA?  |
| CH3  |   |
| CH4  | Does the internal audit of your organization conducted as per the internal audit schedule program?  |
| CH5  | Is there have sufficient number of technical personnel's in AACCSA to maintaining the quality services?   |
| CH6  |   |
| CH7  | Do all employees well trained as per ISO QMS to sustaining quality?   |
| CH8  | Do AACCSA believe that ISO QMS is owned by every employees including senior management committees?  |
| CH9  | Do you believe that ISO QMS is highly focused in all staffs of AACCSA?<br><br>Is ISO QMS active enough in your organization? If your response is yes please explain<br><br>Is there sufficient time for ISO QMS implementation in you organization? |
| CH10                                       | Do AACCSA have enough budgets allocated to run the implementation of QMS?<br><br>What looks like the top management commitment while implementing ISO?  |
| CH11                                       |   |
| <b>Impacts &amp; Benefits</b>              |   |
| IB1  | What are the central benefits of implementing ISO 9001:2015 QMS?  |
| IB2  | Why are you interested to implement ISO 9001:2015 QMS in your Business?   |
| IB3  | How do you feel about AACCSA's support of the department? Please explain your answer.   |
| IB4  |   |
| IB5  | How do AACCSA assess the efficiency of cost of service quality?<br><br>In what way Addis Chamber measure the achievement of overall organization  |

|  |              |
|--|--------------|
|  | performance? |
|  |              |

Any additional comments regarding the implementation of ISO QMS which is not aforementioned?

.....  
.....  
.....  
.....

## Appendix- B



Focused Group Discussion-FGD

Focused Group Discussion Declaration Form

Research Title: - The Effect of ISO 9001 QMS Implementation on Organization Performance,  
the Case of AACCSA

Researcher: - DEGU DESTA TESHALE

Respondent Name:- \_\_\_\_\_

The FGD will take 2 hour. We don't anticipate that there are any risks associated with your participation. Thank you for agreeing to be interviewed as part of the above research. Ethical procedures for academic research undertaken from St. Mary's University require that explicitly agree to being participate and how the information contained in the FGD will be used. This declaration form is necessary for us to ensure that you understand the purpose of your involvement and that you agree to the conditions of your participation. Would you therefore read the accompanying information sheet and then sign this form to certify that you approve the following:

- The FGD will be recorded and a transcription will be produced.
- The transcript of the interview will be analyzed by (the researcher) as research investigator
- any summary discussion content, or direct quotations from the interview, that are made available through academic publication or other academic outlets will be anonymized so that you cannot be identified, and care will be taken to ensure that other information in the discussion that could identify yourself is not revealed.
- Any variation of the conditions above will only occur with your further explicit approval or a quotation agreement could be incorporated into the interview agreement Quotation Agreement I also understand that my words may be quoted directly. With regards to being quoted, please initial next to any of the statements that you agree with: I wish to review the notes, transcripts, or other data collected during the research pertaining to my

participation. I agree to be quoted directly. I agree to be quoted directly if my name is not published and a made-up name (pseudonym) is used. I agree that the researchers may publish documents that contain discussion by me. All or part of the content of your discussion may be used;

- In academic papers, policy papers or news articles
- On our website and in other media that we may produce such as spoken presentations
- On other feedback events

**Information's on the respondent**

Respondent..... Organization/Department.....

Organization Sector:-      Service            Manufacturing     

What is your job within your organization

Department Head            Quality Manager            other     

For how long has AACCSA been ISO 9001 QMS certified?

3 > years       3 < years < 5       5 < years

**1. Questions relating to the ISO 9001 QMS implementation**

- Does management provide adequate financial & human resources?
- What were the reasons behind ISO 9001 QMS certification?
- Have you ever attended any training programs related to Quality to continually improving QMS implementation in your organization?

**2. Questions relating to obstacles to QMS implementation**

- Difficulty in understanding ISO 9001 requirements?
- Unawareness of the benefits of certification within AACCSA?
- Bad experience with previous organizational changes?
- Lack of time to dedicate to the implementation process?
- Lack of training?
- Cost of certification?
- Lack of internal communication among staff and between staff & top management?
- Resistance to change?
- Poor interdependence between departments?
- Difficulty in choosing a suitable level of documentation?

- Lack of cooperation & team work?
- Difficulty to change the existing system?

3. Please mention any other challenges to the ISO QMS implementation within organization?

.....

.....

.....

.....

.....

**Appendix-C**  
**List of Interviewees in the Field Research**

**Name of the only Volunteer Interviewees to be circulating their name & address to publishing**

| <b>Date</b>               | <b>Name</b>         | <b>Title</b>                       | <b>Remark</b> |
|---------------------------|---------------------|------------------------------------|---------------|
| 13rd march 2022           | Yewubdar Mamo       | Quality Manager of AACCSA          | 0911676533    |
| 10 <sup>th</sup> May 2022 | Desalegn Dejene     | AACCSA training Institute Director | 0911343078    |
| 10 <sup>th</sup> May 2022 | Assefa Kassa        | AACCSA training Institute Trainer  | 0913249766    |
| 11 <sup>st</sup> May 2022 | <b>Nardos</b> Amare | AACCSA HRMD & Logistics Director   | 0911881427    |
| 11 <sup>st</sup> May 2022 | Kasahun Mamo        | Communication Head                 | 0911684188    |
| 11 <sup>st</sup> May 2022 | Ashenafi Mitiku     | Public relations Staff             | 0912120584    |
| 11 <sup>st</sup> May 2022 | Mebratu Belachew    | Trade & Promotion                  | 0911734490    |
| 12 <sup>nd</sup> May 2022 | Tsegaye             | HRM team leader                    | 0911551902    |
| 12 May 2022               | Kasu                | ICT                                | 0921585662    |
| 12 May 2022               | Hilina              | Training Institute                 | 0115513882    |
| 12 May 2022               | Hiwot               | Training Coordinator               | 0911194965    |
| 13 May 2022               | Biru                | Technical Manager                  | 0904643952    |
| 17 May 2022               | Yidenek Alemayehu   | Finance                            |               |
| 18 May 2022               | Fikrte Lijalem      | Membership Directorate             | 0911964500    |
| 19 May 2022               | Gebeyehu Zerihun    | Consultant & Trainer               | 0911622034    |
| 19 May 2022               | Kefyalew Wasihun    | PR                                 | 0923165520    |
|                           |                     |                                    |               |

**Appendix-D Sample pictures of onsite interview**

**Portraits of Top management & other staffs of AACCSA few Samples**









**Appendix-E Sample pictures of Focused Group Discussion**



**Appendix-F: Certificates, credential ties & Quality Documents evidence**

**Credential Issue**

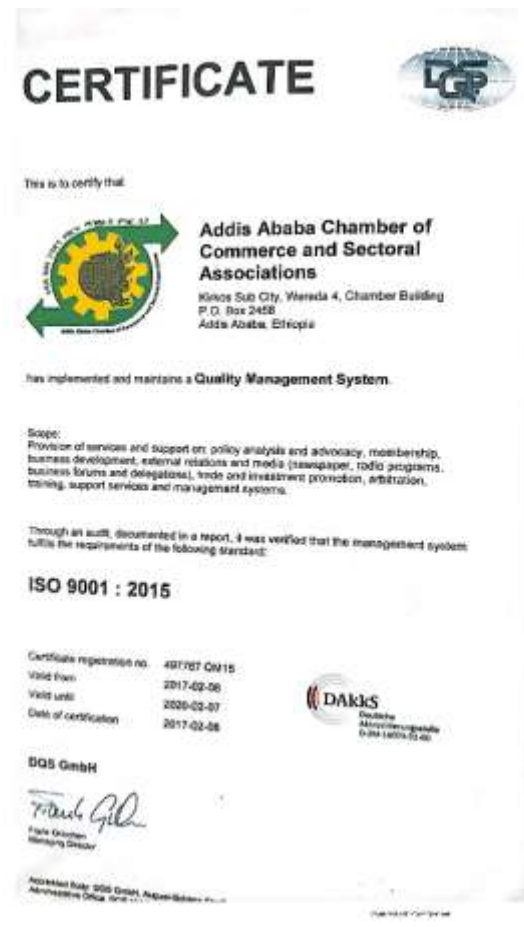
**ISO 9001 : 2008**

Certificate registration no. 497767 QM08

Valid from 2013-11-15

Valid until 2016-11-14

Date of certification 2013-11-15





**አዳስ ጸዋር**  
ADDIS ABABA CHAMBER OF COMMERCE AND SECTORAL ASSOCIATIONS  
Document No:  
09140001

# Addis Ababa Chamber of Commerce and Sectoral Associations

Issue no 2

## Quality Policy

Addis Ababa chamber of commerce and sectoral Associations (AACCSA) is committed to satisfy the needs and expectations of its customers through the application of an internationally recognized quality management system.

To guarantee the satisfaction of its members and other stakeholders, AACCSA is committed to sustain the effectiveness and efficiency of its quality management system by:

- Actively involving its employees;
- Establishing customer's feedback system;
- Striving for innovative ideas, and
- Benchmarking.

## የጥራት ፖሊሲ

የአዳስ ጸዋር ጸዋርና የጠርፍ ማህበራት ምክር ቤት በዓለም አቀፍ ደረጃ አውቅና ያለውን የጥራት ሥራ አመራር ሥርዓት በመተግበር የአጠቃላይና የአጋርቹን ፍላጎት ለማሟላት ተግባር ይሠራል። ለዚህም ምክር ቤቱ፦

- ሠራተኞቹን በንቃት ለማሳተፍ፣
- የደህንነቶቹን አስተያየት የመጠቀም ሥርዓት በመመስረት፣
- አዳዲስ የፈጠራ ሃሳቦችን ለማፍለቅ በመጠየቅ፣
- የላቀ ተግባርዎችን በመቃኘት

የጥራት ሥራ አመራር ሥርዓቱን ውጤታማነትና ለኪታማነት ለማስጠበቅና የተገልጋዮቹን ዕርኅታ ለማረጋገጥ ይሠራል።

*ጸዋር*  
The President

## CERTIFICATE

This is to certify that

**Addis Ababa Chamber of Commerce and Sectoral Associations**  
Kirkos Sub City, Wereda 4, Chamber Building  
P.O. Box 2458  
Addis Ababa, Ethiopia

has implemented and maintains a **Quality Management System**.

Scope:  
Provision of services and support on: policy analysis and advocacy, membership, business development, communication and media (newspaper, radio programs, business forums and delegators), trade and investment promotion, arbitration, training, and management systems

Through an audit, documented in a report, it was verified that the management system fulfills the requirements of the following standard:

**ISO 9001 : 2008**

Certificate registration no. 407767 QM08

Valid from 2013-11-15

Valid until 2016-11-14

Date of certification 2013-11-15

**DQS GmbH**

*G. Bleichschmitt*

Gisela Bleichschmitt  
Managing Director

Accredited Body: DQS GmbH, August-Schanz-Strasse 21, 80433 Frankfurt am Main

### ISO 9001 : 2015

|                                 |             |
|---------------------------------|-------------|
| Certificate registration number | 497767 QM15 |
| Valid from                      | 2017-02-08  |
| Valid until                     | 2020-02-07  |
| Date of certification           | 2020-02-08  |

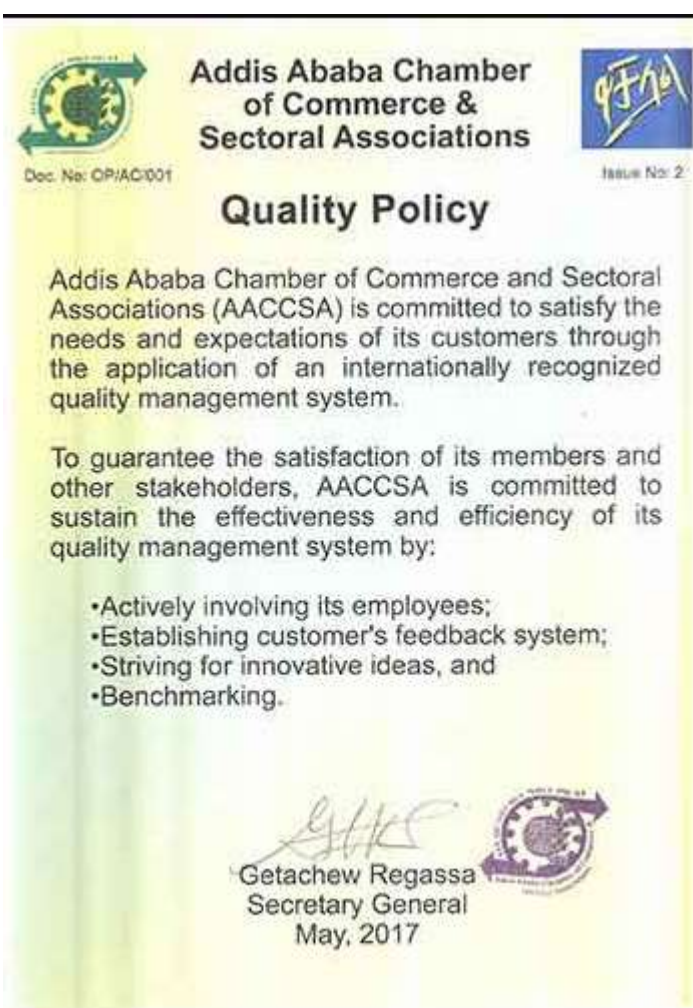
### Other ISO Certification: Quality Management Service:

AACCSA Supports business companies to enhance competitiveness by implementing various types of ISO (International Organization for Standardization) management systems. These include:

- ISO -9001
- ISO -22000
- ISO – 14001

Conducts awareness creation programs on quality and quality management systems for member organizations

Capacitates AACCSA to implement and maintain ISO 9001 system through continuous improvement.



The Quality Policy posted in the [WWW.Addischamber.com](http://WWW.Addischamber.com) of the organization

The researcher own findings through documentation Analysis (2022)

**Appendix-G: Strategic Track of AACCSA**

**Motto's AACCSA**

“To promote trade and investment by providing demand driven services to the best satisfaction of members, stakeholders and others and advocate for favorable business environment based on best practices”

**Vision statement AACCSA**

“To be a world class chamber, enabling the business community to be competitive locally and internationally and contribute to the attainment of the trade and investment goals of the country.”

**Mission Statement**

“To promote trade and investment by providing demand driven services to the best satisfaction of members and stakeholders and others and advocate for favorable business environment based on best practices.”

### **Scope**

Provision of services and support on: policy analysis and advocacy, membership, business development, external relations and media (newspaper, radio programs, business forums, and delegations), trade and investment promotion, training, arbitration, and management systems.