ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

DEPARTMENT OF BUSINESS LEADERSHIP

ASSESSMENT OF KNOWLEDGE AND EXPERIENCE MANAGEMENT PRACTICES IN ETHIO TELECOM SUPPLY CHAIN DIVISION

A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN BUSINESS LEADERSHIP

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ADDIS ABABA, ETHIOPIA

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_____	_____
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Declaration

I, the undersigned declare that this thesis entitled with “Assessment of Knowledge and Experience Management practices in Ethio Telecom Supply Chain Division” is my original work and to the best of my knowledge has not been presented or submitted for a degree at any other university. Appropriate acknowledgements are done for all the references used in the study.

Declared by: Habtom Gebreegziabher _____

Name Signature and Date

Certification

This is to certify that Mr. Habtom Gebreegziabher has carried out this research work titled "Assessment of Knowledge and Experience Management practices in Ethio Telecom Supply Chain Division" under my supervision. This work is original in nature and sufficient for submission for the partial fulfillment of the requirements for the degree of Master of Arts in Business Leadership.

Name: Abraraw Chane (PhD)

Signature: _____

Date: _____

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Finally, I would like to honor the memory of my father, whose passing on May 18, 2024, occurred during the completion of this research. His presence and guidance have shaped me into the person I am today, and his legacy will forever remain in our hearts. We cherish the memories and love you dearly.

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Abbreviations

eTOM – Enhanced telecom operation management

IT – Information Technology

KPI – Key Performance Indicator

SCM – Supply Chain Management

SPSS – Statistical Packages for Social Sciences

Abstract

This research investigates the practices of knowledge and experience management within the Supply Chain Division of Ethio Telecom, Ethiopia's leading telecommunications operator. Recognizing the critical role of effective knowledge and experience management in maintaining competitive advantage and enhancing organizational performance, the study seeks to identify current practices, evaluate mechanisms for knowledge transfer, and uncover bottlenecks hindering efficient management. A mixed-method approach, combining quantitative surveys and qualitative interviews, is employed to gather comprehensive insights from employees and management within the division. The research will assess the current practices and will recommend solutions to fill the gap. Ethio telecom can enhance operational efficiency, leverage employee's knowledge and experience with their potential, and adapt to a rapidly changing market environment. This study is limited to the Supply Chain Division at the headquarters, excluding other functional divisions and regional offices due to resource constraints. And finally based on the findings the major recommendations are to develop effective knowledge-sharing platforms and standardize knowledge documentation procedures to benefit from the fruits of effective knowledge and experience management. The results will serve as a foundation for practical implementations in the field of knowledge and experience management Supply Chain Division as well as ethio telecom.

Key Words: knowledge management, Experience management, ethio telecom, practices, challenges, supply chain

CHAPTER ONE
INTRODUCTION

1.1. Background of the Study

In the contemporary world, knowledge is being created in an astonishing way, multiplying exponentially every day. Knowledge is no longer just created by philosophers or scientists and distributed downwardly to the public. The advancement of information communication technology has made every part of the world and every human being part of the knowledge creation process directly or indirectly (Wagner, 2018). This advancement not only allows all humanity to contribute to the knowledge creation process but also helps double the accumulated knowledge at an unprecedented pace (Nonaka & Takeuchi, 1995). Hence, knowledge creation is not the major problem in this century.

The major concern today is the management of this massively created knowledge and daily experiences in a way that can boost further usage and advanced creation of the created knowledge (Alavi & Leidner, 2001). That's why academicians, researchers, and organizations across various industries are recognizing the importance of knowledge and experience management (Davenport & Prusak, 1998). The massive creation of knowledge has also made competition stiff among various industries, which is entirely different from what we witnessed in the 20th century (Wiig, 1997). Organizations now realize that merely creating knowledge and gaining market experience is not enough to win in the market (Zack, 1999). They must also possess the capability to capture, share, transfer, and store knowledge and experience for their competitive advantage (Barney, 1991). With these capabilities, organizations can sustain and innovate more effectively in dynamic market conditions (Teece, Pisano, & Shuen, 1997).

Ethio Telecom, a prominent telecom operator, is no exception. Managing experiences as well as knowledge is vital and a competitive advantage in today's business world for any organization (Grant, 1996). When organizations efficiently manage their essential experiences and the knowledge created through the process, they are likely to meet their short-term and long-term business goals (Argote & Ingram, 2000).

With diverse work units and divisions, the Supply Chain Division plays a crucial role in ensuring the smooth functioning of Ethio Telecom's operations (Choi & Lee, 2003). Within this division, various departments,

including Strategy Analysis and Supplier Relations, Sourcing, Contract Management, and Logistics and Warehouse, operate by defined policies, processes, and procedures (Lee & Choi, 2003). In the day-to-day operations, knowledge is being created, shared, and transferred consciously and unconsciously through peer interactions. These interactions create knowledge and experience for the staff and other stakeholders, including suppliers and partners of the supply chain activities (Hansen, Nohria, & Tierney, 1999). There is also the usual occurrence of new phenomena that need to be solved differently from the usual way of doing business.

However, there is no formal way to manage these knowledge and experiences that can further harness the potential of its employees and other actors involved, boosting its competitive advantage (Gold, Malhotra, & Segars, 2001). There is a huge gap in the management of the knowledge and experience created in the Division specifically and in the whole organization in general (O'Dell & Grayson, 1998). As the telecom market in Ethiopia is liberalized, it is important and advantageous for Ethio Telecom to develop skills in knowledge capturing, sharing, leveraging, and storing to win the hearts and minds of its customers (Von Krogh, Ichijo, & Nonaka, 2000).

The practices of knowledge and experience management in Ethiopia, Africa, and the world include a variety of approaches and challenges. In Ethiopia, traditional oral knowledge transmission methods, such as storytelling and apprenticeship programs, are still prevalent (Alemu, 2017). There has been an emergence of knowledge management initiatives in the public sector, though these are limited in scope and scale (Desta & Kassa, 2020). Additionally, there are challenges in transitioning from a culture of knowledge hoarding to one of knowledge sharing (Adem & Kebede, 2019).

In Africa, there is a reliance on informal networks and social interactions for knowledge sharing, particularly in the informal sector (Ramoroka, 2014). There is a growing recognition of the importance of knowledge management in both the public and private sectors, with various initiatives underway (Ondari-Okemwa, 2011). However, challenges remain in developing the necessary infrastructure, skills, and policies to support effective knowledge management practices (Abrahams & Fitzgerald, 2015).

Globally, there is widespread adoption of knowledge management frameworks, tools, and technologies in large organizations (Dalkir, 2017). There is an emphasis on capturing, storing, and disseminating tacit and explicit knowledge to improve organizational performance (Nonaka & Takeuchi, 1995). Increased focus

on knowledge sharing, collaboration, and continuous learning drives innovation and adaptability (Ipe, 2003).

At Ethio Telecom, there has been the implementation of a centralized knowledge management system to capture and share best practices, lessons learned, and technical expertise (Ethio Telecom, 2021). The company promotes cross-functional collaboration and knowledge exchange through communities of practice and mentorship programs (Ethio Telecom, 2022). However, challenges exist in fully leveraging institutional knowledge due to high employee turnover and limited knowledge documentation (Ethio Telecom, 2020).

Hence, this research aims to assess the knowledge experience management in Ethio Telecom in the context of the Supply Chain Division to identify the gaps in the area and understand the condition. In doing so, the research will try to fill the gap in the topic of discussion, provide practical implications for Ethio Telecom, identify best practices that can be used in other areas, and build a knowledge base for future academic researchers in the area (Probst, Raub, & Romhardt, 2000).

1.2. Background of the industry

Ethio telecom was established in November 1894 G.C. Through its long history the organization has passed in different ups and downs and served Ethiopia in the communication industry.

The current primary goal of Ethio Telecom is to provide telecommunications and digital financial services at an international standard and ensure customer satisfaction.

Since its establishment by new proclamation in 2010G.C, Ethio telecom has undergone significant transformation to become a world-class operator. This transformation has involved making substantial changes to its structure, processes, and management. Ethio telecom has expanded its telecom operations throughout the country, with corporate headquarters as well as 6 zonal and 17 regional offices. These offices employ over 17,000 permanent employees and 19,000 contract employees.

To effectively achieve its vision, Ethio telecom has developed and implemented various policies, workflow processes, and procedures. These processes and structures are designed based on the Enhanced Telecom Operation Management (eTOM) framework, an international standard that the company has adopted for its organization.

1.3. Statement of the problem

Effective experience and knowledge management is vital for organizations to gain a competitive advantage in the dynamic business environment. However, limited research has been conducted on the assessment of experience and knowledge management practices in Ethio Telecom, which is the leading telecom operator in Ethiopia.

Evidence suggests that Ethio Telecom faces significant challenges in leveraging its experience and knowledge assets to improve operational efficiency and overall organizational performance. Anecdotal reports indicate that the organization struggles with knowledge hoarding, high employee turnover, and limited knowledge documentation, which undermine its ability to effectively manage and transfer critical institutional knowledge (Ethio Telecom, 2020).

This study aims to address the critical empirical gap in understanding the current state of experience and knowledge management practices within Ethio Telecom's Supply Chain Division. Specifically, it will:

- Identify the existing experience and knowledge management practices, including how knowledge is created, captured, shared, and stored.

- Assess the mechanisms and strategies employed for transferring and distributing knowledge across departments, sections, and groups within the Supply Chain Division and the organization as a whole.
- Investigate the key bottlenecks and challenges that hinder the establishment of effective experience and knowledge management mechanisms, such as organizational culture, employee motivation, awareness, and technological limitations.

By addressing these critical issues, the study will provide valuable insights into the knowledge and experience management practices of Ethio Telecom's Supply Chain Division, identify gaps, and recommend improvements to enhance the organization's overall performance and competitiveness. The findings will contribute to the limited body of empirical research on experience and knowledge management practices in the context of the Ethiopian telecom industry and sub-Saharan Africa more broadly.

1.4. Research Questions

The study intended to address the following research questions.

- What are the current practices of knowledge and experience management in Ethio telecoms Supply Chain Division?
- How is knowledge created, captured, shared, and stored within ethio telecoms Supply Chain Division?
- What are the bottlenecks and challenges in establishing effective knowledge and experience management mechanisms in Ethio telecom supply chain Division?

1.5. Objectives of the Study

1.5.1. General Objective

To assess the knowledge and experience management practices in Ethio telecoms Supply Chain Division and identify areas of improvement.

1.5.2. Specific Objectives

- To identify the current practices of knowledge and experience management in Ethio telecom Supply Chain Division
- To identify the bottlenecks and challenges that hinder the establishment of effective knowledge and experience management mechanisms within the Ethio Telecom Supply Chain Division.

1.6. Significance of the Study

The significance of this study lies in its potential to contribute to both academic and practical implementation. Academically, the research will fill the gap in the literature by providing insights into the current practices of knowledge and experience managements in the telecom industry, specifically in Ethio telecom, Supply Chain Division. The findings will serve as a knowledge base for future research in the field.

Practically, the study will benefit ethio telecom by identifying the gaps and challenges in knowledge and experience management, allowing the organization to develop strategies to harness the potential of its employees and other stakeholders. By enhancing knowledge capture, sharing, and leveraging, Ethio telecom can improve operational efficiency, gain a competitive advantage, and meet the demands of rapidly changing market.

1.7. Scope of the Study

The scope of the study in the knowledge and experience management in Ethio telecom Supply Chain Division includes an examination of the current practice and mechanisms related to knowledge creation, capture, sharing and storage within the division.

The research will focus on the Supply Chain Division of Ethio telecom, but it may also gather insights from other relevant Divisions and stakeholders within the organization. The study will assess the transfer and distribution of knowledge and experience across departments, sections, and groups within the Supply Chain Division, as well as explore the challenges and bottlenecks that hinder effective knowledge and experience management.

Ethio telecom Zonal and regional offices outside the corporate level will not be covered under this study due to resource constraints. And, most of the supply chain activities of the company are done at the corporate level.

1.8. Limitation of the Study

This study focuses on the assessment of knowledge and experience management practices within the Supply Chain Division of Ethio Telecom at corporate level. It does not cover the other functional divisions of the organization, such as Marketing, Finance, or Human Resources. Additionally, the study is limited to the corporate-level Supply Chain Division and does not include the regional and zonal supply chain offices of Ethio Telecom.

The decision to limit the scope of the study to the Supply Chain Division was based on the critical role that this division plays in the overall operations and competitiveness of the organization. As the backbone of Ethio Telecom's service delivery, the effective management of knowledge and experience in the Supply Chain Division is crucial for the company's performance. However, the researcher acknowledges that the regional and zonal supply chain offices may face similar challenges and exhibit comparable knowledge and experience management practices.

While the findings of this study may provide valuable insights into the broader organizational context of Ethio Telecom, the researcher recognizes that the exclusion of other functional divisions, the regional and zonal supply chain offices is a limitation. It is reasonable to expect that the challenges and practices observed at the corporate level may be mirrored, to some extent, in the regional and zonal structures. Future research may consider expanding the scope to include these decentralized units to gain a more comprehensive understanding of Ethio Telecom's knowledge and experience management landscape.

Despite these limitations, the researcher has made every effort to ensure the validity and reliability of the findings within the defined scope of the study. The in-depth assessment of the Supply Chain Division's practices, bottlenecks, and challenges will provide a solid foundation for understanding the organization's knowledge and experience management ecosystem and serve as a springboard for further research and improvement initiatives.

1.9. Organization of the Study

The study will be structured into five chapters to provide a comprehensive analysis of knowledge and experience management in ethio telecoms supply chain division. Chapter one will serve as the introduction, covering the background, statement of the problem, research questions, objectives, significance, scope and limitations of the study. Chapter two will present a thorough review of relevant literature pertaining to the study. Chapter three will provide a detailed account of the research design and methodology applied in the study. The analysis, presentation results, and corresponding discussions will be presented in chapter four. Finally, chapter five will serve as the concluding chapter, offering the study’s conclusion and pertinent suggestions based on the findings. The sequential organization of the study’s chapters ensures a systematic and logical flow of information, enabling a comprehensive understanding of knowledge and experience management in Ethio telecoms Supply Chain Division.

CHAPTER TWO
REVIEW OF RELETED LITERATURE

2.1. Introduction

As organizations continue to grapple with the ever-growing volume of knowledge and experience, the importance of effective management of these intangible assets becomes paramount. This literature review provides a thorough examination of experience and knowledge management, exploring key concepts, challenges, and innovative approaches in the field. Understanding the distinctions and relationships between knowledge, data, information, and experience is essential for effective knowledge management.

Knowledge and its difference from Data and Information, Experience and Knowledge management: Definitions and Significance

Before going further into deep we must understand the meaning of knowledge, experience and knowledge management and their difference with information and data.

2.2. Knowledge and its Difference from Data and Information

Knowledge has been a subject of philosophical debate for centuries, with various scholars offering different definitions based on their perspectives. Plato, one of the ancient philosophers, posited that true knowledge must be infallible and pertain to the real, asserting that knowledge must be both infallible and connected to the reality of its object (Copleston, 1993). Aristotle, another foundational thinker, emphasized that knowledge must be objectively true, necessary, and understood in terms of its causal relationships (Olesiak, 2013). These early definitions laid the groundwork for contemporary understandings of knowledge.

Modern philosophers like Ludwig Wittgenstein and Gilbert Ryle expanded on these ideas. Wittgenstein argued that knowledge is not merely a set of mental representations but is intimately tied to practices, activities, and social interactions. He introduced the concept of "language games" to explain how knowledge is acquired and expressed through social contexts and cultural practices (Wittgenstein, 1953). Ryle, on the other hand, differentiated between "knowing that" (propositional knowledge) and "knowing how" (practical knowledge), emphasizing that true knowledge is exhibited through skillful action and practical engagement with the world (Ryle, 1949).

In cognitive science, researchers like Jean Piaget and Lev Vygotsky explored how individuals acquire and construct knowledge. Piaget focused on cognitive development stages, while Vygotsky highlighted the social context and cultural tools in knowledge construction (Piaget, 1972; Vygotsky, 1978). These perspectives underscore the multifaceted nature of knowledge, encompassing both mental representations and practical, socially embedded actions.

2.3. The Difference between Data and information

Irma Becerra-Fernandez and Rajiv Sabherwal describe a hierarchical relationship between data, information, and knowledge. In this framework, data is the most basic level, consisting of raw, unprocessed facts and figures. When data is processed and organized, it transforms into information, gaining relevance and context. Information becomes knowledge when it is synthesized and applied within a specific context to create insights and actionable directives (Becerra-Fernandez & Sabherwal, 2010).

Understanding these distinctions is crucial for effective knowledge management. Data, in its raw form, lacks meaning. Information, which is processed and organized data, provides context and relevance. Knowledge, built upon information, involves deeper understanding and the capability to apply information effectively. This hierarchical approach emphasizes the value added at each level, highlighting the evolution from raw data to actionable knowledge.

2.4. What is experience?

Experience management (XM) involves the processes governing the creation, storage, reuse, maintenance, dissemination, and evaluation of experience relevant to specific situations or problem-solving contexts (Becerra-Fernandez & Sabherwal, 2010). Experience management focuses on tracking, analyzing, and improving company operations for the benefit of customers, employees, and the overall brand. It identifies problem areas at every step, from customer interactions to employee processes (Callminer, 2020).

Experience management encompasses several steps: discovering, capturing, modeling, storing, evaluating, adapting, reusing, and transforming experience into knowledge (Sun & Finnie, 2004). This process ensures that valuable insights and experiences are not lost and are continuously updated to maintain relevance. The transformation of experience into knowledge is a critical stage, emphasizing the dynamic relationship between these two concepts.

2.5. Knowledge Management

Knowledge management (KM) involves the systematic process of capturing, organizing, storing, and sharing organizational knowledge to enhance productivity, promote innovation, and improve decision-making processes. KM encompasses both explicit knowledge (codified information, such as documents and databases) and tacit knowledge (personal insights, experiences, and expertise) (Maier, 2007).

Peter Drucker, often considered the father of KM, highlighted the necessity of managing knowledge as a key resource for organizational survival and performance in the knowledge society. He argued that knowledge has become a fundamental resource, distinct from traditional resources like land, labor, and capital, and must be managed systematically to ensure quality and productivity (Drucker, 1994).

The rapid pace of knowledge creation, facilitated by technological advancements, further underscores the importance of KM. Estimates suggest that human knowledge is doubling at an unprecedented rate, necessitating effective KM practices to leverage this vast amount of knowledge (Ray, 2019). Kimiz Dalkir emphasized that while knowledge is abundant, the ability to use it effectively is scarce, highlighting the critical role of KM in optimizing the use of knowledge resources (Dalkir, 2011).

2.6. Components of Knowledge Management

2.6.1. Knowledge creation:

Knowledge creation is an ongoing process that involves generating new knowledge and connecting it to existing knowledge. This can occur through research and development projects, individual innovations, experimentation, and observing real-world phenomena (Dalkir, 2011). Knowledge creation also involves importing knowledge from external sources, such as experts, competitors, customers, and suppliers.

2.6.2. Knowledge capture:

Knowledge capture focuses on identifying and converting existing knowledge from individuals, teams, and external sources into explicit forms. This ensures that valuable insights are not lost and can be accessed and used by others in the organization. It involves the sub-processes of externalization (converting tacit knowledge to explicit knowledge) and internalization (embedding explicit knowledge into individuals' tacit knowledge) (Becerra-Fernandez & Sabherwal, 2010). Capturing knowledge ensures that valuable insights and experiences are not lost when employees leave, or circumstances change.

2.6.3 . Knowledge Organization:

Knowledge organization involves structuring and categorizing knowledge to make it easily accessible and understandable. This includes activities like document description, indexing, and classification, performed by librarians, archivists, subject specialists, and computer algorithms (Hjørland, 2008). Effective knowledge organization is crucial for efficient knowledge retrieval and use.

2.6.4. Knowledge Storage:

Knowledge storage involves maintaining knowledge in appropriate repositories or systems for easy retrieval. It utilizes technical infrastructure and human processes to ensure that knowledge is coded, indexed, and stored in a way that makes it easily accessible (Nonaka & Takeuchi, 1995). Proper storage is essential for preserving organizational memory and ensuring that knowledge is available when needed.

2.6.5. Knowledge retrieval:

Knowledge retrieval is the process of finding and accessing relevant knowledge when required. This can be achieved through search functions, indexing, tagging, and effective navigation within knowledge repositories. Efficient retrieval ensures that knowledge can be quickly and easily accessed, supporting decision-making and problem-solving (Ferreira, 2018).

2.6.6. Knowledge Sharing:

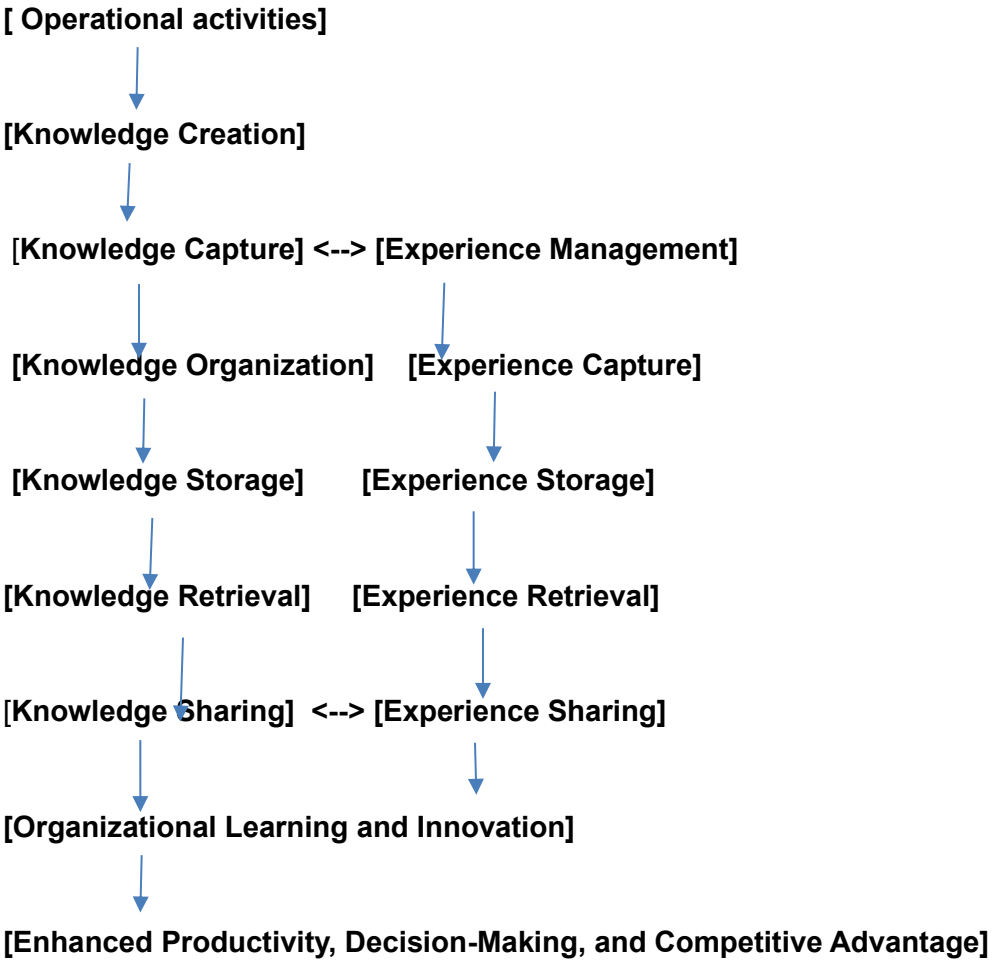
This component focuses on facilitating the exchange of knowledge between individuals and teams. It includes practices such us training programs, mentoring, communities of practice, collaborative platforms, and social networking tools.

According to the tech industry IBM knowledge sharing is the main pilar in knowledge management. IBM teams conclude that during this stage, an information technology system is

typically used to host organizational knowledge for distribution. Information may need to be formatted in a particular way to meet the requirements of that repository.

In general, the literature of knowledge management is developing on a daily bases. Different field of study and different industries are working to develop the concept and to bring perfection in the process. one thing is certain in all of these, knowledge management has become an important part of any organization's movement. Without it one can not think of any competitive advantage in the market or in any field.

Conceptual Framework



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Description of the Study Area

Ethio telecom has many functional Divisions with their specific tasks. Among these functional Divisions Supply Chain Division is one of them. The division is in charge of availing the needed goods and services for the seamless operation of the organization. There are four departments within the division, namely, Supply Strategy and Relation Management Department, Sourcing Department, Contract Management Department and Logistics Department.

The Supply Strategy and Relation Management is responsible on organizing the preparation of Supply Plan with user Divisions and set the Sourcing Strategy accordingly. It is also responsible for the supplier relationship and market analysis for strategic decision making. The Sourcing Department is responsible to conduct the Souring process based on the annual procurement plan and user divisions request. In doing so the department employes different sourcing methods, like open tender, restricted tender, direct tender and proforma purchases. The department conducts the task till the contract is signed and the contract document is handed over to the post contract administrator Contract management Department. This department is responsible for the delivery follow up and payment issues of the contract. In addition, other contractual issues that may arise during the contractual period of the contract will be followed and settled by this department in collaboration with other stakeholders like the legal department. The logistics department is responsible for inbound and outbound logistics of the organization. Custom clearance, Warehousing and Distribution is conducted by this department within the supply chain Division.

In the day-to-day operation these departments interact with each other and across Divisions. Knowledge and experience is involved in this continuous interaction among working units.

Problems are encountered and are solved using different methods. knowledge is created and experiences are gained on daily bases due to this interactions.

Therefore, the aim of this study is to assess the knowledge and experience management of ethio telecom Supply Chain Division.

The population of this study will consist of employees working in the Supply Chain Division at the corporate (Head Quarter) level of the company. Currently, the Division has a total of 340 staffs and management. Among these employees 171 are male and 169 are female staffs. Specifically, the logistics Department has 158 staffs, Sourcing Department has 94 staffs, Contract management Department has 45 staffs, Supply Strategy and Relation management Department has 37 staff members and Supply Chain country managers office has 6 staff membera.

The study will focus on this defined population to gather insights into the knowledge and experience management practices within the supply chain Division.

3.2. Research Approach

The research approach will employ a combination of qualitative and quantitative methods. This mixed-method approach is chosen to provide a comprehensive understanding of the research topic and to offer rich insights into the practices and challenges of knowledge and experience management within the Supply Chain Division of Ethio Telecom.

The mixed-method approach is particularly suited for this study for several reasons. According to Creswell and Plano Clark (2017), a mixed-method approach allows researchers to explore a topic in depth (qualitative) while also covering a broad spectrum of data (quantitative). This dual approach ensures that the study captures detailed personal experiences and perceptions while also gathering empirical data to support or validate these insights. By combining qualitative and

quantitative data, the study can triangulate findings to enhance the validity and reliability of the results (Johnson, Onwuegbuzie, & Turner, 2007). Triangulation helps in cross-verifying data from multiple sources, which strengthens the overall findings. As Bryman (2006) suggests, mixed-method research provides a more complete understanding of research problems than single-method approaches. In the context of Ethio Telecom's Supply Chain Division, this approach will offer a holistic view of knowledge and experience management practices. Furthermore, mixed methods allow for flexibility in research design and the complementarity of data (Greene, Caracelli, & Graham, 1989). This means qualitative findings can inform quantitative survey design, and quantitative data can further explain qualitative results.

For qualitative methods, semi-structured interviews and focus groups will be conducted with employees and stakeholders, providing in-depth insights into their experiences and perceptions regarding knowledge and experience management. Such methods are particularly useful for exploring complex issues in detail (Patton, 2002). Additionally, document analysis will offer context and help in understanding the historical and organizational background of knowledge management practices. For quantitative methods, structured surveys will be distributed to a larger sample of employees to gather data on specific aspects of knowledge and experience management, helping to identify trends, patterns, and correlations (Fowler, 2013). The collected data will be analyzed using statistical techniques to identify significant relationships and validate qualitative findings (Cohen, Manion, & Morrison, 2011).

By employing a mixed-method approach, the study aims to capture the personal and subjective experiences of employees and stakeholders regarding knowledge and experience management (Denzin & Lincoln, 2011). It will gather empirical data to support and validate these subjective experiences, ensuring a balanced perspective (Babbie, 2010). The approach will highlight areas where knowledge sharing and collaboration can be enhanced within the organization (Yin, 2014)

and formulate potential strategies for improving knowledge management practices, drawing on both qualitative insights and quantitative evidence (Tashakkori & Teddlie, 2010). In conclusion, the mixed-method approach will provide a holistic understanding of knowledge and experience management in Ethio Telecom's Supply Chain Division, facilitating the identification of effective strategies for enhancing knowledge sharing and collaboration within the organization.

3.3. Research Design

The research design will be explanatory design. It involves collecting and analyzing quantitative data followed by qualitative data to provide comprehensive understanding of the research topic.

The study will begin with quantitative phase where a questionnaire is administered to employees in the Supply Chain Division. The data collected from the questionnaires will be analyzed using statistical tools to generate quantitative insights and identify patterns and trends.

The study then will proceed to qualitative phase. In this phase, mini interviews will be conducted to the management team to get a deeper understanding of their experience, challenges and perspectives regarding knowledge and experience management.

The qualitative data collected will be analyzed thematically to identify recurring themes and provide rich qualitative insights.

By combining both approaches, the research design can provide a holistic understanding of knowledge and experience management in Supply Chain Division by describing the elements.

3.4. Population and Sample

3.4.1. Population of the Study

The study will focus on the employees of the Ethio telecoms Supply Chain Division, including both staff and the management positions, at the headquarters located in Addis Ababa Lideta Sub-city Churchill Road. The population of the study consists of 340 employees in total, with 20 in management position and 320 employees at the staff level. The study area encompasses the employees from Supply Strategy and Relation Management, Sourcing, Contract Management and part of the logistics team located at Ethio telecoms Head office. Additionally, it will include the remaining logistics Department staff located at Central Warehouse which is located at Kirkos Sub-city Wollo sefer. By considering both locations, the study aims to capture a comprehensive representation of the employees involved in knowledge and experience management within the Supply Chain Division.

3.4.2. Sampling Technique and Sample Size

The study will employee the combination of simple random probability sampling and purposive non-probability sampling techniques. Simple random probability sampling will be utilized to ensure equal opportunities for selection across the entire population for the quantitative data collection, which will be conducted through questionnaires. This approach will enable the researchers to gather representative data from diverse range of employees within the supply chain division.

In addition, purposive non-probability sampling techniques will be employed to select key informants, particularly members of the management team who possess extensive knowledge and experience in the supply chain activities.

By combining these sampling techniques, the study will ensure a comprehensive and well-rounded data collection process. the quantitative data obtained through probability sampling will provide statistical insights and allow for generalization to the wider population, while the qualitative data gathered through purposive sampling will offer in depth perspectives and contextual understanding from key individuals in the management team.

The study will determine the sampling size using the Yamane Taro(1967) formula, which is a commonly used and simplified method in a similar research studies. The formula will help to ensure an appropriate sample size for the studies objectives and statistical requirements.

$$n = \frac{N}{1 + N * (e)^2}$$

Where: n = Sample size

N = Population size

E = Tolerance at desired level of confidence, assumed 0.05 at 95% confidence level

Therefore, using the above formula, the sample size will be:

$$n = \frac{340}{1 + 340 * (0.05)^2}$$

n = 183

Thus, the sample size will be 183 from the population size of 340.

The distribution of the sample across the departments in the supply chain division will be proportionally distributed using the below formula and will be:

$$\frac{Total\ No.of\ Employees\ in\ the\ department * the\ sample\ size}{The\ population\ size}$$

S/No.	Department	No. of Chief Officer	No. of Director	No. of Manager	No. of Staff	Total No. of Employees	Sample
		Chief Officer					
1	Logistics	1	1	6	151	158	86
2	Sourcing		1	6	87	94	50
3	Supply Strategy and Relation management		1	3	30	37	20
4	Contract Management		1	3	48	45	24
5	Country Manager Office			2	4	6	6
	Total	**1**	**4**	**20**	**320**	**340**	**183**

Table: 3.1 work force of the division

3.5. Data Sources and Types

The study will employee both primary and secondary data sources. Primary data will be collected through questionnaires and interviews form the sample selection. Secondary data will be gathered from various published sources, including books, journal articles, websites, reports, manual and previous studies which are relevant to the topic of this research.

3.6. Data Collection Procedures

The data collection procedure will involve administering questionnaires to the employees in Supply Chain Division as the primary method, while interview will be conducted with managers to supplement the information not covered by the questionnaires. Managers are considered to have valuable experience and direct involvement in the organizations knowledge and experience management, making their insight crucial. Semi-structured interviews will be conducted specifically with managers to enhance the data obtained from the questionnaires. To ensure reliability a pilot test of the questionnaires will be conducted among employees.

3.7. Data Analysis Techniques

The findings of the study will be carefully reviewed, coded and organized for analysis using descriptive statistical methods, including the utilization of tables, charts, percentages and graphs. The qualitative information gathered will also contribute to the analysis process. to aid the data analysis, the researcher will employ the software packages for social science (SPSS) software.

3.8. Validity and Reliability

3.8.1. Validity

Validity refers the extent to which an instrument measures what it is supposed to measure. To ensure precision, relevance and content validity of the instrument, the questionnaire was critical reviewed by the researcher and the advisor; and adjustments were made based on comments. Finally, validation of the instrument was made by the academic advisor prior to the data collection.

3.8.2. Reliability Test

Reliability refers the degree to which consistency of the instrument is maintained. The common method of reliability test is the internal consistency reliability test through the most commonly used measure of the internal consistency known as Cronbach's Alpha Coefficient ((Sekaran and Bougie, 2010). According to Joseph and Rosemary (2003), Cronbach's alpha reliability coefficient

(α) normally ranges between 0 and 1 and there is a greater internal consistency of the items if the Cronbach's alpha coefficient approaches to 1. However, any value of Cronbach's alpha that is greater than 0.7 is considered as acceptable based on the rule of thumb outlined by George and Mallery (2003) which stated that if "α > 0.9 – 'Excellent', α >0.8 – 'Good', α >0.7 – 'Acceptable', α >0.6 – 'Questionable', α >0.5 – 'Poor', and α <0.5 – 'Unacceptable'."

Knowledge management

Table 3.2 Knowledge management

Description	**Cronbach's Alpha**
There is a knowledge sharing platforms in the Supply Chain Division	0.993
There is an effective knowledge transfer mechanism in the Supply Chain	0.993
There is a standard procedure for capturing and documenting knowledge	0.993
Knowledge Creation and sharing is encouraged by the Division and the Organization	0.993
The training programs in the organization and Supply Chain are effective	0.993
Supply Chain Division Recognizes and rewards employees who contribute	0.993
The division encourages knowledge sharing initiatives	0.993

The management of the Division facilitates the knowledge sharing mechanisms	0.993
There are no barriers and challenges for effective knowledge sharing	0.993
There is a knowledge repository and databases for storing knowledge	0.993
Knowledge repository and database is easily accessible	0.993
There is a mechanism for capturing and managing Tacit knowledge	0.993
There is a mechanism of interviewing employees before they retire	0.993
Failures and mistakes are integrated into the Division's knowledge management process	0.993
The Division encourages continuous learning and improvement	0.993

Source SPSS

Experience Management

Table 3.3 Experience management test:

Description	Cronbach's Alpha
There is Experience sharing platforms in the Supply Chain Division	0.916
There is an effective experience transfer mechanism in the Supply Chain Division	0.916
There is a standard procedure for capturing and documenting experience within the Supply Chain Division	0.916
The training programs in the organization and Supply Chain are effective in enhancing knowledge and experience management	0.916
The division encourage experience sharing initiatives	0.916
The management of the Division facilitates the experience sharing mechanisms	0.916
There is no barriers and challenges for effective experience sharing in the Supply Chain Division	0.916
The Division capture and utilizes experiences of the Supply Chain Division Team	0.916
There is a mechanism to identify and leverage the expertise of senior employees of the Division	0.916
Lessons learned in the past experience are integrated into the decision-making process of the Supply Chain Division	0.916
The overall experience and knowledge management practice in the Supply Chain Division is effective	0.916

Source SPSS

In conclusion, both the knowledge and expriance management tested above 0.9. for the analysis we can take the average of both by adding 0.993 and 0.916 and the average will be 0.954.

The Cronbach's alpha coefficient of 0.954 indicates that the scale has excellent internal consistency and reliability. This suggests that the items in the scale are closely related and measure the same underlying construct (knowledge and experience management practices) in a consistent manner.

The high alpha value provides confidence that the scale can be used to accurately assess the knowledge and experience management practices within the Ethio Telecom Supply Chain Division.

3.9. Method of Data Analysis

After collecting the data, the completed questionnaires were identified, coded, and categorized for analysis using various descriptive statistical tools, including tables, graphs, charts, and percentages, supported by qualitative information. The quantitative data was then coded to convert the raw data into numbers and tabulated to determine the number of samples in different categories. Furthermore, the data was imported into the Statistical Package for the Social Sciences (SPSS) for analysis. IBM SPSS software was utilized to process the quantitative data using both descriptive and inferential statistics.

Descriptive statistics, such as measurements of frequency, frequency distributions, percentages, and mean, were employed to analyze demographic variables. The qualitative data obtained from interviews was analyzed through narrative descriptions. Thus, while statistical tools were used for analyzing the quantitative data, the qualitative data was interpreted through narrative explanations.

3.10. Ethical Considerations

The researcher will prioritize ethical considerations throughout the study. To minimize bias, respondents will have an equal opportunity to participate in the questionnaire. Voluntary consent will be obtained from research participants through the cover letter. Confidentiality and anonymity will be respected and, proper acknowledgement will be given to all referenced materials and literature.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

This chapter presents primarily data collected for the research on the assessment of knowledge and experience management in Ethio telecom Supply Chain Division. The data was collected through the combination of questionnaires and interviews which was administered to both employees and managers. interviews were conducted to section managers on the subject matter. This chapter begins by providing an overview of the data collection process, including details on the sources of data and the methods employed. Subsequently, the results and discussion section will delve into the findings, starting with an exploration of the demographic characteristics of the respondents and the response rate. The chapter will then proceed to present and interpret the results using descriptive analysis techniques, supported by data presentation, frequency distribution, and mean values. The descriptive analysis was conducted using the IBM statistical package for social science (SPSS) software.

The primary objective of this chapter is to provide a comprehensive understanding of the collected data, shedding light on the knowledge and experience management practices within the ethio telecom Supply Chain Division. By analyzing the responses from the questionnaires and insights gained from the interviews, valuable information will be derived regarding the current state of knowledge sharing, experience utilization, and related challenges within the division. These findings will contribute to the overall research aim of identifying areas for improvement and suggesting recommendations for enhancing knowledge and experience management in the Supply Chain Divion.

4.2. Response Rate and Demographic Characteristics

This section presents an analysis of the participants' general characteristics in the study. The primary objectives of this analysis are to determine the response rate and provide demographic information, as well as details about positions and experiences of the respondents. The following outlines and elucidate these aspects.

4.2.1. Response Rate

The study participants consisted of employees from the ethio telecom Supply Chain Division, which includes Four Departments: logistics, Sourcing, Supply Strategy and Relation management, and Sourcing Contract management Departments, as well as the Country managers office. A total of 195 questionnaires which more than the target sample size 183 were distributed to the participants, which 185 were completed and returned. However, three of the returned questionnaires were deemed invalid due to incompleteness. Therefore, since the target Sample size were 183 and a total of 182 complete questionnaire responses, accounting for 99.45%of the target questionnaires samples were considered for the analysis. Additionally, seven managers were interviewed to gain insights using semi-structured open-ended questions. The response rate is summarized in the table below:

Table 4.1. Response Rate

No. of Questionnaires targeted for the research	183
No. of Questionnaires Distributed	195
No. of Questionnaires Returned	185
No. of Complete Responses	182
Overall Response Rate	101.09%

The high response rate indicates a significant level of participation and engagement among the employees of the ethio telecom Supply Chain Division in the study.

4.2.2. Demographic Characteristics of Respondents

Participants were requested to provide details concerning their gender, level of education, work experience, department, and job position. This factors were considered and recorded for each respondent, as summarized in the following table:

Table 4.2 **Respondents Demographic Characteristics**

Demographic Variable	**Specific Category**	**Distribution**		
		Frequency	**Valid Percent**	**Cumulative Percent**
Gender	Female	88	48.4	48.4
	Male	94	51.6	100.0
	Total	182	100.0	
		Frequency	**Valid Percent**	**Cumulative Percent**
Level of Education	Diploma	7	3.8	3.8
	First Degree	73	40.1	44.0

Demographic Variable	Specific Category	Distribution		
		Frequency	**Valid Percent**	**Cumulative Percent**
	Second Degree	102	56.0	100.0
	Total	182	100.0	

		Frequency	**Valid Percent**	**Cumulative Percent**
Work Experience in the organization	0 to 5 Years	4	2.2	2.2
	6 to 10 Years	72	39.6	41.8
	11 to 15 Years	47	25.8	67.6
	Above 15 Years	59	32.4	100.0
	Total	182	100.0	
		Frequency	**Valid Percent**	**Cumulative Percent**
Department	Logistics	61	**33.5**	**33.5**
	Sourcing	65	**35.7**	**69.2**
	Supply Strategy and Relations Management	31	17.0	86.3
	Sourcing Contract Management	19	10.4	96.7

	Country managers office	6	3.3	100.0
	Total	182	100.0	
		Frequency	**Valid Percent**	**Cumulative Percent**
Job Level	Administrator	36	19.8	19.8
	Specialist	89	48.9	68.7
	Expert	9	4.9	73.6
	Supervisor	31	17.0	90.7
	Management	14	7.7	98.4
	Director	3	1.6	100.0
	Total	182	100.0	

Source: SPSS output result 2024

As shown in the table, the study had balanced gender distribution among the respondents, with 48.4% being female and 51.6% being male. This indicates a relatively equal representation of both genders in the sample.

Regarding education the majority of participants held a second degree (56%), followed by those with a first degree (40.1%). A smaller proportion (3.8%) had a diploma as their highest level of education. This suggests that a significant portion of the respondents had pursued higher education.

The respondents exhibited diverse levels of work experience. The largest group consisted of individuals with work experience ranging from 6 to 10 years (39.6%), followed by those with 11 to 15 years of experience (25.8%). Additionally, there were respondents with less than 5 years of experience (2.2%) and those with over 15 years of experience (32.4%). This indicates a mix of both relatively new and more experienced employees in the sample.

The respondents represented various departments within the Supply Chain Division. The highest proportion of the respondents belonged to the Sourcing Department (35.7%), followed by the Logistics Department (33.5%). The Supply Strategy and Relation management Department accounted for 17% of the respondents, while the Sourcing Contract management and Country managers office department and office had a smaller proportion (10.4% and 3.3% respectively).

The job positions of the respondents varied in terms of their roles and responsibilities within the organization. The most common position was Specialist (48.9%), followed by Administrator (19.8%) and Supervisor (17%). There were also respondents classified as Experts (4.9%), managers (7.7%) and Directors (1.6%). This demonstrates a range of job levels and indicates participation from different hierarchical positions within the Supply Chain division.

Overall, the demographic distribution provides a comprehensive view of the participants gender, education, experience, departmental affiliation, and job positions. These insights offer valuable context for interpreting the collected data and understanding the perspectives of various groups within the Ethio telecom Supply Chain Division.

4.3. The assessment of Knowledge Management

One of the purposes of the study is to evaluate the knowledge management practices within the supply Chain Division of Ethio telecom. The survey included five statements, and respondents' were asked to indicate their level of agreement of disagreement using a 5-point Likert scale. The results of the survey are summarized in table 4.3, and subsequent analysis was conducted based on these findings.

Table 4.3: Knowledge management response result

KNOWLEDGE MANAGEMENT

No.	Description	Condition	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total frequency and Mean
1.1	There is a knowledge sharing platforms in the Supply Chain Division	Frequency	29	108	31	13	1	182
		%percent	15.9	59.3	17	7.1	0.5	2.17
1.2	There is an effective knowledge transfer mechanism in the Supply Chain Division	Frequency	22	86	60	13	1	182
		%percent	12.1	47.3	33.0	7.1	0.5	2.37
1.3	There is a standard procedure for capturing and documenting knowledge within the Supply Chain Division	Frequency	15	86	54	24	3	182
		%percent	8.2	47.3	29.7	13.2	1.6	2.53
1.4	Knowledge Creation and sharing is encouraged by the Division and the Organization	Frequency	12	74	60	29	7	182
		%percent	6.6	40.7	33.0	15.9	3.8	2.7
1.5	The training programs in the organization and Supply Chain are	Frequency	13	72	44	45	8	182

No.	Description	Condition	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total frequency and Mean
	effective in enhancing knowledge and experience management	%percent	7.1	39.6	24.2	24.7	4.4	2.8
1.6	Supply Chain Division Recognizes and rewards for employees who contribute for knowledge management	Frequency	22	74	64	20	2	182
		%percent	12.1	40.7	35.2	11.0	1.1	2.48
1.7.	The division encourage knowledge sharing initiatives	Frequency	23	68	72	15	4	182
		%percent	12.6	37.4	39.6	8.2	2.2	2.5
1.8	The management of the Division facilitates the knowledge sharing mechanisms	Frequency	25	72	71	10	4	182
		%percent	13.7	39.6	39.0	5.5	2.2	2.43
1.9	There is no barriers and challenges for effective knowledge sharing in the Supply Chain Division	Frequency	20	85	68	8	1	182
		%percent	11	46.7	37.4	4.4	0.5	2.37
1.10	There is knowledge Repository and	Frequency	17	80	70	13	2	182

No.	Description	Condition	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total frequency and Mean
	databases for storing knowledge's in Supply Chain Division	%percent	9.3	44	38.5	7.1	1.1	2.47
1.11	knowledge Repository and database is easily accessible for those in need	Frequency	16	74	72	17	3	182
		%percent	8.8	40.7	39.6	9.3	1.6	2.54
1.12	There is a mechanism for capturing and managing Tacit knowledge in the Division	Frequency	20	79	66	15	2	182
		%percent	11	43.4	36.3	8.2	1.1	2.45
1.13	There is a mechanism of interviewing employee before they retire to capture important tacit knowledge before they leave	Frequency	28	79	61	12	2	182
		%percent	15.4	43.4	33.5	6.6	1.1	2.35
1.14	Failures and mistakes during the day to day activities of Supply	Frequency	17	83	64	18	--	182

No.	Description	Condition	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total frequency and Mean
	Chain are integrated to the Divisions knowledge management process in order not to repeat them	%percent	9.3	45.6	35.2	9.9	--	2.46
1.15	The Division encourages continuous learning and improvement to its staffs	Frequency	17	81	53	26	5	182
		%percent	9.3	44.5	29.1	14.3	2.7	2.57

Source from SPSS

4.3.1. Analysis of Survey result and Summary

Knowledge Sharing Platforms (Question 1)

The mean score of 2.17, combined with a significant number of respondents either strongly disagreeing (29) or disagreeing (108), indicates a severe lack of effective knowledge-sharing platforms within the Supply Chain Division. Only a small minority (13) agree, and even fewer (1) strongly agree that the existing platforms are effective. This overwhelming disapproval underscores a critical gap in the division's infrastructure for facilitating the sharing and dissemination of knowledge. Without robust platforms, employees struggle to access and exchange valuable information, hampering overall operational efficiency and innovation.

Effective Knowledge Transfer Mechanism (Question 2)

With a mean score of 2.37, the responses to this question reveal a pervasive belief that the mechanisms for transferring knowledge within the division are inadequate. The majority of respondents either strongly disagree (22) or disagree (86), while a substantial number remain neutral (60), suggesting uncertainty or indifference towards the current processes. This lack of effective knowledge transfer mechanisms can lead to silos of information, where critical insights and expertise are not adequately shared across the organization, thereby limiting collective learning and growth.

Standard Procedure for Capturing and Documenting Knowledge (Question 3)

The mean score of 2.53 reflects a significant deficiency in the standardization of procedures for capturing and documenting knowledge. The majority of respondents disagree (86) or remain neutral (54), indicating inconsistency and ineffectiveness in current practices. Only a small fraction of respondents agree (24) or strongly agree (3) with the adequacy of these procedures. This lack of standardization results in fragmented knowledge management processes, where valuable insights may be lost or inadequately recorded, leading to inefficiencies and repeated mistakes.

Encouragement of Knowledge Creation and Sharing (Question 4)

Responses to this question are slightly more positive, with a mean score of 2.7. However, a significant portion of respondents still disagree (74) or remain neutral (60) about the encouragement of knowledge creation and sharing. While there is some agreement (29) and strong agreement (7), the overall sentiment suggests limited encouragement, likely due to cultural or managerial barriers. This indicates that the organization may not be fostering an environment that actively promotes the generation and dissemination of new ideas and knowledge, which is essential for continuous improvement and innovation.

Effectiveness of Training Programs (Question 5)

The mean score of 2.8 indicates that training programs are perceived as relatively more effective compared to other aspects of knowledge management. Despite this, a notable number of respondents still disagree (72) or are neutral (44) about the effectiveness of these programs. A fair number agree (45) or strongly agree (8), suggesting that while some progress has been made, there

is considerable room for improvement. Enhancing the effectiveness of training programs can significantly boost employee competency and ensure that knowledge is effectively transferred and applied.

Recognition and Reward for Knowledge Contribution (Question 6)

The responses indicate a substantial dissatisfaction with the recognition and reward systems for knowledge contributions, reflected in a mean score of 2.48. Many respondents disagree (74) or remain neutral (64), while only a few agree (20) or strongly agree (2). This lack of recognition and rewards could demotivate employees from actively participating in knowledge management activities, suggesting a need for better incentive structures to encourage and acknowledge valuable contributions.

Encouragement of Knowledge Sharing Initiatives (Question 7)

The mean score of 2.5 points to limited encouragement for knowledge-sharing initiatives, with many respondents disagreeing (68) or remaining neutral (72). A small minority agrees (15) or strongly agrees (4), highlighting a potential cultural or strategic gap within the organization. This lack of encouragement may stem from inadequate policies or a lack of leadership support, both of which need addressing to foster a more collaborative and knowledge-sharing environment.

Facilitation by Management (Question 8)

With a mean score of 2.43, the role of management in facilitating knowledge sharing is seen as insufficient. Many respondents strongly disagree (25) or disagree (72), while a substantial number are neutral (71). Only a few agree (10) or strongly agree (4). This indicates a potential leadership issue where managers may not be effectively promoting or supporting knowledge management practices, which is crucial for fostering a culture of continuous learning and improvement.

Barriers and Challenges for Effective Knowledge Sharing (Question 9)

The responses reveal significant barriers to effective knowledge sharing, with a mean score of 2.37. Many respondents strongly disagree (20) or disagree (85), indicating that substantial obstacles are perceived to hinder knowledge sharing. A large number of respondents are neutral (68), suggesting uncertainty about how to overcome these barriers. Addressing these challenges is critical for improving the overall knowledge management framework and ensuring that knowledge flows freely across the organization.

Knowledge Repository and Databases (Question 10)

The mean score of 2.47 reflects a perception that the division's knowledge repositories and databases are inadequate. Many respondents disagree (80) or remain neutral (70), with only a few agreeing (13) or strongly agreeing (2). This inadequacy suggests a need for enhancements in both the existence and accessibility of these resources to support effective knowledge management. Improving these repositories can facilitate better storage, retrieval, and use of organizational knowledge.

Accessibility of Knowledge Repository (Question 11)

Similar to the previous question, the mean score of 2.54 indicates limited accessibility of knowledge repositories. Many respondents strongly disagree (16) or disagree (74), and a significant number are neutral (72). A small minority agree (17) or strongly agree (3). This suggests a need for better systems and processes to facilitate access to knowledge repositories, ensuring that employees can easily find and use the information they need.

Mechanism for Capturing Tacit Knowledge (Question 12)

The responses indicate that mechanisms for capturing tacit knowledge are seen as ineffective, with a mean score of 2.45. Many respondents strongly disagree (20) or disagree (79), while a significant number are neutral (66). Only a few agree (15) or strongly agree (2). This is a significant issue as tacit knowledge, which includes personal insights and experiences, is a critical asset that needs to be captured and utilized effectively.

Mechanism for Interviewing Employees Before Retirement (Question 13)

The mean score of 2.35 suggests a major gap in mechanisms to capture knowledge from retiring employees. Many respondents strongly disagree (28) or disagree (79), with a notable number being neutral (61). Only a small fraction agree (12) or strongly agree (2). Implementing structured exit interviews and other mechanisms to capture this valuable knowledge can help mitigate the loss of expertise and ensure continuity.

Integration of Failures and Mistakes into Knowledge Management (Question 14)

The responses, with a mean score of 2.46, indicate that the division is not effectively integrating lessons learned from failures and mistakes into its knowledge management processes. Many respondents strongly disagree (17) or disagree (83), while a significant number are neutral (64). Only a few agree (18) and none strongly agree. This represents a missed opportunity for organizational learning and improvement, as analyzing and integrating lessons from past mistakes can prevent their recurrence and foster a culture of continuous improvement.

Encouragement of Continuous Learning (Question 15)

The mean score of 2.57 points to limited encouragement for continuous learning and improvement within the division. Many respondents strongly disagree (17) or disagree (81), with a substantial number being neutral (53). A smaller number agree (26) or strongly agree (5). Fostering a culture of continuous learning is essential for maintaining a competitive edge and ensuring that employees remain engaged and motivated to improve their skills and knowledge.

In summary, the responses indicate that the Ethio Telecom Supply Chain Division lacks effective knowledge management practices. There are deficiencies in knowledge sharing platforms (mean = 2.17), knowledge transfer mechanisms (mean = 2.37), and standard procedures for capturing and documenting knowledge (mean = 2.53) within the division.

The assessment of experience and knowledge transfer mechanisms suggests that knowledge creation and sharing is not effectively encouraged (mean = 2.7), and the training programs are not

perceived as effective in enhancing knowledge and experience management (mean = 2.8). The division also does not have mechanisms for recognizing and rewarding employees who contribute to knowledge management (mean = 2.48), and the management does not facilitate knowledge sharing (mean = 2.43).

The responses indicate the presence of significant barriers and challenges for effective knowledge sharing (mean = 2.37), with limited knowledge repositories and databases for storing and accessing knowledge (mean = 2.47, 2.54). There appears to be a lack of mechanisms for capturing and managing tacit knowledge (mean = 2.45, 2.35), and a lack of integration of lessons learned from failures and mistakes into the knowledge management process (mean = 2.46).

Overall, the analysis suggests that Ethio Telecom's Supply Chain Division faces substantial challenges in effectively managing its knowledge and experience. The division lacks comprehensive knowledge management practices, effective knowledge transfer mechanisms, and the necessary infrastructure and culture to support knowledge sharing and continuous learning. These gaps can hinder the division's ability to leverage its knowledge assets, improve operational efficiency, and enhance overall organizational performance.

4.4. The Assessment of Experience management

The other purpose of the study is to evaluate the Experience management practices within the supply Chain Division of Ethio telecom. The survey included five statements, and respondents' were asked to indicate their level of agreement of disagreement using a 5-point Likert scale. The results of the survey are summarized in table 4.4, and subsequent analysis was conducted based on these findings.

Table 4.4. Experience management response result

No.	Description	Condition	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total frequency and Mean
2.1	There is Experience sharing platforms in the Supply Chain Division	Frequency	9	84	70	19	--	182
		%percent	4.9	46.2	38.5	10.4	--	2.54
2.2	There is an effective experience transfer mechanism in the Supply Chain Division	Frequency	9	97	61	14	1	182
		%percent	4.9	53.3	33.5	7.7	0.5	2.46
2.3	There is a standard procedure for capturing and documenting experience within the Supply Chain Division	Frequency	9	95	60	18	--	182
		%percent	4.9	52.2	33	9.9	--	2.48
2.4	The training programs in the organization and Supply Chain are effective in enhancing	Frequency	9	75	61	34	3	182
		%percent	4.9	41.2	33.5	18.7	1.6	2.71

No.	Description	Condition	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total frequency and Mean
	knowledge and experience management							
2.5	The division encourage experience sharing initiatives	Frequency	4	83	73	21	1	182
		%percent	2.2	45.6	40.1	11.5	0.5	2.63
2.6	The management of the Division facilitates the experience sharing mechanisms	Frequency	8	86	70	16	2	182
		%percent	4.4	47.3	38.5	8.8	1.1	2.55
2.7.	There is no barriers and challenges for effective experience sharing in the Supply Chain Division	Frequency	12	96	61	12	1	182
		%percent	6.6	52.7	33.5	6.6	0.5	2.42
2.8	The Division capture and utilizes experiences of the Supply Chain Division Team	Frequency	12	74	76	20	--	182
		%percent	6.6	40.7	41.8	11	--	2.57
2.9	There is a mechanism to identify and leverage the	Frequency	26	78	64	13	1	182

No.	Description	Condition	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total frequency and Mean
	expertise of senior employees of the Division	%percent	14.3	42.9	35.2	7.1	0.5	2.37
2.10	Lessons learned in the past experience are integrated into the decision-making process of the Supply Chain Division	Frequency	10	81	72	19	--	182
		%percent	5.5	44.5	39.6	10.4	--	2.55
2.11	The overall experience and knowledge management practice in the Supply Chain Division is effective	Frequency	12	85	62	20	3	182
		%percent	6.6	46.7	34.1	11	1.6	2.54

Source SPSS analysis

4.4.1. Analysis of Survey and Summary

Survey Findings and Analysis

The survey included 182 respondents and 11 questions related to experience management, with responses measured on a 5-point Likert scale.

1. **Experience Sharing Platforms (Mean: 2.54)**

Most respondents (84 disagreed, 9 strongly disagreed) indicate the absence of effective experience-sharing platforms. This gap suggests that employees do not have the necessary tools or systems to share their experiences efficiently.

2. **Experience Transfer Mechanism (Mean: 2.46)**

A majority (97 disagreed, 9 strongly disagreed) believe that the mechanisms for transferring experience are ineffective. This shortfall indicates a critical issue in how knowledge is communicated and utilized within the division.

3. **Standard Procedure for Capturing Experience (Mean: 2.48)**

Responses show significant disagreement (95 disagreed, 9 strongly disagreed) on the existence of standard procedures for capturing and documenting experience, reflecting inconsistencies and potential loss of valuable knowledge.

4. **Effectiveness of Training Programs (Mean: 2.71)**

While slightly better, responses still show a lack of satisfaction with training programs (75 disagreed, 9 strongly disagreed). Training programs are crucial for knowledge and experience management, and their perceived ineffectiveness indicates a need for improvement.

5. **Encouragement of Experience Sharing Initiatives (Mean: 2.63)**

Many respondents (83 disagreed, 4 strongly disagreed) feel that experience-sharing initiatives are not adequately encouraged. This lack of support may be due to cultural or strategic misalignments within the organization**.**

6. **Facilitation by Management (Mean: 2.55)**

Respondents (86 disagreed, 8 strongly disagreed) indicate that management does not effectively facilitate experience sharing. Active management support is vital for fostering an environment conducive to knowledge sharing.

7. **Barriers and Challenges for Experience Sharing (Mean: 2.42)**

The majority (96 disagreed, 12 strongly disagreed) acknowledge the presence of significant barriers to effective experience sharing. These barriers need to be identified and mitigated to enhance knowledge management practices.

8. **Capturing and Utilizing Team Experience (Mean: 2.57)**

Many respondents (74 disagreed, 12 strongly disagreed) do not believe the division effectively captures and utilizes team experience, pointing to a missed opportunity for leveraging internal expertise.

9. **Leveraging Expertise of Senior Employees (Mean: 2.37)**

A significant number of respondents (78 disagreed, 26 strongly disagreed) feel that the expertise of senior employees is not adequately identified or leveraged, indicating a gap in succession planning and knowledge retention.

10. **Integration of Lessons Learned into Decision-Making (Mean: 2.55)**

The responses (81 disagreed, 10 strongly disagreed) suggest that past experiences are not effectively integrated into decision-making processes, missing opportunities for organizational learning and improvement.

11. **Overall Effectiveness of Experience and Knowledge Management (Mean: 2.54)**

Overall, most respondents (85 disagreed, 12 strongly disagreed) believe that the current practices in experience and knowledge management are ineffective, highlighting the need for comprehensive improvements**.**

In Summary, the survey results clearly indicate that Ethio Telecom's Supply Chain Division is facing significant challenges in effectively managing its knowledge and experience assets. The lack of comprehensive understanding, structured processes, and supporting infrastructure are the primary gaps that need to be addressed to improve operational efficiency and overall organizational performance.

The research objectives, which aim to identify current practices, examine knowledge creation and sharing, and find ways to address the gaps, are well-aligned with the identified problem areas. The findings from this research can provide valuable insights to help Ethio Telecom's Supply Chain Division enhance its experience and knowledge management capabilities and leverage them for competitive advantage.

Interview analysis

The researcher interviewed 7 managers and their responses is analyzed as follows

The responses from the managers indicate that there is a significant lack of formal processes and practices for knowledge sharing within the Supply Chain Division of Ethio Telecom. The majority of the managers (1, 2, and 5) stated that there are no defined mechanisms, procedures, or platforms in place for employees to access, contribute, and share knowledge. This suggests a fragmented and ad-hoc approach to knowledge management within the division.

However, some managers (3 and 4) did mention the existence of certain informal or ad-hoc methods for knowledge sharing, such as meetings, email communication, and the use of internal systems like the intranet and ERP solutions. These initiatives, though not formalized, indicate that there is some level of awareness and effort within the division to facilitate knowledge exchange.

Nevertheless, the managers highlighted the lack of uniformity, formality, and regularity in these knowledge-sharing practices, which limits their effectiveness and impact.

The responses also reveal a lack of recognition and reward systems for employees who contribute to knowledge and experience management. Additionally, the managers indicated that the division does not have a structured process for capturing and utilizing the expertise of senior employees or for integrating lessons learned from past experiences into decision-making processes. This suggests a missed opportunity for the organization to leverage the valuable tacit knowledge and institutional memory within the Supply Chain Division.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary of findings, conclusions and recommendations of the study based on the data analysis and discussions in the previous chapter.

5.2. Summary of the Major Findings

The study was conducted to assess the knowledge and experience management practices of within Ethio telecom Supply Chain Division. It attempted to identify the prospects and challenges of knowledge and experience management within Supply Chain Division.

The study employed a mixed research methodology to comprehensively address the research objectives. A quantitative approach was utilized, involving the distribution of a questionnaire to 195 respondents with a sample size of 183 respondents, of which 182 complete responses were received, representing a 99.45% response rate. This quantitative data collection allowed for the systematic gathering of numerical information. Additionally, a qualitative component was incorporated through the conduct of semi-structured interviews with seven section managers in the supply chain division. These in-depth interviews provided opportunities to obtain more elaborate insights and contextualize specific aspects of the research. Cronbach's alpha reliability test was done for the internal consistency of the questionnaire items, and it was found "acceptable" with average alpha value of ($\alpha = 0.954$).

Descriptive research design was used to analyze the collected data using frequency and percentage tables with the help of SPSS software to address the research questions.

The survey conducted within Ethio Telecom's Supply Chain Division highlights significant deficiencies in the organization's knowledge and experience management practices. Responses, measured on a 5-point Likert scale, reveal that the majority of employees disagree or remain neutral about the effectiveness of the current systems in place. Key areas of concern include the absence of effective knowledge-sharing platforms, lack of standardized procedures for capturing and documenting knowledge, and insufficient mechanisms for knowledge transfer. The interviews conducted with the managers also support this findings. These issues suggest that the foundational infrastructure for knowledge management is inadequate, preventing the organization from effectively leveraging its knowledge assets.

Detailed analysis of the survey responses indicates that employees do not perceive strong encouragement for knowledge creation and sharing. Training programs, while somewhat better regarded than other aspects, still receive significant criticism, indicating a need for enhancement. Additionally, recognition and reward systems for knowledge contributions are seen as insufficient, which could demotivate employees from actively participating in knowledge management activities. The responses also point to a lack of facilitation by management and the presence of substantial barriers to effective knowledge sharing.

The overall effectiveness of knowledge and experience management within the division is rated poorly, with many respondents highlighting the absence of robust knowledge repositories and mechanisms for capturing tacit knowledge. Moreover, there is a lack of integration of lessons learned from past experiences into decision-making processes, which represents a missed opportunity for organizational learning and improvement. The significant gaps identified in these areas indicate that Ethio Telecom's Supply Chain Division is not fully utilizing its internal expertise and knowledge assets.

5.3. Conclusions

The result of the study provides important insights into the knowledge and experience management practices within Ethio Telecom's Supply Chain Division. The survey results reveal substantial challenges in managing knowledge and experience effectively. Key issues identified include a pervasive lack of effective platforms and mechanisms for knowledge sharing and transfer, inadequate standardization of knowledge documentation, and insufficient training programs. Additionally, there is a notable lack of recognition and reward for knowledge contributions, limited management support, and significant barriers to knowledge sharing. These deficiencies hinder the division's ability to leverage internal expertise, improve operational efficiency, and enhance overall organizational performance.

The findings suggest that the current knowledge management practices are insufficient and require comprehensive improvements. The lack of effective knowledge-sharing platforms means that employees struggle to access and exchange valuable information, leading to knowledge silos and inefficiencies. Inadequate mechanisms for knowledge transfer and insufficient standardization of documentation processes result in inconsistent knowledge capture and utilization. Furthermore, the insufficient training programs indicate a need for more robust and targeted initiatives to enhance employee skills and knowledge.

The lack of recognition and reward for knowledge contributions is a critical issue, as it demotivates employees from actively participating in knowledge management activities. Limited management support and significant barriers to knowledge sharing suggest that cultural and structural changes are necessary to foster a more collaborative and supportive environment. Addressing these issues is crucial for the division to fully leverage its knowledge assets and achieve its operational goals.

The research objectives, which aim to identify current practices, assess knowledge creation and sharing, and address the gaps, are well-aligned with the problem areas identified in the survey. Implementing the recommendations derived from this research can provide valuable insights and

guide Ethio Telecom's Supply Chain Division towards better knowledge and experience management practices. These recommendations may include establishing more effective knowledge-sharing platforms, standardizing knowledge documentation procedures, enhancing training programs, creating recognition and reward systems for knowledge contributions, and fostering a supportive management culture.

By addressing these gaps, Ethio Telecom's Supply Chain Division can significantly improve its knowledge management practices, leading to enhanced operational efficiency and better overall organizational performance. Emphasizing continuous learning and knowledge sharing will help the division stay competitive in a rapidly changing market environment. This study underscores the importance of a strategic approach to knowledge and experience management, highlighting the need for ongoing assessment and adaptation to meet the evolving needs of the organization.

5.4. Recommendations

In today's rapidly evolving business landscape, effective management of organizational knowledge and employee expertise is crucial for maintaining a competitive edge. The recommendation provided outlines a comprehensive strategy for enhancing knowledge-sharing, documentation, and continuous learning within the organization. This research recommendation aims to examine the impact of these strategies on organizational performance, knowledge worker productivity, and long-term sustainability.

5.4.1. Develop Effective Knowledge-Sharing Platforms:

To enhance communication and collaboration within Ethio Telecom's Supply Chain Division, we recommend implementing user-friendly and accessible knowledge-sharing platforms. Key steps include:

1. Select suitable technology that meets the division's specific needs and ensures usability and accessibility for all employees.
2. Integrate the knowledge-sharing platform seamlessly with existing IT systems and tools, and plan for efficient data migration.
3. Establish clear guidelines and best practices for content management and roles/responsibilities.

4. Promote active participation through engagement strategies and recognition/reward systems.
5. Provide comprehensive training programs and ongoing support for employees.
6. Monitor the platform's usage and effectiveness, and continuously improve based on user feedback.

5.4.2. Standardize Knowledge Documentation Procedures:

To ensure valuable information is captured, documented, and easily accessible, we recommend establishing clear and consistent knowledge documentation procedures, including:

1. Assessing current knowledge management practices and gathering stakeholder input.
2. Defining clear objectives and scope for the standardized documentation procedures.
3. Developing documentation guidelines, including standardized templates and formats.
4. Implementing capture and documentation processes with designated responsibilities.
5. Establishing a centralized repository with effective metadata and tagging systems.
6. Providing training and ongoing support for employees.
7. Monitoring compliance and continuously evaluating the effectiveness of the procedures.

By implementing these recommendations, Ethio Telecom's Supply Chain Division can significantly enhance communication, collaboration, and knowledge management, leading to improved operational efficiency and a stronger competitive advantage.

5.5. Suggestions for Further Study

To enhance the knowledge and experience management practices within Ethio Telecom, the study recommends expanding the scope of research beyond the Supply Chain Division. Conducting similar studies across other divisions would provide a comprehensive understanding of the knowledge management practices at the organizational level. Furthermore, comparative studies with other companies can help Ethio Telecom benchmark its practices, identify common challenges, and learn from industry best practices. This broader perspective will enable the company to gain a holistic view of its strengths and areas needing improvement, ultimately leading to the development of more robust and adaptable knowledge and experience management frameworks.

Additionally, the study highlights the need for Ethio Telecom to improve its knowledge-sharing platforms and standardize documentation procedures. Implementing user-friendly and accessible knowledge-sharing platforms that integrate seamlessly with existing IT systems can enhance communication and collaboration among employees. Establishing clear guidelines, training programs, and recognition systems will promote active participation and foster a knowledge-sharing culture. Similarly, the development of standardized documentation procedures, including centralized repositories and effective metadata systems, will ensure valuable information is captured, organized, and easily accessible across the organization. By prioritizing these recommendations, Ethio Telecom can leverage its knowledge and experience management practices to improve operational efficiency and strengthen its competitive advantage in the evolving telecommunications industry.

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APPENDICES

Appendix 1 –Data Collection Instrument – Questionnaire

Dear Respondent,

My name is Habtom Gebreegziabher; I am a student at Addis Ababa University, School of Commerce in Department of Business Leadership.

I am undertaking a research on "**Assessment of Knowledge and Experience Management in Ethio Telecom Supply Chain Division"**. By virtue of being a team member of Supply Chain Division in ethio telecom, you are one of the identified respondents for this research. The research is only for academic purpose and intended mainly to examine Knowledge and Experience management in the Supply Chain Division.

Kindly accept my invitation for your participation in this research by sparing some time to fill the questionnaire.

This questionnaire will be used for the research and any information provided will be used purely for academic purposes and will be treated with confidentiality.
If you have any question about the questionnaire, please contact me via cell phone (+251) 911 509751 or through E-mail: habtom.gegziabher@ethiotelecom.et

Thank you!

SECTION A: GENERAL INFORMATION

Please read the questions carefully and feel free to respond by giving your response by ticking (√) on whichever option best describes you or applies to you.

1. Gender

☐ Female ☐ Male

2. Level of Education

☐ Certificate ☐ Diploma ☐ First Degree ☐ Masters Degree ☐ Above

3. Work Experience in the organization

☐ 0-5 years ☐ 6-10 years ☐ 11-15 years ☐ Above 15 Years

4. Your department

☐ Logistics ☐ Sourcing ☐ Supply Strategy ☐ Contract Management

☐ Other (Please specify) _____

5. Your job level

☐ Director ☐ Management ☐ Supervisor ☐ Specialist

☐ Administrator

SECTION B: ASSESSMENT OF KNOWLEDGE AND EXPERIENCE MANAGEMENT IN ETHIO TELECOM SUPPLY CHAIN DIVISION

Please indicate the extent to which you agree or disagree with the following statements by ticking (√) on your response

1. KNOWLEDGE MANAGEMENT

No.	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.1	There is a knowledge sharing platforms in the Supply Chain Division					
1.2	There is an effective knowledge transfer mechanism in the Supply Chain Division					
1.3	There is a standard procedure for capturing and documenting knowledge within the Supply Chain Division					
1.4	Knowledge Creation and sharing is encouraged by the Division and the Organization					
1.5	The training programs in the organization and Supply Chain are effective in					

No.	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
	enhancing knowledge and experience management					
1.6	Supply Chain Division Recognizes and rewards for employees who contribute for knowledge management					
1.7.	The division encourage knowledge sharing initiatives					
1.8	The management of the Division facilitates the knowledge sharing mechanisms					
1.9	There is no barriers and challenges for effective knowledge sharing in the Supply Chain Division					
1.10	There is knowledge Repository and databases for storing knowledge's in Supply Chain Division					
1.11	knowledge Repository and database is easily accessible for those in need					
1.12	There is a mechanism for capturing and managing Tacit knowledge in the Division					
1.13	There is a mechanism of interviewing employee before they retire to capture important tacit knowledge before they leave					
1.14	Failures and mistakes during the day to day activities of Supply Chain are integrated to					

No.	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
	the Divisions knowledge management process in order not to repeat them					
1.15	The Division encourages continuous learning and improvement to its staffs					

1.16. Are there established policy, procedures and processes to capture and documenting knowledge within the Supply chain Division? Yes or no……..

If yes describe it briefly

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……

1.17. Are there any barriers or challenges hindering effective knowledge sharing within the Supply Chain Division? Yes or no…….

If yes describe it briefly

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2. Experience management

No.	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
2.1	There is Experience sharing platforms in the Supply Chain Division					
2.2	There is an effective experience transfer mechanism in the Supply Chain Division					
2.3	There is a standard procedure for capturing and documenting experience within the Supply Chain Division					
2.4	The training programs in the organization and Supply Chain are effective in enhancing knowledge and experience management					
2.5	The division encourage experience sharing initiatives					
2.6	The management of the Division facilitates the experience sharing mechanisms					
2.7	There is no barriers and challenges for effective experiance sharing in the Supply Chain Division					
2.8	The Division capture and utilizes experiences of the Supply Chain Division Team					
2.9	There is a mechanism to identify and leverage the expertise of senior employees of the Division					

No.	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
2.10	Lessons learned in the past experience are integrated into the decision-making process of the Supply Chain Division					
2.11	The overall experience and knowledge management practice in the Supply Chain Division is effective					

a. Please provide any suggestions and recommendations that you think it will improve the knowledge and experience management in the Supply Chain Division?

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APPENDIX 2 - DATA COLLECTION: INTERVIEW FOR MANAGERS

1. Can you describe the processes and practices currently in place for sharing knowledge within the Supply Chain Division?
2. How do employees in the division access and contribute to knowledge repositories or databases?
3. Can you provide examples of successful knowledge transfer initiatives or projects within the division?
4. In your opinion, what are the main barriers or challenges to effective knowledge sharing in the Supply Chain Division?
5. How does the division capture and utilize the experience and expertise of senior employees?
6. Can you describe any specific mechanisms or programs in place to encourage collaboration and knowledge sharing among team members?
7. How are lessons learned from past experiences integrated into decision-making processes within the Supply Chain Division?
8. How does the division recognize and reward employees who contribute to knowledge and experience management?
9. Can you share any instances where tacit knowledge (informal knowledge gained through experience and expertise) played a critical role in the success of supply chain-related activities?
10. How does the division ensure that knowledge and experience management practices align with the overall goals and strategies of Ethio Telecom?

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