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## **Quality management system in Corporate business: A case study of a Customer focus approach in Kimironko Sector-Gasabo District.**

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### ABSTRACT

The study was about quality management system in corporate business, a case study of a customer focus approach in Kimironko Sector -Gasabo district. The study is based on the three objectives which included: To identify the role played by quality management in corporate business, to document the challenges facing quality management in corporate business and to suggest the possible ways of improving quality management in corporate businesses. The study used explanatory research design following a sample of 410 respondents. Both simple random and purposive sampling techniques were used during the study. Different data collection methods were used during the study, like self-administered questionnaires and interview guides. The study findings were analyzed using micro soft computer package. The study findings were discussed and interpreted following the order of the research objectives. The study concluded that different roles played by quality management in corporate business were given out like attraction of customers, expansion of business, production of quality goods and services, making of profits as well as reduction in costs of production. This was evidenced by the majority of the respondents and most challenges facing quality management in corporate business were given out like poor planning, poor organizing and stiff competition. It was also evidenced by the majority of the respondents. The study however recommended that there should be effective business planning in the corporate partnerships so as to standardize quality management in businesses. It was noted that if corporate businesses can be planned well, and then growth and expansion of the businesses can be achieved thus, leading to development and managerial skills should be considered highly in corporate businesses so as to improve on the performance of corporate businesses. They revealed that with managerial skills, corporate businesses make profits thus leading to effective development of such businesses.

**Keywords:** Quality, management, Corporate, business, Customer, approach Kimironko and Gasabo

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### INTRODUCTION

The concept of Quality Management and Corporate Business has developed over centuries. This concept has emerged from industrial revolution, where; previously, goods had been made from start to finish by the same person or group of persons with the product having been crafted and adjusted to meet quality criteria. Indeed,

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mass production brought huge teams of employees to work together on a landmark. Thus, management quality was the responsibility of quality department and was implemented by inspection of the product output to remove any defects. Collective policies, plans, practices, and supporting infrastructure by which an organization aims to reduce and eventually eliminate non-conformance to specifications or benchmarks, and customer expectations in the most cost effective and efficient manner was established since then. It is within this context that this thesis root itself among the many proposals [1]. In Africa, quality management system (QMS) can be expressed as the organizational structure, procedures, processes and resources needed to implement quality management. Early systems emphasized predictable outcomes of an industrial product production line, using simple statistics and random sampling. By the 20th century, labour inputs were typically the most costly inputs in most industrialized societies, so focus shifted to team cooperation and dynamics, especially the early signaling of problems via a continuous improvement cycle. In the 21st century, QMS has tended to converge with sustainability and transparency initiatives, as both investor and customer satisfaction and perceived quality is increasingly tied to these factors. Of all QMS regimes, the ISO 9000 family of standards is probably the most widely implemented worldwide - the ISO 9001 audit regime applies to both, and deals with quality and sustainability and their integration [2]. Other QMS, e.g. Natural Step, focus on sustainability issues and assume that other quality problems will be reduced as result of the systematic thinking, transparency, documentation and diagnostic discipline that sustainability focus implies. See sustainability for more on this approach to quality management [3]. The concept of quality as we think of it now first emerged out of the Industrial Revolution. Previously goods had been made from start to finish by the same person or team of people, with handcrafting and tweaking the product to meet 'quality criteria'. Mass production brought huge teams of people together to work on specific stages of production where one person would not necessarily complete a product from start to finish. In the late 19th century pioneers such as Frederick Winslow Taylor and Henry Ford recognized the limitations of the methods being used in mass production at the time and the subsequent varying quality of output. Birland established Quality Departments to oversee the quality of production and rectifying of errors, and Ford emphasized standardization of design and component standards to ensure a standard product was produced. Management of quality was the responsibility of the Quality department and was implemented by Inspection of product output to 'catch' defects [4]. Application of statistical control came later as a result of World War production methods, and were advanced by the work done of W. Edwards Deming, a statistician, after whom the Deming Prize for quality is named. Joseph M. Juran focused more on managing for quality. The first edition of Juran's Quality Control Handbook was published in 1951. He also developed the "Juran's trilogy," an approach to cross-functional management that is composed of three managerial processes: quality planning, quality control and quality improvement. These functions all play a vital role when evaluating quality [5]. Quality, as a profession and the managerial process associated with the quality function, was introduced during the second-half of the 20th century, and has evolved since then. Over this period, few other disciplines have seen as many changes as the quality profession. Basing on this background, the researcher intends to examine quality management system in corporate business. This study will be guided by Systems Theory that suggests an evolutionary explanation for the dominance of management in contemporary Western societies, [6]. It also clarifies the role of complex organizations in modern society; and predicts that the complexity of organizations, and therefore the role of management, will probably continue to increase – at least for so long as the efficiency-enhancing potential of complexity can continue to outweigh its inevitably increased transaction costs. A quality management system (QMS) is an organizational structure implemented by a company and consists of procedures, processes and resources used for quality management. QMS is designed to increase performance and quality within an organization. A QMS is implemented to promote quality and efficiency within a company. QMSs rely on creating procedures for the processes used in producing a product or service. The motivation behind QMS is customer satisfaction. When a QMS is created, a company focuses on specifications, standards and customer expectations. The system is designed to allow for products or services to be produced and sold in the most cost-effective way as possible. A QMS is constantly monitored and changed for improvements. It allows a company to identify measure and control all processes used. When a QMS system is efficient, a company's business performance should increase. The quality paradigm today is an essential part of business in the U.S. as well as on a global scale. It took a long

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time to recognize the pivotal role of quality management for organizational excellence. Today, no one doubts the necessity of a systematic quality approach. The evolution of Total Quality Management (TQM) and most of its derivatives can be traced back to the period when American quality pioneers developed quality management frameworks, taught them, and supported their application in the Japanese industry. The automotive sector is a prime example for quality management principles, illustrating both positive and negative implications of quality paradigms. This paper focuses on the automobile industry and evaluates the different quality approaches common in this industry. As a result, the conclusion to be drawn is that, rather than implementing a rigid quality framework, it is more important to have a consistent and continuous quality approach, which is applied on all levels and involves all employees, incorporating the organizational functions with a holistic approach. Quality management is a recent phenomenon. Advanced civilizations that supported the arts and crafts allowed clients to choose goods meeting higher quality standards than normal goods. In societies where arts and crafts are the responsibility of a master craftsman or artist, they would lead their studio and train and supervise others. The importance of craftsmen diminished as mass production and repetitive work practices were instituted. The aim was to produce large numbers of the same goods. The first proponent in the US for this approach was Eli Whitney who proposed (interchangeable) parts manufacture for muskets, hence producing the identical components and creating a musket assembly line. The next step forward was promoted by several people including Frederick Winslow Taylor a mechanical engineer who sought to improve industrial efficiency. He is sometimes called "the father of scientific management." He was one of the intellectual leaders of the Efficiency Movement and part of his approach laid a further foundation for quality management, including aspects like standardization and adopting improved practices. Henry Ford was also important in bringing process and quality management practices into operation in his assembly lines. In Germany, Karl Friedrich Benz, often called the inventor of the motor car, was pursuing similar assembly and production practices, although real mass production was properly initiated in Volkswagen after World War II. From this period onwards, North American companies focused predominantly upon production against lower cost with increased efficiency. Walter A. Shewhart made a major step in the evolution towards quality management by creating a method for quality control for production, using statistical methods, first proposed in 1924. This became the foundation for his ongoing work on statistical quality control. W. Edwards Deming later applied statistical process control methods in the United States during World War II, thereby successfully improving quality in the manufacture of munitions and other strategically important products.

Quality leadership from a national perspective has changed over the past five to six decades. After the Second World War, Japan decided to make quality improvement a national imperative as part of rebuilding their economy, and sought the help of Shewhart, Deming and Juran, amongst others. W. Edwards Deming championed Shewhart's ideas in Japan from 1950 onwards. He is probably best known for his management philosophy establishing quality, productivity, and competitive position. He has formulated 14 points of attention for managers, which are a high level abstraction of many of his deep insights. A quality management system (QMS) can be expressed as the organizational structure, procedures, processes and resources needed to implement quality management. Early systems emphasized predictable outcomes of an industrial product production line, using simple statistics and random sampling. By the 20th century, labour inputs were typically the most costly inputs in most industrialized societies, so focus shifted to team cooperation and dynamics, especially the early signaling of problems via a continuous improvement cycle. In the 21st century, QMS has tended to converge with sustainability and transparency initiatives, as both investor and customer satisfaction and perceived quality is increasingly tied to these factors. Of all QMS regimes, the ISO 9000 family of standards is probably the most widely implemented worldwide - the ISO 9001 audit regime applies to both, and deals with quality and sustainability and their integration.

#### **Aim of the Study**

The aim of this study is to identify quality management system in Corporate business: A case study of a Customer focus approach in Kimironko Sector -Gasabo District.

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### Specific Objectives

- i. To identify the role played by quality management in corporate business
- ii. To document the challenges facing quality management in corporate business
- iii. To suggest the possible ways of improving quality management in corporate businesses

### Research Questions

- i. What is the role played by quality management in corporate business?
- ii. What are the challenges facing quality management in corporate business?
- iii. What are the possible ways of improving quality management in corporate businesses?

### Scope of the study

The scope of this study was concerned with the Quality management in corporate business in Kimironko Sector-Gasabo district that may act as stepping stone of improving on business conduction in Rwanda. It focused on the concerns of the clients towards quality.

## METHODOLOGY

### Research Design

A research design is a detailed plan which guides the study. [7], defines it as the plan and structure of investigation so conceived so as to obtain answers from research questions. The study used a descriptive research design in which both qualitative and quantitative techniques were utilized. Quantitative data based on methodological principles of description, and use of statistical measurements as was experienced by the researcher. Quantitative data was presented on tables depending on the nature of the data to be analyzed.

### Study Variables

The research variables under the study were; Quality management as an independent variable and performance of corporate businesses as a dependent variable.

### Study Population

The population that was considered by the study during data collection as follows;

**TABLE 1: Table of the Population sample study**

S/N	ITEM	TARGET POPULATION	SAMPLE SIZE
1	Company Managers	4	4
2	Company Employees	100	80
3	Sector Heads	4	4
4	Clients	2000	322
	<b>TOTAL</b>		<b>410</b>

Source: **R.V.Krejcie and D.W.Morgan (1970)**.

The researcher obtained information from business people and stakeholders in the system of business where quality management is expected to enhance development of corporate businesses.

### Sample Size

The sample size was comprised of 330 respondents chosen according to [8-9], tables for determining sample size from given finite population and according to [9] Random sampling was used to choose the respondents from the sector other than the sector heads who will be purposively selected. The researcher prefers randomization in selecting the respondents because of their big numbers. By the same, the researcher endeavored to minimize the influence of these extraneous variables on the findings of the study. Purposive sampling was used to select the company managers and sectors heads. Purposive sampling is sometimes called judgmental sampling; here the researcher used his own judgment regarding the participants from whom he wants to collect the information. The researcher purposively selected the sector heads and company managers because she knows that they would give the relevant responses to the questionnaire. The researcher selected the clients randomly.

### Sampling method

Sampling method is defined as a method used in order to obtain the required sample from the study population; During the process of data collection, stratified probability sampling technique was employed by using the following formulae as put forward by CR. Kothali and determined as in table 2.

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$P = F/N \times n$ .  
Where; F= Number in the category  
N = Total population  
P = Number of respondents in the category obtained from the group  
n = Total number of the respondents

The researcher used the sample size of 410 selected from the study population because; it was large enough to help the researcher to obtain more and reliable information for the study.

#### **Instruments of data collection**

The study employed three methods during the process of data collection and these are as follows;

**Documentation/ secondary data:** Secondary data was used in this study; the researcher collected secondary information from text books and news papers. This information was reviewed by visiting places like libraries and internet cafes. The researcher visited such places and get information that was related to the study variables as presented in literature review.

**Questionnaire:** An open and close ended questionnaire was constructed and this was self administered where the researcher allowed the study respondents to fill the questionnaire in the study field. The questionnaire tool collected information from officials and business stakeholders from the study area because they are expected to know how to read and write.

**Interview guide:** An interview guide was drafted with a set of questions that the researcher asks respondents during an interview and this was open ended in nature. The researcher personally recorded the provided responses as per study respondents during the process of carrying out an interview. This tool was used to collect information from the respondents participating in the study.

#### **Methods of Data Handling**

**Data editing:** Editing of collected data was done to make the data ready and simpler for presentation. The filled questionnaires were edited one by one to correct errors that were done by the study respondents. Data was edited in order to check for accuracy, completeness, consistency and uniformity.

**Data presentation:** The edited data was ready for presentation. Presentation of data involves use of tables that were generated from the questions relevant to the study variables.

**Data analysis:** The edited data was analyzed both quantitatively and qualitatively as follows; Quantitative data was grouped and statistical description such as tables showing frequencies and percentages and pie- charts as well as graphs for better interpretation. However, qualitative data was analyzed in a way of identifying the responses from respondents that are relevant to the research problem. Mainly such data was analyzed by explaining the facts collected from the field under which the researcher was able to quote respondents' responses.

#### **Interpretation of the study results**

Interpretation and discussion of the results was done as the researcher was explaining the strength of the study variables basing on the frequencies and percentages, charts and graphs. Statistical conclusions was further be made during the interpretation of the study results.

#### **Validity and Reliability of the Questionnaire**

To test for the validity of the research instruments, the construct validity and factor analysis was used while the cronbach's alpha was utilized to test for the reliability of the research tools.

#### **Pre-testing (Validity and reliability of the study instruments)**

The questionnaire was pre-tested before administering it on the respondents. The content Validity Index (CVI) was used to measure the relevance of the questions on the study variable using expert judgment as shown in the table below. The CVI was arrived at using the formula:

#### **Validity**

[10] define validity as the "best available approximation to the truth or falsity of a given inference, proposition or conclusion. After constructing the questionnaire, the researcher contacted two research experts in order to determine whether her questionnaire tool is valid in away of collecting information that was used in understanding

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the research problem. Hence the researcher constructed the validity of the instruments by using expert judgment method as suggested by [11].

The instrument was refined based on experts' advice. The following formula was used to test validity index.

$$CVI = \frac{\text{No. of items regarded relevant}}{\text{Total No. of items}}$$

$$CVI = \frac{23}{25} = 0.92$$

This resulted into a content validity index of 0.91 %, meaning that the instrument was valid. Qualitative validity of instruments was ensured by processing data into manageable proportions through editing, coding, and tabulation methods.

### Reliability

Reliability refers to the extent to which a test or other instrument is consistent in its measures. It was added that if a test is not reliable, one cannot find the answers to our questions [10]. The researcher determined reliability of the questionnaire through carrying out a Pilot study test before the time of the study. A pilot study was carried out to know whether the data instruments was able to establish the required data and it was only cover two people selected from the study area. The Researcher was given information that was expected out of respondents as she considered the data instruments reliable in the collection of valid information.

### Hypothesis testing

The hypothesis was tested scientifically with the guide of two hypotheses formed in chapter one that is; Null ( $H_0$ ) and the alternative ( $H_1$ ) as;

$H_0$ : There is no relationship between quality management and performance of corporate business in Kimironko Sector-Gasabo district.

$H_1$ : There is a relationship between quality management and performance of corporate business in Kimironko Sector-Gasabo district.

Hypothesis was done by employing Chi-square ( $X^2$ ) test that was calculated from the following method;

$$X^2 = \sum \left\{ \frac{f_o - f_e}{f_e} \right\}^2$$

Where by;  $f_o$  = frequency observed

$\sum$  = summation

$f_e$  = frequency expected

The critical value at the level of significance 5% will then be calculated for the purpose of comparison with the Chi-square ( $X^2$ ) from the degree of freedom as below;

$df = (r-1)(c-1)$  Where; r = number of rows and

c = number of column

df = degree of freedom

The researcher stated to accept the Null ( $H_0$ ) if the calculated Chi-square ( $X^2$ ) is found to be less than the critical value at 5% and reject it if the calculated Chi-square ( $X^2$ ) is found to be greater than the critical value at 5% level of significance from the table.

### Limitations of the study

Acceptable 5% margins of errors were affected in this study in the view of the following threats to validity.

1. **Testing:** An anticipated inconvenience may occur among research assistants in terms of differences in time and date of data collection. To maximize this threat, the researcher will thoroughly brief them in the sampling and data gathering procedures.

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**2. Instrumentation**

The research instrument is none standardized and was tested for validity and reliability.

**3. Attrition:** some questionnaires may not be returned nor retrieved thus reducing minimum sample size. In view of this threat, the researcher distributed questionnaires more than the required sample size.

**4. Extraneous variables:**

Factors which were beyond the researcher’s control such personal biases, honesty of the participants and uncontrolled setting. However, the researcher requested the participants not to be subjective and to be as honest as possible to provide real inspiration as indicated in the questionnaire.

**Data Presentation, Analysis and Interpretation**

Data was presented following the specific objectives of the study which included:

- i. To identify the role played by quality management in corporate business
- ii. To document the challenges facing quality management in corporate business
- iii. To suggest the possible ways of improving quality management in corporate businesses

The Biographic data of the participants was presented first and later the presentation of data according to the specific objectives followed. The presented data was analyzed using Micro-soft excel computer package whereby frequencies and percentages were generated and presented in tables following a sample of 410 respondents as explained below.

**Bio-graphic characteristics of participants**

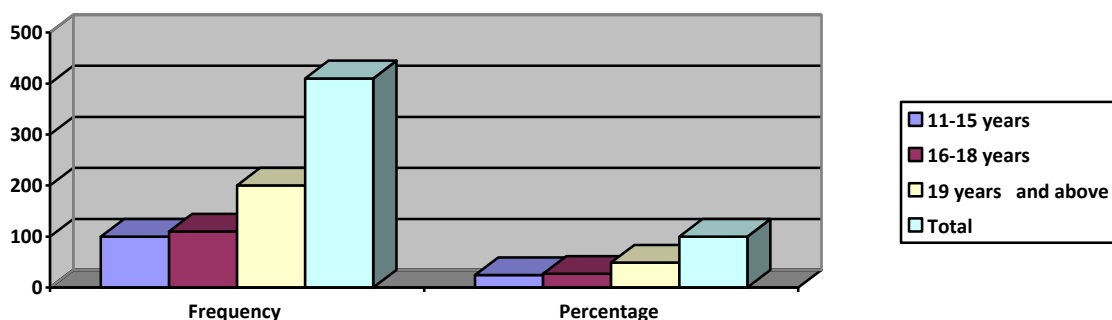
The bio-graphic characteristics of the participants were followed so as to relate it to the study variables under investigation. These included age of the participants, highest qualification of participants and gender of the respondents.

**Age of the respondents**

The researcher considered age of the respondents so as to relate it to the study findings under investigation. The findings are as follows:

**Table 2: Age of the respondents**

Age of the respondents	Frequency	Percentage
11-15 years	100	24.4
16-18 years	110	26.8
19 years and above	200	48.8
<b>Total</b>	<b>410</b>	<b>100</b>



**Source: Field Data 2013**

From the study findings 100(24.4%) of the respondents were found between 11-15 years. These were mainly the youth engaging themselves in business so as to earn a living in Kimirinko Sub County in Gasabo district. They

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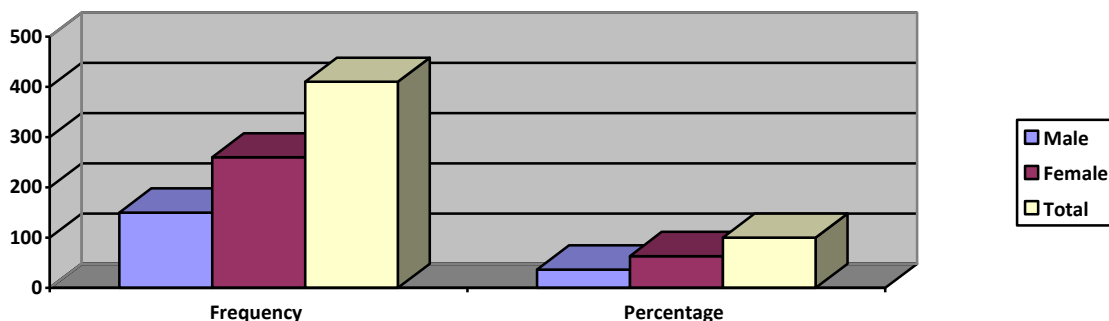
were mainly found at customer focus approach whereby they respondents that with quality management in business, the business is managed well and make profits effectively. They went ahead and noted that with a well managed business, the immediate profits are made thus leading to development. The study findings 110(26.8%) of the respondents were between 16-18 years of age. They noted that with quality management in the business, the business growth and development is achieved in a specified period of time. They noted that a business with quality management attracts customers and make profits in just a short run. Finally on age, the 200(48.8%) of the respondents were 19 years and above. They noted that with quality management in business, the chances of the businesses to expand are very high and this promotes customer attraction in a business at the time of the real need.

**Sex of the respondents**

Sex of the respondents was considered so as to bring a relationship between the study variables under investigation. The findings are shown in the table below

**Table 3: Sex of the respondents**

Sex of the respondents	Frequency	Percentage
Male	150	36.6
Female	260	63.4
<b>Total</b>	<b>410</b>	<b>100</b>



**Source: Field Data 2013**

Basing on the study findings 150(36.6%) of the respondents were males. The male respondents were just few compared to the female ones. These respondents irrespective of sex noted that quality management makes most businesses a success. These respondents were selected from focus customer approach in Gasabo district. From the study findings 260(63.4%) of the respondents were females. These females were engaging themselves in businesses so as to earn a living. They noted that with quality management in business, the customers become attracted and in the long run profits becomes accumulated. This leads to growth and development of the businesses in a shortest period of time.

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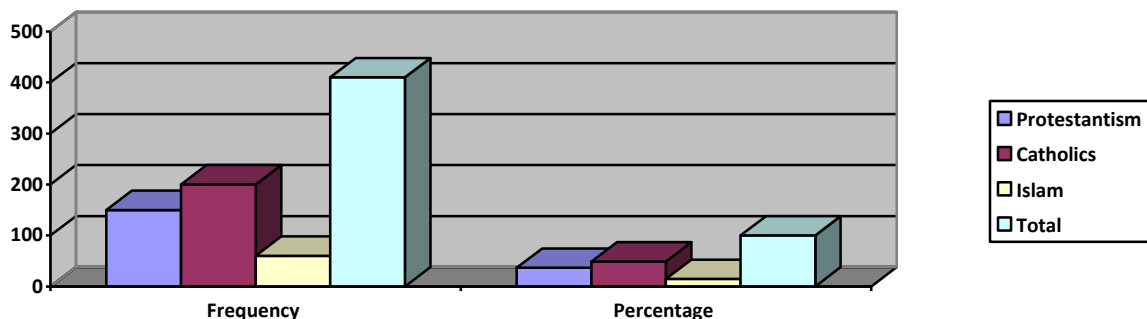


### Religion of the Respondents

The researcher considered religion of the respondents so as to relate it to the study findings under investigation. The findings of the religion are shown in the table below.

**Table 4: Religion of the Respondents**

Religion of the Respondents	Frequency	Percentage
Protestantism	150	36.6
Catholics	200	48.8
Islam	60	14.6
<b>Total</b>	<b>410</b>	<b>100</b>



**Source: Field Data 2013**

From the study findings, 150(36.6%) of the respondents were the protestants. These respondents irrespective of their religion noted that quality management in business is very important to make the immediate business growth and this leads to the accumulation of profits at the time of real need. The 200 (48.8%) of the respondents were found Catholics. Catholics were many compared to Protestants and Moslems. They revealed that with quality management in business, the business expands and make profits in a shortest period of times and this brings in business growth and development. The study findings revealed that 60(14.6%) of the respondents were the Moslems. The Moslems were the most few respondents compared to other religions. The Moslems noted that quality management is very important for business growth and development.

### Role played by quality management in corporate business

The researcher considered roles played by quality management in corporate business so as to achieve the first specific objective of the study. The roles were considered to be a core of bringing the study variables relationships. The findings are shown in table 4 below

**Table 5: Role played by quality management in corporate business**

Role played by quality management	Frequency	Percentage
Attracts customers	50	12.2
Makes business expand	100	24.4
Production of quality goods	110	26.8
Making of the profits	50	12.2
Reduces the costs of production	90	22.1
<b>Total</b>	<b>410</b>	<b>100</b>

**Source: Field Data 2013**

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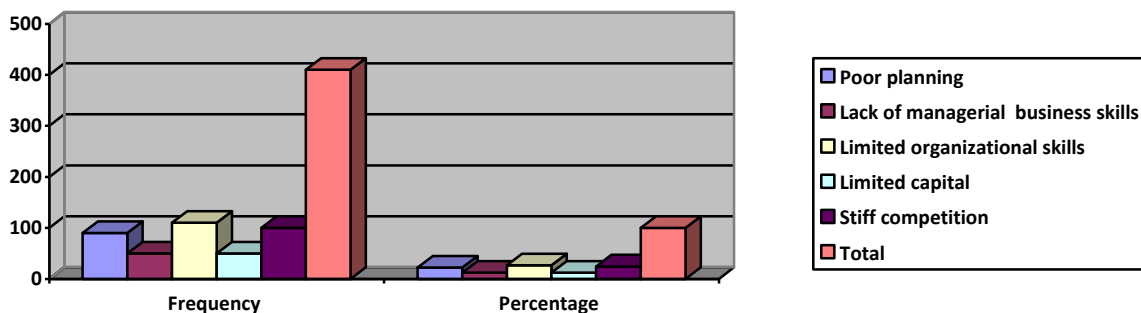
From the study findings 50(12.2%) of the respondents noted that quality management in the business attracts more customers in the business and therefore should be considered a very important aspect in business conduction. They emphasized quality management in the businesses is good and therefore brings more customers to the business. From the study findings 100 (24.4%) of the respondents noted that quality management business leads to business expansion. This implied that quality management in the business make businesses accumulate profits and this enables business growth and expansion in the businesses thus leading to sustainable growth and development of the business. This is related with [12] who noted that Total Quality Management (TQM) as a structured attempt to re-focus the organization's behavior, planning and working practices towards a culture which is employee driven, problem solving, stakeholder oriented, values integrity, and open and fear free. Furthermore, the organization's business practices are based on seeking continuous improvement, the devolution of decision making, the removal of functional barriers, the eradication of sources of error, teamwork, honesty, and fact-based decision making in business. The study findings also indicated that 110(26.8%) respondents supported that quality management leads to the sale of quality of goods and services within the business since more profits can be made in a shortest period of time. Following the study findings 50(12.2%) of the study respondents noted that quality management in business makes businesses accumulate more profits abnormally ant at the end they expand within a shortest period of the time. Basing on the study findings 90(22.1%) of the respondents noted that quality management in corporate businesses to reduce on their costs of production since more profits are normally done in a shortest period of time. It increases the marginal propensity to sane within corporate businesses thus leading to their growth and expansion.

**Challenges facing quality management in corporate business**

The researcher considered challenges facing quality management in corporate business so as to relate it to the study findings under investigation. The findings are shown in the table below

**Table 6: Challenges facing quality management in corporate business**

Challenges facing quality management	Frequency	Percentage
Poor planning	90	22.1
Lack of managerial business skills	50	12.2
Limited organizational skills	110	26.8
Limited capital	50	12.2
Stiff competition	100	24.4
<b>Total</b>	<b>410</b>	<b>100</b>



Source: Field Data 2013

From the study findings, 90(22.1%) of the study findings revealed that poor planning is the challenge facing quality management in corporate businesses. They revealed that since corporate businesses are the businesses

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managed by so many people, some do not have managing skills to plan for their businesses and at the end of the day such businesses do collapse. Following the above study findings 50(12.2%) of the respondents mentioned a challenge of poor managerial skills that affect the quality management in the businesses. They noted that the owners of corporate businesses do not possess managerial skills to manage their businesses effectively and this affects the profitability margins of such businesses since the marginal propensity to save is always at a low rate. This is related with [3] who noted that competitiveness in Rwandan Business circles ought to continue taking centre stage. The main challenge facing firms in Rwanda remains how to survive in the wake of opening doors like East African Integration, Economic Partnership Agreements and Globalization. How do we as a country or developing economy tackle competition? At policy level, Government is challenged with how to design and implement supportive policies and strategies that will protect and nurture the growth of its young industries. At a sector meeting with the Minister of Tourism Trade and Industry, she remarked that Government is interested in assisting industry assist become more competitive through appropriate policies. But can Government develop these conducive policies on its own? Business and Government both need to intensify their partnership to build and strengthen competitiveness

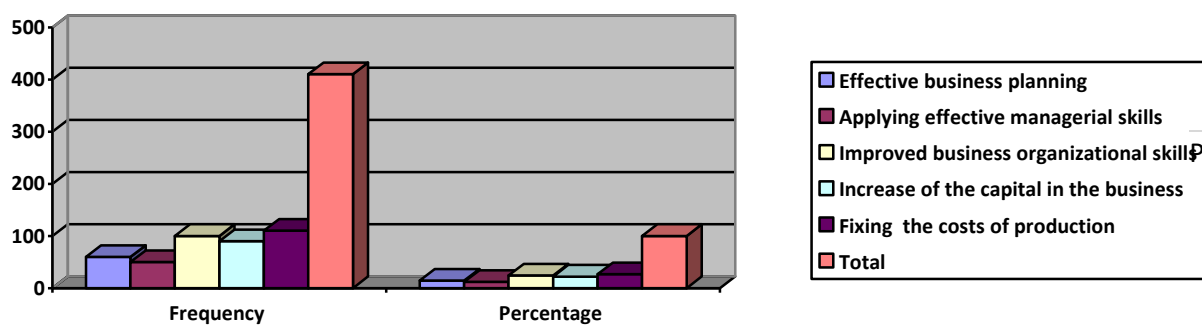
The study findings justified that 110(26.8%) of the study respondents to would have mentioned a challenge of poor organizing skills that affects corporate businesses. This is because most corporate businesses do not take organizing as a function of management business important and at the end they ended up making mistakes at the time. This leads to the collapse of such businesses with immediate effect. Also the study findings revealed that 50(12.2%) respondents mentioned a challenge of limited capital to be affecting businesses. They revealed that limited capital affects businesses since it affects businesses profitability margins. This makes such businesses collapse seriously. Finally on challenges 100(24.4%) of the respondents noted that corporate businesses quality management assurance is always affected by other businesses stiff competition. This is because most businesses are not of quality to compete with others on the current situation market and at the end they fail completely.

#### Possible ways of improving quality management in corporate businesses

The possible ways of improving the quality management in corporate businesses so as to relate it the study findings under investigation. The findings of the possible ways are shown as below.

**Table 1: Possible ways of improving quality management in corporate businesses**

Possible ways	Frequency	Percentage
Effective business planning	60	14.6
Applying effective managerial skills	50	12.2
Improved business organizational skills	100	24.4
Increase of the capital in the business	90	22.1
Fixing the costs of production	110	26.8
<b>Total</b>	<b>410</b>	<b>100</b>



**Source: Field Data 2013**

From the study findings 60(14.6%) of the respondents noted that there should be effective business planning in the corporate partnerships so as to standardize quality management in businesses. They noted that if corporate businesses can be planned well, and then growth and expansion of the businesses can be achieved thus leading to development. This is related with [13] who noted that a process through which a business seeks to ensure that product quality is maintained or improved and manufacturing errors are reduced or eliminated. Quality control requires the business to create an environment in which both management and employees strive for perfection. This is done by training personnel, creating benchmarks for product quality, and testing products to check for statistically significant variations. Following the study findings, 50(12.2%) of the respondents noted that managerial skills should be considered highly in corporate businesses so as to improve on the performance of corporate businesses. They revealed that with managerial skills, corporate businesses make profits thus leading to effective development of such businesses. Following the study findings, 100(24.4%) of the respondents noted that business organizational skills should be highly considered and this leads to better quality management of corporate businesses. They revealed that organisation in business makes every thing straight especially managing and this leads to business development. Following the study findings also 90(22.1%) of the study findings noted that capital of the business should always become stabilized such that the quality assurance and management with in corporate businesses can be achieved. They revealed the with enough capital in business, quality management can be achieved thus leading to business growth and expansion in a shortest period of time. The study findings finally revealed that 110(26.8%) of the respondents revealed that the costs of production should always be fixed and stable in order to avoid ups and downs in business. This can bring effective growth and development of quality management skills in businesses.

**DISCUSSION**

**Research objective one: role played by quality management in corporate business**

Following the study findings, different roles played by quality management in corporate business were given out like attraction of customers, expansion of business, production of quality goods and services, making of profits as well as reduction in costs of production. This was evidenced by the majority of the respondents. This is related with [12] who noted that Total Quality Management (TQM) as a structured attempt to re-focus the organization's behavior, planning and working practices towards a culture which is employee driven, problem solving, stakeholder oriented, values integrity, and open and fear free. Furthermore, the organization's business practices are based on seeking continuous improvement, the devolution of decision making, the removal of functional barriers, the eradication of sources of error, teamwork, honesty, and fact-based decision making. This improves on growth and expansion of the businesses in a shortest period of time. It is also related with [5] who noted that, TQM successfully strikes a balance between the goal of organization and doing the right thing in

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terms of respecting the interest of wider stakeholders [5] Similarly, CSR accepts the legitimacy of the goal of the organization, but it considers value-based behavior - for example, valuing people and the environment – as the root to sustainable performance. Hence, TQM can play an important part in facilitating a deeper penetration of CSR in a broad range of organizations. This leads to success of the corporate businesses in a shortest period of time. The above objective about roles is also related with [14] who justified that in the field of TQM and CSR, concerns were raised about the degree of overlap between these two powerful and all-embracing concepts. Clearly, if the two concepts have a great deal in common, then TQM, with its greater penetration in organizations of all shapes and size, can act as a key catalyst for developing CSR within the organization.

#### **Research objective two: Challenges facing quality management in corporate business**

Following the study findings, most challenges facing quality management in corporate business were given out like poor planning, poor organizing and stiff competition. It was also evidenced by the majority of the respondents during the study findings. This is related with [3] who noted that Competitiveness in Rwandan Business circles ought to continue taking centre stage. The main challenge facing firms in Rwanda remains how to survive in the wake of opening doors like East African Integration, Economic Partnership Agreements and Globalization. How do we as a country or developing economy tackle competition? At policy level, Government is challenged with how to design and implement supportive policies and strategies that will protect and nurture the growth of its young industries. At a sector meeting with the Minister of Tourism Trade and Industry, she remarked that Government is interested in assisting industry assist become more competitive through appropriate policies. But can Government develop these conducive policies on its own? Business and Government both need to intensify their partnership to build and strengthen competitiveness. This affects the profitability margins of the business. This is related with [5] who noted that, a key decision for many organizations is whether risks are assessed using qualitative or quantitative metrics. The decision is generally driven by the organization's industry, commitment to ERM, its view regarding privilege and overall cost. The qualitative method provides management with general indicators rather than specific risk scores. Qualitative results are commonly presented as red, yellow and green light, or high, medium and low risks. Qualitative risk assessments are frequently favored because they require less sophisticated risk aggregation methods, mathematical support and user training, which means lower implementation costs. Conversely, qualitative results are commonly criticized for their limited alignment with key financial statement and budgetary indicators. Additionally, some critics suggest qualitative results are generally more difficult to interpret, which limits management's ability to assign accountability and remediate. It also related with [15] who noted that energy cost in Rwanda is one of the factors that can directly determine competitiveness in the wake of regional integration because Rwanda has one of the lowest electric power tariffs as well as petroleum costs. The recent discovery of some minerals in Rwanda is looked at with pessimism by many, anxious that it may become a curse to the nation. Industrialists on the other hand ought to look at it as an opportunity to become more competitive. All that needs to be done is to ensure that proceeds from minerals are used to lower the cost of doing business in Rwanda through cheaper energy, cheaper fuel, improvement of infrastructure etc. Although Government has put up a National Oil and Gas policy, industrialists ought to have been more interested in the policy to ensure that it fully addresses their requirement. This indeed affects the successfulness of the businesses forever.

This is related with [16], who noted that Process-centered is a fundamental part of TQM is a focus on process thinking. A process is a series of steps that take inputs from suppliers (internal or external) and transforms them into outputs that are delivered to customers (again, either internal or external). The steps required to carry out the process are defined, and performance measures are continuously monitored in order to detect unexpected variation he further noted that, although an organization may consist of many different functional specialties often organized into vertically structured departments, it is the horizontal processes interconnecting these functions that are the focus of TQM. It is also related with [15], who noted energy cost in Rwanda is one of the factors that can directly determine competitiveness in the wake of regional integration because Rwanda has one of the lowest electric power tariffs as well as petroleum costs. The recent discovery of some minerals in Rwanda is looked at with pessimism by many, anxious that it may become a curse to the nation. Industrialists on the other hand ought to look at it as an opportunity to become more competitive. All that needs to be done is to ensure that proceeds

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from minerals are used to lower the cost of doing business in Rwanda through cheaper energy, cheaper fuel, improvement of infrastructure etc. Although Government has put up a National Oil and Gas policy, industrialists ought to have been more interested in the policy to ensure that it fully addresses their requirement.

**Research objective three: possible ways of improving quality management in corporate businesses**

Following the study findings and objectives, possible ways of improving quality management in corporate businesses were given out like effective planning, granting more capital and effective managerial skills. This is related with [13] who noted that a process through which a business seeks to ensure that product quality is maintained or improved and manufacturing errors are reduced or eliminated. Quality control requires the business to create an environment in which both management and employees strive for perfection. This is done by training personnel, creating benchmarks for product quality, and testing products to check for statistically significant variations. This can lead to successfulness in businesses if at all it is put in practice. It is also related with [17] who noted that Rwanda Coffee Development Authority (RCDA) was established by an Act of Parliament 1996 and amended in 1998, Cap. 325 under the laws of the Republic of Rwanda. RCDA is established as a public Authority and its mandate is to promote and oversee the coffee industry by supporting research, promoting production, controlling the quality and improving the marketing of coffee in order to optimize foreign exchange earnings for the country and payments to the farmers and this boosts businesses to date.

**CONCLUSION**

1. Following the study findings, different roles played by quality management in corporate business were given out like attraction customers, expansion of business, production of quality goods and services, making of profits as well as reduction in costs of production. This was evidenced by the majority of the respondents
2. Following the study findings, most challenges facing quality management in corporate business were given out like poor planning, poor organizing and stiff competition. It was also evidenced by the majority of the respondents during the study findings. Such challenges affect businesses more terribly.
3. Following the study findings and objectives, possible ways of improving quality management in corporate businesses were given out like effective planning; granting more capital and effective managerial skills and such possible ways of improving business skills can lead to better management of the businesses.

**RECOMMENDATIONS**

1. There should be effective business planning in the corporate partnerships so as to standardize quality management in businesses. They noted that if corporate businesses can be planned well, and then growth and expansion of the businesses can be achieved thus leading to development.
2. Managerial skills should be considered highly in corporate businesses so as to improve on the performance of corporate businesses. They revealed that with managerial skills, corporate businesses make profits thus leading to effective development of such businesses.
3. Business organizational skills should be highly considered and this leads to better quality management of corporate businesses. They revealed that organisation in business makes every thing straight especially managing and this leads to business development.
4. Capital of the business should always become stabilized such that the quality assurance and management with in corporate businesses can be achieved. They revealed it with enough capital in business, quality management can be achieved thus leading to business growth and expansion in a shortest period of time.
5. Costs of production should always be fixed and stable in order to avoid ups and downs in business. This can bring effective growth and development of quality management skills in businesses.

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