

QUALITY MANAGEMENT PRACTICES AND BUSINESS DEVELOPMENT:  
A CASE STUDY OF NILE BREWERIES IN KABALE DISTRICT

BY

ATUKWASE JASPER

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A RESEARCH REPORT SUBMITTED TO THE FACULTY OF ECONOMICS AND  
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## **DECLARATION**

I hereby declare that this research report titled "Contribution of quality management practices on business development; a case study of Nile Breweries in Kabale District, Uganda" is entirely my own work and does not contain any unacknowledged work from other sources.

Sign ..

■ ■ ■  
(Student)  
**ATUKWASE JASPER**

**APPROVAL**

This research report titled "Contribution of quality management practices on business development; a case study of Nile Breweries in Kabale District, Uganda" has been submitted for examination with my approval as supervisor.

Signature .....

Date .....

**DR. AGABA MOSES**

**SUPERVISOR**

## **DEDICATION**

**To** all members of my family especially by beloved parents Mr. Turyahabwa Jassy and Mrs. Asimwe Ruth for standing with me throughout my studies and for paying all the fees thereby required

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May God Bless you!!

## LIST OF ACRONYMS

<b>GDP</b>	Gross Domestic product
MDG	Millennium development goals
MSMEs	Micro Small and Medium Enterprises
QM	Quality Management
TQM	Total Quality Management United
UNDP	Nations development plan

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## ABSTRACT

The study was about the contribution of quality management practices on business development; a case study of Nile Breweries in Kabale District. The objectives of the study were to identify the **quality** management practices involved in business development in Nile Breweries, to find out the indicators of business development in Kabale District, and to find out the contribution of quality management practices on business development in Nile Breweries. A descriptive design was used depending on the characteristics of the study. A sample of 41 respondents were used, data was collected using questionnaire directed to the employers and employees of the company. Data was analyzed using frequencies where percentages were derived for easy interpretation. From the findings it was found that that quality management practices are properly used within the bakery, the application process of top management, leadership or top management commitment, information and analysis, use of employee involvement in decision making, and supply chain management is also applied within the bakery. Increase in profits indicate the development of any business in that when the business is not making profits that will help it to make day today expenditures then it's likely to fail or stop from working out. Respondents showed that quality management practices helps in communication improvement within the business. Still quality management practice will help to know what will be needed to improve the performance of the business and this can be done through communication. Consistency in business operations within the community and through providing services to the customers hence business development and sustainability. Continuous improvement of the business also can be attributed to good quality management practices within Kabale district. The study concludes that TQM practices improve various performance measures in the firms. All aspects of TQM practices should be effectively managed in a firm because each factor in TQM practices improves different aspects of firm performance. Studies supported the management leadership, continuous improvement and customer focus for positive relations with innovative performance. The study concludes that Nile Breweries should improve employee involvement/skill and firm structure and allocate sufficient resources to implement TQM successfully. There should be the participation of the employee in the decision making of the organization. There should be high commitment on quality and customer satisfaction so as to avoid discrimination and marginalization within the business development.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

**This** chapter presents the background to the study, statement of the problem, objectives of the **study**, research questions, and scope of the study, significance, operational definitions, and limitations of the study.

#### **1.1 Background of the study**

Quality management practices have been investigated extensively (Saraph et al., 1989; Flynn et al. 1994; Waldman, 1994; Powell, 1995; Ahire et al., 1996; Anderson and Sohal, 1999; Najmi and Kehoe, 2000; Zhang et al., 2000; Sun, 2001; Sila and Ebrahimpour, 2002; Kaynak, 2003). Although a plethora of practices have been described, similarities among practices can be discerned

Quality Management (QM) has been defined as a "philosophy or an approach to management" made up of a "set of mutually reinforcing principles, each of which is supported by a set of practices and techniques" (Dean and Bowen, 1994). QM represents one of the most significant research themes in operations management. Today QM is a widely accepted organizational goal for several companies (Nair, 2006). With the tremendous growth of literature in both academic and practitioner oriented outlets, the term QM has been diluted to mean different things and the scope of activities underlying QM lack consensus (Watson and Korukonda, 1995).

Quality management is an act of managing the tasks, projects and firm business that the company can compete with other companies in the system. Quality management has many dimensions and involves the supervision of all tasks, activities and lines of work performed by employees in order to gain influence and improvement in all fields related to the company. It may involve making different policies, developing different strategies for improvement, interacting with the market and eliminating errors to improve productivity

Businesses or ventures are defined as composing the means of selling a small group of products to specific customers. A business enterprise usually consists of a number of these elemental businesses and ventures. Enterprises are organized around missions, directions, or functions that they perform. They are effectively organized if that selection generates commonalty, synergy, and

nit., of purpose that allow efficient economics and renewal. The business development tools focus elemental businesses. These businesses are viewed as the building blocks of the enterprises and corporation as a whole. Business development, in this context, has only one purpose: The successful creation of profitable business ventures. It is not product development, market development, nor Research, but bridges all. Business development encompasses the definition, evaluation, and direction leading to profitable business ventures.

**The** emergence of total quality management (TQM) can be traced back to the 1970s in which companies in the United States was challenged by competitors from Germany and Japan. At the end of 1980s thru the beginning of 1990s, TQM received significant increase in awareness as reported by Porter and Parker (2004). Since then TQM has been considered as a part of strategy implementation as reported by Dean and Bowen (2015). Some other studies assert that TQM helps managing organizations to improve its overall effectiveness and performance towards achieving world-class status. Prajogo and Sohal (2008) claims that TQM has been a widely accepted management model providing a competitive advantage through quality. Kumar, (2009) declares that TQM is one of the most popular and most often recommended approaches to help companies improve efficiency and competitiveness.

Furthermore, Kumar (2009) reports the positive correlation of quality management practices with company performance, i.e. employee relations, operating procedures, customer satisfaction, and financial results. Many studies have been published on the implementation of TQM and its impact on firm performance as reported by Ahire, (2010), Prajogo and Sohal (2011), Sousa and Voss (2012), Nair (2013), and Wahjudi, (2014)]. While most studies report strong and positive correlation between implementation of quality management practices (QMPs) and firm performance, some studies report different results. Harari (2015) claims that only about one-fifth at best one-third-of TQM programs in US and Europe have achieved significant improvement in performance. Furthermore, Harari states that TQM is only one of many possible tools to accomplish quality. Samson and Terziovski (2016) reports that there are mixed results from TQM implementation. Some companies have experienced significant performance improvements such as those which win various quality awards. On the contrary, there are many companies which have failed to improve their operational or business performance through TQM

mentation. Prajogo and Brown (2015) warns us that adopting TQM program does not necessarily improve the performance of an organization. They suggest that it is the adoption of quality management practices that matters rather than formal TQM programs.

As TQM or similar scheme has been deployed in Japan, US, Europe, and Australia, many studies about the implementation of TQM or quality management practices and their impact on firm performance have been done in those countries. Wahjudi, (2014) reports that most countries **mat** have been studied in the past five years are Australia, Malaysia, US, and Taiwan. Jung (2018) scares that the effectiveness of TQM practices are significantly influenced by the organizational culture stemmed from national culture.

Furthermore, Kull and Wacker (2009) claims there are differences in effectiveness of quality management implementation in China, South Korea, and Taiwan. In addition, previous studies do not evaluate the effect of product quality as a competitive attribute in the relationship of quality management practices and firm performance. Prajogo and Sohal (2010) claims that differentiation strategy drives the adoption of quality management practices, but cost leadership strategy does not. In another way, it can be hypothesized that the effectiveness of TQM implementation is affected by competitive attributiveness of product quality.

Wahj udi, (2014) lists some frequently used performance measures. Those performance measures are financial performance, customer satisfaction, product/service quality, operational performance, business performance, employee satisfaction, and innovation performance. Furthermore, Wahjudi, (2014) states that researchers often use different groupings of performance measures, i.e. Business performance frequently includes financial performance and sales performance.

There is some criticism about the use of perceptual model such as done by Davidson, (2009).

Furthermore, many authors list their purely perceptual model as their research limitation such as reported by Brah and Lim (2008), Demirbag et al. (2009), and Jayaram, (2012). Because it is difficult to get objective performance data and that the performance of one industry cannot be compared to the performance of another industry, an improved perceptual scheme has been used by Tari, (2011) and Agus, (2012).

Breweries companies according to Manning (2006) Looking around the production floor of a Breweries. there are many areas to increase safety and quality for products. Mold, pathogens, and ~ borne illnesses are just a few things bakers actively avoid. Taking steps to keep products and processes safe can also increase the overall quality and consistency of your baked goods. As bakers know ovens provide a kill step against pathogens. Quality check points for raw materials; employee training, allergen controls, and finished product analysis can reduce the risk of product recalls and ensure a safe and consistent finished product.

Quality check points for incoming raw materials Magnets at the flour silo to remove metal objects in flour, Flour Screens for flour going into the mixer to remove foreign (non-metal) objects, Infestation or pest control checks on incoming bagged ingredients, and X-ray sorts system for mixed seeds and grain blends. Regular training and updates for all staff will remind employees that safety and quality are part of the job. Bakeries with quality controls can improve product quality, drive business performance and supply chain efficiency and compliance with legislative requirements (Kirn, 2012). Product specifications and standard operating procedures (SOPs) should be implemented and understood by all employees. No matter the size of your Breweries it is never too soon to implement quality control points that reduce the need for a recall.

In Africa, Total Quality Management is a management philosophy with a vision aiming at building a corporate culture characterized by increased customer satisfaction through continuous improvement in which all employees actively participate. Total Quality Management (TQM) is the business world's leading management method (Karia & Asaari 2006:30). Companies employ this to improve their productivity and service quality with the hopes of improving typical measures of business performance such as increased profits, increased market share and reduced costs.

These days in Uganda, the economic position of Nile Breweries has weakened leading to poor performance of the same company. The main cause of this problem is the poor prevailing system of management. To gain the competitive advantage, companies try to adopt quality management programs and productivity improvement programs because quality is and has always been an important issue for people as well as for companies. In Kampala, excellent quality is regarded by most producers as one of the most important aspects of manufacturing, services and buyers' strategies (Lee, 2003).

Awan, (2003) uses net profit margin, return on asset and sales growth rate to measure financial performance, while Aydin, (2004) employs operating income, sales growth, and return-on-estment. Demirbag (2009) utilizes revenue growth over the last three years, net profits, profit to revenue ratio, and return on assets. Madu (2005) recommends profitability, sales growth, competitiveness, productivity, profit growth, cost and market share as measures of organizational performance.

Kabale's oldest Nile breweries are facing challenges that threaten its survival. Catherine (2021), the manager Kabale Nile breweries says the challenges are enormous than those they faced when they were starting 15 years ago. Kabale Nile breweries produce confectionery products that it supplies to districts in southwestern Uganda, Rwanda, Eastern Congo and Northern Tanzania. Catherine says the biggest problem facing the breweries is unstable power supply which has increased the operational costs. He says the power cuts forces them to run a generator that cannot run all their machines. He says the breweries also incur extra costs to fetch water because of the power cuts. Catherine says the breweries increased 100 shillings on each of its products last year to meet the increased costs.

### **1.2 Statement of the problem**

The adaptation of TQM by organisation has been hampered due to non-compliance with the procedure and principles of total quality management implementation. While some organisation wan TQM like a program which they expect to function and perform the magic by itself, others have used hardhearted to it by using some bits and some peace of principles this has counted for a failure of the most organisation in the meeting their expected target from implementing this ideology (Ugboro and Obeng, 2000). It is however being advised that Nile breweries to embrace the quality management principle and implement them successful to be able to delight their customers through effective quality service. In compression with manufacturing firms, the service sector has lagged behind not only in terms of implementing the standard but also in embracing the associated concepts of total quality management and continuous improvement (Globadian, 1994). Globadian, (1998) postulates that the quality management practice when consistently applied across an institution should engender optimal overall performance excellence far more effective than a series of individually optimized activities. Understanding of total quality management practice employed by breweries companies would aid to better the level of service quality



agement that Nile Breweries company offer which would impact on its overall business performance. Its therefore against this that the researcher thought to know the contribution of quality management practices on business development; a case study of Nile Breweries in Kabale District. Uganda.

### **1.3 Objectives of the study**

#### **1.3.1 General objective**

The general objective of the study was to identify the contribution of quality management practices on business development; a case study of Nile Breweries in Kabale District, Uganda

#### **1.3.2 Specific objectives of the study**

- i) To identify the quality management practices involved in business development in Nile breweries
- ii) To find out the indicators of business development in Kabale District
- iii) To find out the contribution of quality management practices on business development in Nile breweries

### **1.4 Research Questions**

The research questions for the study are:

- i. What the quality management practices involved in business development in Nile breweries? ii. What are the indicators of business development in Kabale District?
- iii. What is the contribution of quality management practices on business development in Nile breweries?

### **1.5 Scope of the study**

#### **1.5.1 Content Scope**

The study was limited to the contribution of quality management practices on business development. The study reviewed information at Nile Breweries for a period of 2017-2020. The study focused on the topic stated above while considering the objectives namely; to identify the quality management practices involved in business development in Nile breweries in limited. to find out the contribution of quality management practices on business development in Nile breweries, and to find out the indicators of business development in Kabale District

## 5.2 Geographical Scope

The study was conducted at Nile breweries in Kabale Municipality Kabale district. Kabale Municipality is in Kabale district which is located in the south western Uganda under Kigezi as a region. Kabale municipality has three divisions that are central, southern and Northern. This study was carried out in central division and the study concentrated on the population within the central division

### 1.5.3 Time Scope

The study covered a period of 10 months starting from September 2022-February, 2022 since this is the time that the researcher got information from Nile breweries while studying the information about Mega for about 1 year.

### 1.6 Significance of the Study

The study will identify and analyses in its own operational context/consequence, the operational challenges that militate against quality management and how these could affect the performance of Nile breweries in the society.

The study will reveal the practices that enforces quality management in Nile breweries

Finally, the outcome of the research could uncover specific policies and programmes that can used to increase quality management in Nile breweries. This could be beneficial to bodies and institutions whose work centre on quality management in particular and the informal sector generally.

### 1.7 Definition of operational terms

Quality is both a perspective and an approach to increasing customer satisfaction, reducing cycle time and costs, and eliminating errors and rework using a set of defined tools such as Root Cause Analysis, Pareto Analysis, etc.

Quality management is a philosophy of continuous organizational success through customer satisfaction, based on participation of all employees in continuously improving processes, services, and products.

Total Quality Management (TQM) is a management system that takes into consideration all the areas of the operations in an organization.

Business development is the identification of long term method to increase the value through the **development** of relationships, markets and customers. The core responsibility of business **developer** is growing business. Depending on the industry, the day to date tasks and strategies to these goals will vary, but the overall mission remains the same.

**Quality** management practices it involves identifying which organizational and/or regulatory quality standards are relevant to, the project and how to satisfy them. The process outlines the rules **that** define the quality needs, of the project, the required standards for the project's product or service and how it will be.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.8 Introduction

-, d: • .aprer therefore thought to review literature as compiled by various scholars. It reviewedlevant issues relating to the topic and in accordance with stated objectives for the study.

#### 2.1 Quality Management Practices in Business Development

Many quality management practices (QMPs) have been studied in the last two decades. **While** some studies consider quality management practices as a single construct, most studies treat **them** as a multiple construct. Review over papers published in the past 6 years reveals that quality management practices that are widely utilized are leadership or top management commitment, people management, customer focus, information and analysis, process management, continuous improvement, employee involvement, strategic or quality planning, and supplier relationship or supply chain management.

Nair (2013) recommends that future research in this field should be designed such that the results can be compared. Moreover, Arumugam, (2001) provides criteria to choose QMPs, i.e. adaptability to both manufacturing and service industries, containing elements of soft and hard TQM, and including quality criteria most famous quality award. Among the most famous quality awards, there are the European Quality Award in Europe, and the Malcolm Baldrige National Quality Award in the US.

Definition of each principle and the main benefits of their adoption in a supply chain system are listed below.

**Customer focus:** Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations. Main benefits include systematically managing customer relationships, and ensuring a balanced connection between customers and other parties.

**Leadership:** Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives. Main benefits include considering the needs of all parties as a whole, develop better communications, creating and sustaining shared values, and establishing trust

**Involvement of people:** People at all levels are the essence of an organization and their full

involvement enables their abilities to be used for the organization's benefit. Main benefit is high motivation of the employees to participate in and contribute to continuous improvement.

**Process approach:** A desired result is achieved more efficiently when activities and related resources are managed as a process (Leung, 2008; Oluwakiyesi, 2011). Main benefits include lower costs and shorter lead times, improved and better predictable results, establishing clear responsibilities, and evaluating risks and consequences of activities on customers, suppliers and other interested parties.

**System approach to management:** Identifying, understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its objectives. Main benefits include ability to focus effort in the key processes, understanding the interdependencies between the processes of the system, structured approach to synchronize and integrate processes, and reduce cross-functional barriers (Hoonakker, 2010).

**Continual improvement:** Continual improvement of the organization's overall performance should be a permanent objective of the organization. Main benefits include flexibility and alignment of improvement activities at all levels and parties.

**Factual approach to decision making:** Effective decisions are based on the analysis of data and information.

Main benefit is structured and robust decision making systems.

**Mutually beneficial supplier relationships:** An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value (Olalusi and Otunola, 2012). Main benefits include establishing long term relationships, sharing information, cooperation with suppliers in order to identify and satisfy the requirements. This principle involves working with suppliers even at early stages of the process (e.g. design) as well as to reduce the number of suppliers and work with those who are capable to fulfill the quality requirements.

## **2.2 Indicators of business development in Uganda**

**Profit:** As expected, profit definitely makes the success indicators list. In fact, profitability is probably the first thing people think about when it comes to measuring business success. If your business is consistently making money and your funds are enough to cover all your expenses while leaving some extra money for saving, that is a clear sign that your business is doing well.

**Gring Network:** A growing customer base is a clear indicator of a successful business. If you **retain your** current customers while attracting others, then your operations are well-managed.

~ ... ~ network growth shows that you are reaching your target market effectively with your **marketing** and operational strategies ((Turner and Muller 2004). Remember that client loyalty is a business's best weapon. Do whatever it takes to keep your customer base delighted so that they **can** continue to help you rake in referrals and positive reviews/feedback. Getting all these indicates

at your business offers a great experience for its customers, which is one of the keys to success and growth.

**Team Satisfaction:** Developing a work environment that drives your team to be more progressive **and** productive is another key indicator of success. When your business inspires and motivates **your** team members by rewarding hard work, it will certainly attract the cream of the crop and encourage them to join your team. If your team members see that they are appreciated, they will **no** doubt make an effort to go the extra mile for your business. Do whatever it takes to ensure that **your** team is kept satisfied and inspired to grow with the business (Busseri and Palmer, 2000).

**Business Owner Satisfaction:** When the business owner himself is satisfied with the business operations, then that is probably the most important measure of business success. Dissatisfaction is contagious; if you find yourself unhappy with your business operations, then that unhappiness is sure to spread amongst your team members, too. As a leader, you determine the mood of your business. So when you are starting to become dissatisfied, find a solution immediately.

(Hoonakker, 2010).

**Flow In and Flow Out:** This is one of the most important key performance indicators for small businesses. Flow in and out helps business owners assess whether their sales and margins are appropriate or not. The first step is to estimate your sales for each week and month. Once you have an idea of what your sales history looks like, estimate your payment timings and likely costs. Generally, this process covers 12 months which is why it is also called Cash Flow Forecast.

**Revenue Ratio:** A company's revenue depends on the company's profit or sales growth. If your business income or sale is increasing, it is obvious that revenue rate is also increasing. To ensure your company is progressing well, make sure to check the difference between the revenue growth rates of the present year from the previous year.

**Inventory Gross:** Inventory gross tells the company how much inventory it has sold over time. It is **important** to keep track of your inventory, as it will help you plan any adjustments, if needed.

**Accounts Payable Rate:** If you want your business to continue operating, make sure that you have **all** of your suppliers. Accounts payable measures the cost given to suppliers. For most business owners, it is hard to track all of their financial transactions. To make your life easier and ensure there are no errors in your company's accounts, it is wise to hire someone to overlook your bookkeeping. This key performance indicator will help you identify whether you have to reduce the spending on suppliers to boost the company's future profits.

**Market Share:** The purpose of this KPI is to assess a company's success and position in the market. How is your business performing compared to your competitors? This is the only KPI that needs regular tracking. If you do not know how your company's progress looks like compared to others, then it is impossible to make any changes in the strategies and policies.

### **2.3 Contribution of quality management practices on business development**

Total quality management (TQM) strategies aim for long-term success by enlisting members of an organization at all levels to create customer satisfaction by making the best products possible. There aren't any real disadvantages to successful implementation of a TQM strategy. However, if your organization practices TQM strategies halfheartedly, you will inevitably run into trouble.

Despite the abundant positive evidence, there is a certain number of myths which surround QMS among prospective adopters in highly regulated industries. Some companies believe that systems and certification are limited to large, well-established firms. Others feel certification has little practical value. In actuality, small firms achieve disproportionate benefits from implementing QMS compared to their larger peers. For most organizations, a QMS is not just a piece of software or a cost center. QMS adoption can offer obvious benefits such as operational consistency, efficiency, improvement, and collaboration.

**Operational Consistency:** Inconsistent operations are the enemy of total quality management. Without standardized operations, your organization cannot consistently ensure the quality of products or improve efficiency. Business researchers have found that inconsistent business processes can have five times more negative impact on the customer than the delivery of an inferior

a- (Olalusi and Otunola 2012). In highly regulated industries, inconsistent processes which

— b tL.....liable product quality can have particularly severe consequences.

**Continuous Improvement:** Continuous improvement is among the core principles of ISO 9001 and other quality management systems. ISO writes that "continual improvement should be a permanent objective of the organization." When adopting a QMS leads to cultural change, embracing the principle of improvement can have lasting benefits to the organization such as stronger performance, strategic leadership, and staff engagement. Continuous improvement should be a primary objective for every member of the workforce to adopt the principles of gradual improvement and breakthrough improvement (Hoonakker, 2010).

**Employee Communications and Onboarding:** Recently, Forbes predicted that "employee experience" would be the preeminent corporate priority for the year to come. Employee experience, or EX, is defined as the total of an employee's interactions with the organization and culture, spanning from recruitment and onboarding to environment and technology. "Experiential organizations" who invest in culture, collaboration, and education experience higher rates of innovation and customer satisfaction than other organizations.

**Evidence-Based Decision Making:** An effective Quality Management System should create standardization where standardized processes add value, and promote flexibility when needed to achieve quality objectives or continuous improvement (Anumba, 2008). One area where QMS should encourage flexibility is the adoption of evidence-based decision making based on real-time oversight into systems and data. In practice, the concept of evidence-based decision making involves the use of data gathered through monitoring and measurement methods. This data is compared to the desired outcomes and organizational quality objectives.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### **3 Introduction**

This chapter indicated the various methods and techniques to be used by the researcher during the process of gathering relevant information from the field. It also describes methods and techniques used i.e. Research design, target population, sample design, data collection procedures and data analysis.

#### **3.1 Research Design**

According to Kothari (2008), research design is the conceptual structure within which research is conducted, it constitutes the blueprint for the collection, measurement and analysis of data as such the design includes an outline of what the researcher does from writing the hypothesis and its operational implications to the final analysis of data. The research design chosen for the study was a descriptive sample survey. Descriptive research involves the collection of data in order to answer questions concerning the current status of the subject under study. It determines and reveals the way things are (Gay, 1992). Descriptive survey designs are directed towards the determination of the nature of a situation, as it exists at the time the study was conducted. According to Fraenkel and Wallen (1993), obtaining answers from a large group of people to a set of carefully worded questionnaire and carefully administered questionnaires, lies at the heart of the survey research. It generally involved the systematic collection and presentation of data to give a clear picture of the situation/phenomenon under consideration.

#### **3.2 Target Population**

The study covered all stake holders involved in Nile Breweries in Kabale municipality. Respondents like employers, employees, and customers were targeted. The study targeted all the 50 (employees, employers, and customers) of Nile Breweries Company in Kabale. These included employers and employees

#### **3.3 Sample size and sample technique**

The study's 41 respondents were sampled as indicated in table 1 below:

Table 3.4.1 shows the sample size of the respondents

Target population	Population	Sample Size	Sampling procedure
Employees	10	10	Purposive sampling
Managers	30	21	Simple random sampling
Customers	10	10	
Source: Morgan table, (1970)	50	41	

-- table I above, considering the number of employees in the Company, and the limited time and financial resources, employees was purposively selected for the study. Out of 50 employees at ~ ~ Breweries, only 41 respondents were randomly sampled.

### 3.4 Sources of data

The study makes use of both primary and secondary data in the research. Primary data was gathered from the respondents of the study through interviews, and questionnaires. Though the study population comprises all identified stake holders especially employees in Nile Breweries, the units of analysis were employees and employers who undertook this venture purposely for business. Secondary data sources on the other hand was used to review literature on the importance of quality management at Nile Breweries in Kabale. Such materials were extensively reviewed and relevant portions extracted and used in the study

### 3.5 Data Collection Methods and their Instruments

The following methods were used in this research for data collection:

#### 3.5.1 Interviewing

Interviews are usually conducted face-to-face and involve one interviewer and one participant. Interviewing is one of the major methods of data collection that the researcher used during data collection. Interviewing method helped in collecting data directly through face-to-face interactions. Furthermore, an interview guide will be developed in advance and in a sequence that make sense to interviewees. This was used to interact with respondents like customers who were not in position to fill the questionnaire possibly because some were illiterate and some employees who had no time to seat for the questionnaire. The researcher used this method to design the interview guide according to the study objectives whereby the researcher invited respondents

especially employees to provide information to her depending on the question asked and according the questions in the interview guide.

### **3.5.2 Questionnaire Method**

A structured and semi-structured questionnaires consisting of both open and close-ended questions based on a set of questions in relation to the study objectives will be administered to solicit information from literate respondents. The researcher designed questions according to the study

objectives and send them to those respondents who may be in position to read and write. The researcher then agreed with respondents on the date to collect the filled questionnaires from the respondents. This method was suitable for all those who may be in position to read and write and possibly have no time to seat for the interviews especially employees and employers

A questionnaire was designed to gather primary data that would throw more light on the roles of quality management in Nile Breweries in Kabale district. The question was principally of two types; the dichotomous questions were used where a "yes" or "no" answer is required. On the other hand, the open ended questions were used to direct respondent's frame of mind as that of the researcher while at the same time permitting them to put forward their own views in the form of brief comments. As much as possible, difficult questions that are not likely to be answered without assistance was omitted. In the same view, some sensitive questions should avoid in order to ensure that the quality of response is high.

## **3.6 Research Instruments**

### **3.6.1 Questionnaire**

The main data collection instrument was a questionnaire. The method was both semi-structured and structured items. The open ended items give the respondents a greater freedom of expression of ideas, opinions, and suggestions and so on and the closed items enabled the research to get specific responses from the respondents. The researcher gave one week to the respondents to fill up the set questions and then after these questionnaires were collected for data analysis and interpretation

### **3.6.2 Interview guide**

An unstructured interview schedule which contains open-ended questions were used as a guide to obtain qualitative data from brick practitioners. The interview schedule was used because they

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... a high completion rate compared to other methods. Interviews also guarantee an immediate ...  
O:odho (2005) asserts that interview guides have the ability to collect a large amount of information in a reasonable quick space of time. Besides, the participants respond to items freely **without** the influence from others. This therefore encourages anonymity, honesty and frankness. **This is the** reason why this study used the instrument as its major instrument to collect data.

### **3. Ethical Considerations**

The researcher requested for consent from respondents before they are engaged in the study. This study was based on voluntary participation amongst the target population, but they were encouraged to take part in the study by explaining to them the benefits of the study. Generally, the responses remained anonymous during the interviews and was only identified as interviewee to interviewee for utmost confidentiality. Ethical considerations were achieved by asking permission to conduct the study.

### **3.8 Research Procedure**

The researcher requested for a letter of introduction from the Coordinator of Research Kabale University after having successfully written the research proposal to investigate the contribution of quality management practices on business development. A copy of this letter was presented to the respondents that were approached during data collection. Questionnaires were distributed to the selected literate respondents; interviews and check lists field diaries were used and kept to record events that was important during the interpretation and analysis of the results.

### **3.9 Methods of Data Analysis**

The data used in this study was both qualitative and quantitative in nature and was analyzed qualitatively and quantitatively. During the analysis, the interview material and field note texts as well as the researcher's own comments were broken down into data units and blocks of information that was examined together. Thereafter, the data units was combined according to the same topics or themes in order to produce coherent meaning. In order to be more systematic the responses to interview questions was grouped according to themes in the questions' series. Descriptive statistics involved the use of frequency tables, pie charts, graphs and percentages. The data collected during the study was then be sorted, organized, entered. Results were later presented in form of tables, pie charts, and graphs for easy interpretation.

**Limitations of the study**

Extraneous variables which are beyond the researcher's control such as respondents' **mesy.personal** biases and uncontrolled setting of the study. As a remedy the researcher **ec:** ~e objectives of the study to the respondents and educated them about the purpose of study.

ition Morality: Not all questionnaires were returned neither completely answered nor even C'!t:f.~~ back due to circumstances on the part of the respondents such as travels, sickness, spitalization and refusal/withdrawal to participate. In anticipation to this, the researcher reserved ore respondents by exceeding the minimum sample size. The respondents were reminded not to eave any item in the questionnaires unanswered and will be closely followed up as to the date of

retrieval.

## CHAPTER FOUR

### DATA PRESENTATION, INTERPRETATION, ANALYSIS AND DISCUSSION

#### **Introduction**

This chapter examines the data analysis, presentation, interpretation and the discussion of the findings. In addition, this chapter discusses the findings from the research questions that are an investigation on the contribution of quality management practices on business development; a case study of Nile Breweries in Kabale District: under the following objectives: To identify the quality management practices involved in business development in Nile Breweries, to find out the operators of business development in Kabale District, and to find out the contribution of quality management practices on business development in Nile Breweries.

The findings of this study were presented and analyzed by using frequency tables, pie charts and percentages for easy analysis and interpretation of the findings.

#### **4.2 Profile Information of the Respondents**

##### **4.2.1 Demographic characteristics**

Out of 41 questionnaires and interview guides distributed to respondents, only 39 were returned and fully filled by the respondents who were selected for the study. The researcher considered the age, sex, marital status and education levels of respondents. The biographic data was very essential for the researcher and the study in order to describe the best respondents selected for the study. This is the information obtained from data collected from the field study and it was used by the researcher in investigation of the problem from the sample of population selected in this study that is the employers, employees and customers of Nile Breweries in Kabale. It was a demographic characteristics and features of the sample selected from the entire population in the area of the study, the selection was based on the gender of the respondents, age of respondents, academic qualification of the respondents, and duration of services and position of respondents in their business.

##### **4.2.1 Presentation of the Descriptive Statistics of Profiles of Respondents**

Table 2 shows the summary of the descriptive percentage of the respondent's demographic factors including (age, gender, academic qualifications and working experience). The study findings shows that majority of the respondents were aged between 31-40 years 18( 46.1 %) followed by those who aged between 41-50 years 13(33.3%) Others were aged between 21-30 years

15.4% and those with ages above 61 years were 1(2.6%). This implies that age of the smies can influence these demographic phenomena on the on the contribution of quality auger ent practices on business development; a case study of Nile Breweries in Kabale District.

Between 21 up to 40 years old is the age of young entrepreneurs who strive for high growth t...a" - nesses. Male respondents were more than female clients in the sampled population ying that the most beneficiaries of Nile Breweries who are also the employers and employees

are men.

Marital Status of respondents was categorized as married, not married and Widow and divorced. ... researcher was interested to know how marital status is related with this quality management

bakery factory. The findings revealed that 30(76.9%) of total respondents were married while -  $J.3^{ol}0$  were single. In addition, 02 respondents (5.1 %) were from the group of divorced while  $37.7\%$  were widows/widower. Considering the marital status of respondents, the results show **hat** most respondents were married and therefore they had experience of quality management on their businesses.

Seven (16.9%) respondents had bachelor degree, 11(29.2%) of respondents were having diploma and 17(42.5%) were certificate holders. Only 2(5.1 %) of the respondents were having postgraduate levels while 02(5.1 %) of respondents belonged to others (Never went to school). Considering the educational background of respondents, the results show that the majority of respondents were educated. For example results found that 07(16.9%) had Degrees.

In terms of length of service most of the respondents 20(51.3%) have worked as employees between 5-10 years followed by 9(23.1 %) of respondents who have worked as customers for more than 1 year while 9(23.1 %) of respondents had served as employers and therefore had enough experience about the contribution of QM on the performance of businesses.

**Table 2: Respondent's Biographical data**

Description	N	Percentage
<b>Age</b>		
- ..	6	15.4
<b>31-40</b>	18	46.1
-1-50	13	33.3
<b>51-60</b>	1	2.6
<b>61 and above</b>	1	2.6
<b>Gender</b>		
<b>Male</b>	64	60.4
Female	42	39.6
<b>Academic qualifications</b>		
Certificate	11	29.2
Diploma	17	42.5
Bachelor degree	7	16.9
Postgraduate	2	5.1
Others	2	5.1
<b>Working experience</b>		
Less than 5 years	09	23.1
5-10 years	20	51.3
Above 11 years	10	25.6

**Source: Field data (2022)**

Table 1 shows the period of time which SME's owners had been working as employers for more than 11 years, the researcher was trying to assess the period undertaken by respondents in doing such business. In terms of length of service most of the respondents 10(25.6%) have worked as employers for a period of between more than 11 years followed by the majority 51.3% who had served as employees for years between 5-10, While 09(23.1 %) respondents who have been customers for less than 5 years.



### 4.3 Data presentation

.....: I~ management practices involved in business development in Nile Breweries The respondents were asked to indicate their views on the quality management practices involved

~ c.eYelopment in Nile Breweries. Information regarding the quality management mieswas solicited using a five (5) Likert type data instruments. Mode as a measure of central iency descriptive statistics was used to analyse primary data collected using Likert instruments. thisstudy mode measure of central tendency was used as the primary focal point for discussions estudy findings.

**Table 3:** Shows the quality management practices on business development

Key: 1-Lower                      2-High                      3- Higher                      4- Good                      5-Very Good

Management practice	Number	Mode
Top management	39	4
Leadership or top management commitment	39	4
Information and analysis	39	4
Employee involvement	39	4
Supply chain management	39	4
Customer focus	39	4

**Source; Field data, 2022**

The findings in table 3 above shows that the respondents agrees (Mode =4) that quality management practices are properly used within the bakery, the application process of top management. The statistics also shows that leadership or top management commitment is also used within the bakery. The findings above are confirmations that information and analysis is also used within the bakery. The findings here agree with authors like Arumugam, (2001) provides criteria for leaders to establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives. As a researcher I agree with the statement because people at all levels

the essence of an organization and their full involvement enables their abilities to be used for organization's benefit.

.....e ~, Z:SO indicate the use of employee involvement in decision making within the bakery. ~-tL: = ~ zoove also shows that supply chain management is also applied within the bakery; also respondents agreed that customer focus is also used within the bakery. Identifying, understanding and managing interrelated processes as a system contributes to the organization's effectiveness

efficiency in achieving its objectives. The findings here disagrees with the results of **Honakker**, (2010). Effective decisions are based on the analysis of data and information. Main benefit is structured and robust decision making systems. As the researcher I also agree with the findings since the main benefit is high motivation of the employees to participate in and contribute continuous improvement

### 4.3.2 Indicators of business development in Kabale District

In order to answer objective two of the study, the researcher went ahead to ask the respondents to rate the indicators of business development in Kabale District and the results were recorded in table 4 below.

**Table 4:** Shows the indicators of business development in Kabale District

No.	Assentation	Agree		Not sure		Disagree		Total	
		F	%	F	%	F	%	F	%
1	Team satisfaction	33	84.6	05	12.8	01	2.7	39	100
2	Profits	38	97.4	01	2.6	-	-	39	100
3	Growing network	32	82.1	06	13.4	1	2.7	39	100
4	Market share	36	92.3	3	7.7	-	-	39	100
5	Inventory gross	28	71.8	-	-	11	28.2	39	100

Source; Field data, 2022

Majority of the respondents (97.4%) said that profits indicate the development of any business in that when the business is not making profits that will help it to make day today expenditures then

2.

likely to fail or stop from working out, only 2.6% of respondents were not sure about the suemer. The findings here support the results of Kaynak, (2003) who asserted that profitability

probably the first thing people think about when it comes to measuring business success. If your tu iness is consistently making money and your funds are enough to cover all your expenses while ,.,\_ ∴g some extra money for saving, that is a clear sign that your business is doing well. As a researcher, I do agree with the both findings because the main purpose for the establishment of ay business is to generate profits and therefore a business that doesn't make profits indicates that

**S** failing soon. /

**hus** was followed by 92.3% of the respondents who revealed that market share also indicates ~iness development in Kabale Municipality; only 7.7% revealed that they were not sure about zhe statement. The findings here disagree with the findings of Fuentes, et al, (2006), who showed llat the purpose of quality management is to access a company's success and position in the market. This is the only QM that needs regular tracking. As a researcher I disagree with Fuentes, et al (2006) responses about quality management since the importance of quality management is produce equitable services to the business customers through market share.

Respondents 84.6% mentioned that team satisfaction between business owners, operators and employees also shows business development while 12.8% of respondents were not sure, only 2.7% respondents disagreed with the statement. The findings here agree with the findings of Busseri and Palmer, (2000) that started that developing a work environment that drives your team to be more progressive and productive is another key indicator of success. As a researcher I also agree with the statement because your team members should see that they are appreciated, they will no doubt make an effort to go the extra mile for your business. Management should do whatever it takes to ensure that employees are kept satisfied and inspired to grow with the business.

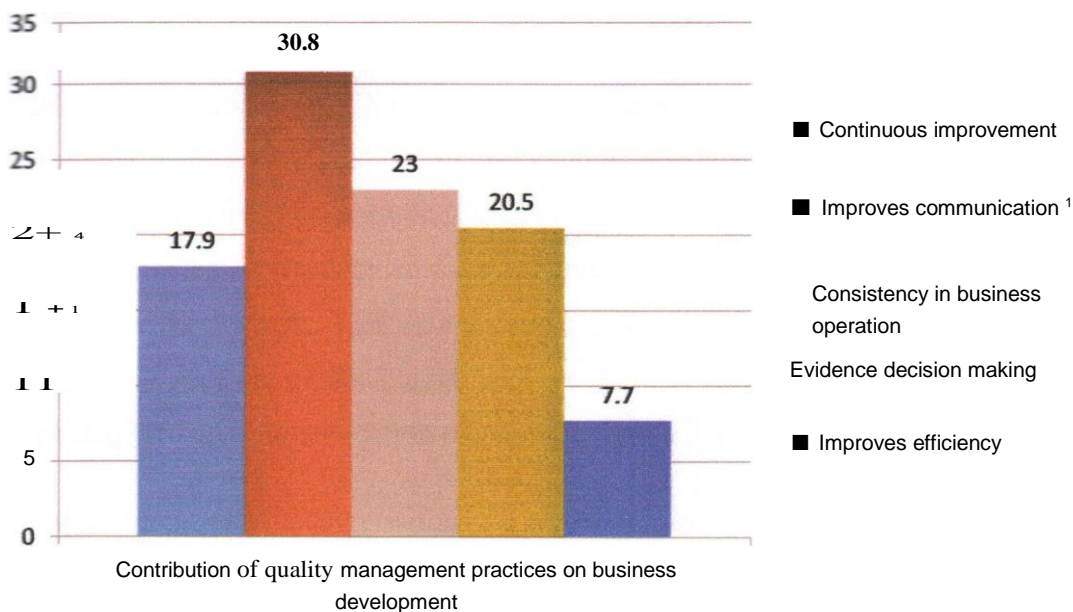
Also 82.1 % of the respondents also agreed that growing network also shows the development of the business in Kabale municipality, while 13 .4% were not sure about the statement and only 2. 7% of respondents disagreed with the statement. The results here supports the findings of other authors like Turner and Muller (2004) who wrote that, if you can retain your current customers while attracting others, then your operations are well-managed. Constant network growth shows that you are reaching your target market effectively with your marketing and operational strategies.

3.

It is important to note that client loyalty is a business's best weapon. As a researcher, I agree with the findings that businesses should do whatever it takes to keep your customer base delighted so that they can continue to give you more referrals and positive reviews/feedback. Getting all these indicates that your business offers a great experience for its customers, which is one of the keys to success and growth. The respondents' equivalent to 71.8% agreed that about inventory gross as a way that indicates business development in Kabale municipality while 28.2% disagreed with the statement. Findings here disagree with the results of other authors like Busseri and Palmer, 2000. When the business owner himself is satisfied with the business operations, then that is probably the most important measure of business success. As a researcher, I also disagree with research findings if you find yourself unhappy with your business operations, then that unhappiness is sure to spread amongst your team members, too.

#### 4.4.3 Contribution of quality management practices on business development in Kabale district

Figure 1: Contribution of quality management practices on business development



Source: Primary Data, 2022

Figure 1 above shows that 30.8% of the respondents showed that quality management practices helps in communication improvement within the business. In that quality management practice will help to know what will be needed to improve the performance of the business and this can be

done through communication with different channels. The research findings here supports the results of Mackelprang, (2012) who defined communication as the total of an employee's interactions with the organization and culture, spanning from recruitment and onboarding to environment and technology. "Experiential organizations" who invest in culture, collaboration, and education experience higher rates of innovation and customer satisfaction than other organizations. As a researcher, I also agree with the study findings since communication is vital for any business to develop because it stipulates the gap in the business operations.

This was followed by consistency in business operations within the community and through providing services to the customers hence business development and sustainability. The findings here agree with results of other authors like Olalusi and Otunola (2012) who reported that inconsistent operations are the enemy of total quality management. Without standardized operations, your organization cannot consistently ensure the quality of products or improve efficiency. Business researchers have found that inconsistent business processes can have five times more negative impact on the customer than the delivery of an inferior product. As a researcher, I also agree with the stated statement since in highly regulated industries, inconsistent is very important when providing services to the customers.

Also 20.5% of respondents also said that QMP also helps in decision making on what to do and how something can be done so as the business can develop and be sustained within Kabale district; this was mentioned by 17.9% of the respondents. The findings here agree with the results of Anumba, 2(008). One area where QMS should encourage flexibility is the adoption of evidencebased decision making based on real-time oversight into systems and data. In practice, the concept of evidence-based decision making involves the use of data gathered through monitoring and measurement methods. This data is compared to the desired outcomes and organizational quality objectives. As a researcher I agree with the findings since quality management enhances decision making for appropriate location of resources hence business development.

Improvement of efficiency within the business, quality management makes proper utilisation of resources especially the financial resources that need proper accountability which will improve the development of the business; this was showed by 7.7% of the respondents. The results here support the findings of other authors like Olalusi and Otunola 2012) who mentioned that inconsistent

4.

**arms+re** is the enemy of total quality management. Without standardized operations, your **rgmzmr** cannot consistently ensure the quality of products or improve efficiency (Hoonakker, 2011). Therefore, I also agree with the findings of the study since quality management requires efficient utilisation of resources for proper business development.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.0 introduction

This chapter presents the conclusions that were drawn after a thorough analysis and discussions of **study** findings. The chapter also outlines the key recommendations, which were deemed vital zherespondent's views and those suggested by the researcher.

#### 5. Summary of findings

e2shows the summary of the descriptive percentage of the respondent's demographic factors ,\_ ing (age, gender, academic qualifications and working experience). The study findings s **that** majority of the respondents were aged between 31-40 years 18( 46.1%) followed by ose **who** aged between 41-50 years 13(33.3%) Others were aged between 21-30 years 15.4%) and those with ages above 61 years were 1(2.6%). This implies that age of the **respondents** can influence these demographic phenomena on the on the contribution of quality management practices on business development; a case study of Nile Breweries in Kabale District. The age between 21 up to 40 years old is the age of young entrepreneurs who strive for high growth of their businesses. Male respondents were more than female clients in the sampled population implying that the most beneficiaries of Nile Breweries who are also the employers and employees are men.

Marital Status of respondents was categorized as married, not married and Widow and divorced. **The** researcher was interested to know how marital status is related with this qua] ity management in bakery factory. The findings revealed that 30(76.9%) of total respondents were married while ~-(10.3%) were single. In addition, 02 respondents (5.1%) were from the group of divorced while 3(7.7%) were widows/widower. Considering the marital status of respondents. the results show that most respondents were married and therefore they had experience of quality management on their businesses.

Seven ( 16. 9%) respondents had bachelor degree, 11 (29 .2%) of respondents were having diploma and 17( 42.5%) were certificate holders. Only 2(5.1 %) of the respondents were having postgraduate levels while 02(5.1 %) of respondents belonged to others (Never went to school). Considering the

educational background of respondents, the results show that the majority of respondents were educated. For example results found that 07(16.9%) had Degrees.

In terms of length of service most of the respondents 20(51.3%) have worked as employees between 5-10 years followed by 9(23.1 %) of respondents who have worked as customers for more than 1 year while 9(23.1% ) of respondents had served as employers and therefore had enough experience about the contribution of QM on the performance of businesses.

Table 2 shows the period of time which SME's owners had been working as employers for more than 11 years, the researcher was trying to assess the period undertaken by respondents in doing such business. In terms of length of service most of the respondents 10(25.6%) have worked as employers for a period of between more than 11 years followed by the majority 51.3% who had served as employees for years between 5-10, While 09(23.1 %) respondents who have been customers for less than 5 years.

### **5.2.1 Quality management practices involved in business development in Nile Breweries**

The findings in table 3 above shows that the respondents agrees (Mode =4) that quality management practices are properly used within the bakery, the application process of top management. The statistics also shows that leadership or top management commitment is also used within the bakery. The findings above are confirmations that information and analysis is also used within the bakery. The results also indicate the use of employee involvement in decision making within the bakery. The table 3 above also shows that supply chain management is also applied within the bakery; also respondents agreed that customer focus is also used within the bakery.

### **5.2.2 Indicators of business development in Kabale District**

Majority of the respondents (97.4%) said that profits indicate the development of any business in that when the business is not making profits that will help it to make day today expenditures then it's likely to fail or stop from working out, only 2.6% of respondents were not sure about the statement. This was followed by 92.3% of the respondents who revealed that market share also indicates business development in Kabale Municipality; only 7.7% revealed that they were not sure about the statement. Respondents 84.6% mentioned that team satisfaction between business owners, operators and employees also shows business development while 12.8% of respondents were not sure, only 2.7% respondents disagreed with the statement. Also 82.1 % of the respondents also agreed that growing network also shows the development of the business in Kabale



municipality, while 13.4% were not sure about the statement and only 2.7% of respondents disagreed with the statement. Other respondents equivalent to 71.8% agreed that about inventory gross as a way that indicates business development in Kabale municipality while 28.2% disagreed with the statement.

### **5.2.3 Contribution of quality management practices on business development in Kabale**

Figure I above shows that 30.8% of the respondents showed that quality management practices helps in communication improvement within the business. In that quality management practice **will** help to know what will be needed to improve the performance of the business and this can be done through communication with different channels. This was followed by consistency in business operations within the community and through providing services to the customers hence business development and sustainability. Also 20.5% of respondents also said that QMP also helps *in* decision making on what to do and how something can be done so as the business can develop and be sustained within Kabale district. Continuous improvement of the business also can be attributed to good quality management practices within Kabale district; this was mentioned by 17.9% of the respondents. Improvement of efficiency within the business, quality management makes proper utilisation of resources especially the financial resources that need proper accountability which will improve the development of the business; this was showed by 7.7% of the respondents.

### **5.3 Conclusion**

TQM is a holistic and ethical approach of the firms to continuously improve their products/services or processes involving all stakeholders in order to satisfy their customers and to improve performance and sustainability. The results give that overall TQM practices improve all development measures. Leadership does not affect performance. Knowledge and process management practices improve inventory management performance, innovation performance, social responsibility, and market and financial performance. Successful training improves operational performance, employee performance, and customer results. **1** has been found that successful supplier quality management enhances social responsibility. Effective customer focus efforts increase operational performance, customer results, and market and financial performance. Effective strategic quality planning efforts improve employee performance and social responsibility of the firm.

It can be concluded that TQM practices improve various performance measures in the firms. All sectors of TQM practices should be effectively managed in a firm because each factor in TQM practices improves different aspects of firm performance. The synergy among the TQM factors brings about exceptional or crucial improvements in the firm performances.

Studies supported the management leadership, continuous improvement and customer focus for positive relations with innovative performance. In this study customer focus is supported as well. Besides these employee management and system approach to management positively affect innovative development; because of that TQM should be studied with different samples for innovative activities in order to clear the discussed relations. Lastly we should highlight that for

- of performance indicators (quality and innovative) system approach to management dimension is found to be an important TQM component so firms should overrate that it is the most important activity for performance improving according to this study's findings

#### 5.4 Recommendation

Nile Breweries should improve employee involvement/skill and firm structure and allocate sufficient resources to implement TQM successfully.

There should be the participation of the employee in the decision making of the organization. There should be high commitment on quality and customer satisfaction so as to avoid discrimination and marginalization within the business development.

The continuous improvement in quality standard, employee's training, distribution of product, continuous improvement in product and striving for better quality would result in the promotion of organizational growth.

Nile Breweries company should continue implement TQM with all arises to improve performance. Firms should improve employees' involvement/commitment to TQM, enhance firm structure, and provide resources to overcome the barriers, prevent defective implementation of TQM practices.

Nile Breweries should ensure their staff receive the necessary training and support continuous improvement under the leadership of senior management. In the light of the study results, it is possible to say that business desiring to increase their performance could do more

**ermasso** TQM criteria. If businesses adopt and properly practice the TQM concept, they shall  
the results are desirable and headed towards perfection

#### ES Areas for further research

..... ~! **about** quality management practices and customer satisfaction should be carried out  
~es should be carried out about the challenges facing quality management practices business development  
~ **study** about other factors that influence business development **in** Kabale district should **iz-edout**

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**APPENDICES**

**APPENDIX A: QUESTIONNAIRE FOR EMPLOYEES AND CUSTOMERS**

I am **ATUKWASE JASPER**, a student of Kabale University in the final year carrying out a research study on the contribution of quality management practices on business development: a case study of Nile Breweries in Kabale Municipality in Kabale District, Uganda" This is to fulfill the partial requirements for the award of bachelor's degree in procurement and logistics management of Kabale University. Therefore, you are rest assured that the information given was used for only academic purposes and was treated with total confidentiality.

THANK YOU IN ADVANCE

Note: Please tick or fill in the appropriate space provided.

**SECTION A: BACKGROUND OF THE RESPONDENTS**

8. Gender of the respondent A). Male b). Female

9. Age of the respondent

- a). Below 25 years b). 26-35 years
- e). 36-45 years d) 46-55 years
- e). above 55 years

3. Education level of the respondent

- a). Secondary Diploma
- c). Degree
- d). Others (specify) .....

**SECTION B: Quality management practices at Nile Breweries in Kabale municipality Tick**

where response necessary

<b>Management practice</b>	<b>Lower</b>	<b>High</b>	<b>Very high</b>	<b>Good</b>
Top management				
Leadership or top management commitment				
People management				
Information and analysis				

Employee involvement				
Supply chain management				
Customer focus				

10.

What are the indicators of business development in Kabale district?

Business

Lower      High      Very high      Good

Growing network

Customer satisfaction

Customer satisfaction

Revenue ratio

Inventory gross

Accounts payable

Market share

What are the contributions of quality management practices on business development?

Response	Lower	High	Very high	Good
Continuous improvement				
Operational consistency				
Employee communication and on boarding				
Evidence-based decision making				



ege faced in above solved?

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**Thank you very much**