



Role of Quality Principles Management Practices in Organizational Performance in Public Institutions: A Case of Rwandair, (2020-2025)

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Abstract: The purpose of this study is to assess the role of Quality principles management practices in organisational performance in public institutions a case of RwandAir, in Rwanda (2020-2025). The specific objectives of the study were to examine the influence of customer focus on the performance of RwandAir, to assess the effect of process standardization and control to the performance of RwandAir, to evaluate the role of leadership and strategic direction on the performance of RwandAir and to examine the contribution of customer feedback and complaint management on the performance of RwandAir. The research design is mixed approaches; the population and sample size were 150. Census sampling was used. The data was collected on 150 participants using questionnaires and interview guide. Customer focus contributes to the performance of organizational at correlation of $r = 0.855$; further, standardization and control influence performance of organizational at .822; addition, Leadership and strategic direction influence the performance of organizational at .824; at the end, findings showed that customer feedback and complaint management influences organizational performance at $r = .830$; The study concluded that quality principles management practices contributes to the organizational performance in public institutions. The study recommended airline companies to invest in specialized crisis management.

Keywords: Role, Quality, Principles, Management practices, Organizational, Performance, RwandAir, in Rwanda.

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1. Introduction

Quality principles management practices has become a critical determinant of organizational performance in public institutions, particularly in the aviation sector where customer expectations, global competition, and regulatory standards continue to rise. Between 2020 and 2025, public enterprises worldwide have faced heightened pressure to enhance service delivery due to technological advancements, increased customer awareness, and the need for operational efficiency (ICAO, 2022). In many developing countries, national carriers have struggled with challenges related to inconsistent service delivery, operational delays, customer dissatisfaction, and inadequate quality assurance systems. These challenges highlight the

importance of assessing how structured service management practices influence organizational outcomes such as customer loyalty, financial performance, market competitiveness, and operational sustainability. Globally, the aviation industry has positioned service quality at the center of organisational success. Airlines that adopt systematic quality management frameworks such as Total Quality Management (TQM), Service Quality (SERVQUAL) models, and continuous improvement practices tend to achieve higher customer satisfaction, stronger brand reputation, and improved operational performance (IATA, 2021). The study conducted by Anderson (2020) in United States of America revealed that service quality dimensions, including reliability, responsiveness, assurance, empathy, and tangibles, are

essential in shaping passengers' perceptions and behavioral intentions. Furthermore, as noted by Chirwa (2018) efficient quality service management has also been linked to reduced service failures, improved safety compliance, and enhanced organizational resilience in Germany

Chen and Zhang (2019). Revealed that some public airlines still struggle with fragmented quality systems, insufficient staff training, weak customer feedback mechanisms, and limited integration of technology in service processes, which hampers their organizational performance in Asia.

Across Africa, the aviation sector plays a vital role in economic integration, tourism development, and trade facilitation. Yet, the continent's airlines continue to face persistent service quality challenges such as flight delays, baggage mishandling, limited digitalization and inconsistent customer care (African Airlines Association, 2022).

In South Africa, customer focus plays great role to customer satisfaction as well as building positive image of service provider leading to the performance of service organization. On other hand, Kato (2022). Stated that leadership and strategic direction is essential to the performance public organization in Central Africa.

Study done by Kim and Lee (2021) in South Sudan revealed that Airlines that have invested in customer service training, digital platforms, safety management systems, and performance monitoring tools have reported improvements in both operational efficiency and customer satisfaction. Despite these developments, gaps remain in understanding how specific service quality practices influence organizational performance within public airlines.

Within the East African region, the aviation industry has undergone significant transformation as countries strive to strengthen regional integration, tourism competitiveness, and service quality standards. National carriers such as Kenya Airways, Uganda Airlines, and Tanzania Airways have implemented various reforms aimed at improving customer experience and operational performance. However, the region continues to experience challenges including limited human resource capacity and inadequate quality monitoring systems (EAC Civil Aviation Safety and Security Oversight Agency, 2023). Empirical evidence shows that service quality management practices including employee competency development, technology adoption, customer feedback analysis, and operational standardization play a central role in determining the overall performance of airlines in the region (Mugisha & Ndirangu, 2022). Nonetheless, the extent to which these practices contribute to organisational outcomes varies widely across national carriers. However, Airline sector in Burundi is lagging behind compared to the other airline sector located in East African Countries.

In Rwanda, the aviation sector has been positioned as a key driver of economic growth, tourism expansion, and global

connectivity under the country's national development frameworks, including Vision 2050 and the National Transformation Strategy One and Two (NST1&2). The government has invested heavily in modernising aviation infrastructure, enhancing regulatory oversight, and strengthening national air transport services. As the national carrier, RwandAir has played a pivotal role in advancing Rwanda's ambition of becoming a regional aviation hub. However, like many public airlines, it faces challenges related to Quality service consistency, customer satisfaction, operational delays, and limited service differentiation in an increasingly competitive market (MININFRA, 2023).

Between 2020 and 2025, the airline sector in Rwanda also had to navigate the impacts of the COVID-19 pandemic, which disrupted operations, altered customer needs, and imposed new safety and service quality requirements. This period underscored the need for robust service management systems, effective staff training, digital service innovations, and responsive customer engagement strategies to maintain performance levels. While previous reports have acknowledged efforts by the airline to strengthen service delivery, little empirical research has examined how structured service quality management practices such as service standardisation, customer care systems, staff competency development, performance monitoring, and technology-enabled service processes contribute to organizational performance outcomes such as customer satisfaction, operational efficiency, financial stability, and competitive positioning.

Given these gaps, it is essential to assess how Quality principles management practices influence organizational performance within public institutions, using RwandAir as a case study. Understanding this relationship provides valuable insights for policymakers, aviation managers, and public enterprises seeking to optimise service delivery and strengthen institutional performance in Rwanda's evolving aviation and tourism landscape.

1.1 Problem Statement

Quality principles management practices has become an essential pillar of organizational effectiveness in the aviation industry, particularly for publicly owned institutions that must balance commercial competitiveness with national obligations. In Rwanda, the national carrier RwandAir plays a strategic role in supporting economic development, tourism growth, and international connectivity. Despite significant government investment and ongoing reforms in the aviation sector, persistent challenges continue to affect the airline's service delivery and overall performance. Reports indicate recurring issues such as inconsistent customer service delivery, flight delays, limited digitalisation of service processes, gaps in staff competency, and inadequate utilization of quality assurance systems (MININFRA, 2023). These weaknesses undermine customer satisfaction, operational efficiency, and the airline's regional competitiveness.

Between 2020 and 2025, the sector has also been influenced by the aftermath of the COVID-19 pandemic, which imposed new operational demands, heightened customer expectations, and intensified the need for robust service quality mechanisms. While initiatives have been introduced to enhance service standards, it remains unclear to what extent Quality principles management practices such as service standardisation, customer care systems, performance monitoring, and continuous staff development have contributed to improvements in organisational outcomes. Existing literature has acknowledged the importance of service quality in airline performance, yet limited empirical evidence specifically examines this relationship within Rwanda's public aviation context.

Consequently, a significant knowledge gap persists regarding how Quality principles management practices shape organisational performance at RwandAir during the period 2020–2025. This gap presents a challenge for policymakers, aviation managers, and stakeholders seeking to strengthen service delivery and ensure the airline's sustainability. Therefore, this study sought to investigate the role of Quality principles management practices on the organisational performance of RwandAir, with the aim of providing evidence-based insights to guide service improvement and institutional effectiveness.

1.2 Objective of the Study

General Objectives

The general objective of this study was to assess the role of Quality principles management practices in organizational performance in public institutions a case of RwandAir, in Rwanda (2020-2025).

Specific Objectives

This study was guided by the following objectives:

1. To examine the role of customer focus in the performance of RwandAir
2. To assess the role of process standardization and control in the performance of RwandAir.
3. To evaluate the role of leadership and strategic direction in the performance of RwandAir
4. To examine the role of customer feedback and complaint management in the performance of RwandAir.

1.3 Gaps Identification

From previous literature review the gap were identified. The most studies used only percentages. Further, the second gap was observed by researcher was, many studies were conducted outside Rwanda and did not focus on role of Quality principles management practices in organizational performance in public institutions a case of RwandAir. Therefore, researcher seeks to contribute in existing literature doing research about role of Quality principles

management practices in organizational performance in public institutions a case of RwandAir. The third Gap observed, all studies conducted did not focus on role of Quality principles management practices in organizational performance in public institutions a case of RwandAir, using customer focus, process standardization and control, leadership and strategic direction, customer feedback and complaint management. Therefore, the study will fill this gap by conducting research about role of Quality principles management practices in organizational performance in public institutions a case of RwandAir using the following elements, customer focus, process standardization and control, leadership and strategic direction, customer feedback and complaint management.

2. Literature Review

2.1 Empirical Literature

This section details the specific objectives based on various researchers and scholars wrote about customer focus, process standardization and control, leadership and strategic direction and customer feedback and complaint management. Empirical literature is structured as follows:

2.1.1 Role of customer focus in the performance of public institutions

Omondi et al. (2020) examined the influence of customer focus on the performance of public service institutions in Kenya. The study aimed to determine how understanding citizens' needs, feedback mechanisms, and service responsiveness affected institutional performance. Using a descriptive research design, data were collected from 180 employees across various public agencies through structured questionnaires. The findings revealed that institutions that prioritized citizen satisfaction, timely service delivery, and effective communication reported improved operational efficiency and higher public trust. The study recommended that public institutions adopt customer relationship management systems to strengthen service responsiveness and citizen engagement.

Nabwire (2021) carried out research in Uganda to assess the impact of customer focus strategies on the performance of local government institutions. The study used a descriptive survey design and sampled 110 public officials through purposive sampling. Data were collected through questionnaires and analyzed using regression analysis. Findings revealed a correlation coefficient of 0.79, indicating a strong positive relationship between customer focus practices—such as complaint handling, service accessibility, and citizen engagement—and institutional performance. The study recommended establishing dedicated customer service units within public institutions to enhance responsiveness and accountability.

Munyaneza (2019) investigated the role of customer focus in improving service delivery performance in public institutions in Rwanda. The study employed a mixed-

methods research design with 120 respondents drawn from government service centers. Data were collected using questionnaires and interviews and analyzed using descriptive statistics and correlation analysis. Results showed that 72% of respondents agreed that institutions emphasizing citizen feedback, service transparency, and responsiveness experienced improved service efficiency and public satisfaction. The study recommended that public institutions strengthen customer feedback systems and integrate citizen service charters to guide service delivery standards.

2.1.2 Role of standardization and control in the performance of public institutions

Lee et al. (2020) examined public sector organizations in South Korea, focusing on how process standardization and administrative control systems influence institutional performance and service delivery. The study used 180 participants selected through convenience sampling and collected data using questionnaires and interviews. Findings revealed that 76% of respondents experienced improved service consistency and efficiency after adopting standardized procedures and performance control systems, highlighting the significant effect of standardization on institutional performance. The study recommended integrating digital monitoring systems and standard operating guidelines to enhance transparency and accountability.

Mbugua (2020) studied the influence of administrative standardization and internal control systems on the performance of public service institutions in Kenya. The study aimed to determine how service procedures, compliance regulations, and monitoring systems affected efficiency and accountability. A descriptive survey design was applied, with 150 public servants selected using stratified random sampling. Data were collected using questionnaires and interviews, then analyzed using SPSS for frequency, percentages, and correlation. Findings showed that 67% of respondents indicated that clear service procedures improved operational consistency, while 71% agreed that effective monitoring and control systems enhanced transparency and institutional performance. The study recommended that public institutions adopt standardized service delivery guidelines and strengthen supervisory mechanisms.

2.1.3 Role of leadership and strategic direction in the performance of public institutions

Odhiambo (2019) conducted a study in Kenya to investigate the effect of strategic leadership on the performance of public institutions in Nairobi County. The study employed a cross-sectional descriptive survey design targeting 200 public sector employees from various government departments. Purposive and simple random sampling

techniques were used to select 120 respondents. Data were collected using questionnaires and analyzed using descriptive statistics and regression analysis. Findings revealed that leadership vision, communication, and employee empowerment significantly influenced institutional performance, with 69% of respondents indicating that clear leadership direction improved efficiency and accountability. The study recommended that public institutions adopt strategic leadership practices to enhance service delivery.

Njuguna and Wanjiku (2020) conducted research in Kenya on the role of strategic direction in improving the performance of public organizations. The study applied a mixed-methods approach targeting 180 employees from selected government institutions. A sample of 110 respondents was selected using stratified random sampling. Data were collected using semi-structured questionnaires and interview guides and analyzed using both descriptive and inferential statistics. The results revealed that institutions with clearly defined strategic visions, missions, and long-term goals achieved higher organizational performance and service delivery outcomes. Approximately 71% of respondents confirmed that strategic direction enhanced coordination and productivity. The study recommended that public institutions strengthen strategic planning and leadership alignment.

The study conducted by Munyaneza et al. (2021) examined the influence of leadership practices on the performance of public institutions in Rwanda. The study targeted 220 employees from different government agencies, including managers, supervisors, and administrative staff. Using stratified random sampling, 130 respondents were selected. Data were collected through questionnaires and interviews and analyzed using descriptive and inferential statistics. The findings indicated that institutions with participative and transformational leadership styles experienced 65% improvement in employee productivity and service delivery. The study concluded that effective leadership significantly enhances institutional performance and recommended that public institutions strengthen leadership development programs to improve organizational outcomes.

2.1.4 Role of customer feedback and complaint management in the performance of public institutions

Santos and Pereira (2020) conducted a study in Brazil to assess the role of complaint management on the performance of public sector organizations. The study employed a descriptive survey design and targeted 150 employees working in municipal public service offices. Using simple random sampling, 95 respondents were selected. Data were collected through structured questionnaires and interviews with departmental managers. Results indicated that 67% of respondents strongly agreed that effective complaint handling improved citizen satisfaction and institutional accountability. Furthermore, the study found a strong relationship between complaint

management practices and service performance ($r = 0.82$). The study recommended strengthening complaint resolution procedures and establishing digital platforms for citizen engagement.

Mensah and Adjei (2019) investigated the influence of customer feedback on the performance of public institutions in Ghana. The study adopted a cross-sectional survey design targeting 200 public service employees across different government departments. A sample of 120 participants was selected using purposive sampling. Data were collected through questionnaires and interviews and analyzed using descriptive statistics and regression analysis. The results showed that customer feedback significantly improved service quality, responsiveness, and public trust in government institutions. Approximately 70% of respondents indicated that feedback systems helped identify service gaps and improve decision-making processes. The study recommended that public institutions develop formal feedback management systems to strengthen service delivery.

Kato (2022) conducted research in Uganda to examine the effect of complaint management systems on the

performance of local government institutions. The study applied a descriptive survey design and used purposive sampling to select 100 respondents from a population of 180 public servants and community representatives. Data were collected using semi-structured questionnaires and interviews. Findings revealed that institutions that effectively managed complaints experienced improved public satisfaction, faster problem resolution, and better institutional reputation. About 66% of respondents agreed that complaint management mechanisms contributed to improved service efficiency and accountability. The study recommended implementing clear complaint resolution policies and staff training programs in public institutions.

2.2 Conceptual Framework

A conceptual framework is a compilation of interconnected elements and variables that aid in identifying and resolving an issue in the real world. It is an analytical tool used for viewing the deductive resolution of an identified issue. In this research, Conceptual Framework guides researcher is shown in Figure 1



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Source: Research (2026)

2.3 Theoretical Framework

The study uses various theories related to the role Quality principles management practices in organisational performance in public institutions.

2.3.1 Service quality theory

Service quality theory was advocated by Gronorooos (1982) and later publicized by Parasuraman et al. (1985). The service is basically intangible and can be

distinguished as an activity where production and consumption to a considerable extent takes place simultaneously. The functional quality cannot be measured objectively as the technical dimension as it is very subjective. This function is important to the customer in the evaluation of the quality of the service and may in

one way or another influence the judgment. The perceived service is a result of customer's view of a bundle of service dimensions some of which are technical while others are functional in nature. When

the perceived service is compared to the expected service the outcome is the perceived service quality (Gronoroo, 1984). Image component confines itself on how customers see the firm and its resources during buyer-seller interaction making corporate image of utmost importance to most service firms. The most important part of the firm which customers see and perceive is its services which are made up of technical and functional qualities.

2.3.2 Performance Theory

The performance theory indicates various factors determining performance of organization. This theory was used due to indicate how Airline performance are determined by various aspect such as quality service, customer satisfaction, increase of market share as well as profitability. Performance theory explains how Airline managers stimulate productivity as the approach of maintaining competitive advantage (Gurbuz, 2018). In this case, citizens' satisfaction is deemed the determinant or judgement for public service delivery. The actual satisfaction of citizens forms the basis of comparing how government is performing to how they think government is expected to perform, and the authentication of customer satisfaction determines the increase in the level of services provided as well as the level of improvement. Understanding customer satisfaction with service delivery then becomes the basis for assessing the level of government performance

3. Methodology

The section looks at how the research is intended to be carried out, divided into key sections including: research procedures, research design, data collection method, population and sampling design, and instruments, and data analysis methods. In addition, the research addressed validity and reliability as well as ethical considerations.

3.1 Research Design

Research design refers to a framework which acts as the blueprint for data collection, measurement, and analysis which explains the procedure necessary for obtaining the information needed to solve a research problem (Cooper & Schindler, 2014). In this study, quantitative and qualitative were applied in conducting research about role of Quality principles management practices in organizational performance in public institutions.

3.2 Target population and Sample Size

Population is described as the total collection of elements about which the researcher wishes to make reference (Cooper & Schindler, 2014). It is basically the universe of people, place or things to be investigated (Saunders, Lewis & Thornhill, 2016). The target population for this study was 150 participants from RwandAir. In this study, the sample

size is equal to the population (150) participants since the number of populations is manageable to collect the information from them.

3.3 Sampling Method

A census sampling technique allows researcher to select all members of population to be questioned in data collection. In this research, the census sampling process was applied to get the participants from RwandAir.

3.4 Data Collection Methods and Instruments

Data collection is the systematic gathering of data using a specified scientific process (Cooper, Schindler, 2014). Poor selection of data collection methods effects the collected data. Research adopted the questionnaire for collecting primary data and documentation review to collect secondary data

3.4.1 Questionnaires

This study adopted a structured questionnaire as data collection tool to collect quantitative data. The questionnaires were issued consisted of closed ended questions.

3.4.2 Interview

The interview is a widely used data collection method that involves face-to-face interaction between the interviewer and the interviewee (Santos & Pereira, 2020). For this study, interviews will be conducted with key informants, including the Management team, executive officers and departmental managers of RwandAir. The interview was conducted by approaching interviewees at their working place or using calling.

3.4.3 Documentation Analysis

Documentation analysis refers to the information obtained from research findings, articles, and books (Ndonga & Chikozho, 2021). They have been obtained from documentation of different categories. This includes textbooks, journals, government reports and other reports, newspapers, websites and other publications. Due acknowledgment has been made to the sources where information was collected at the reference section. The documentation data was used in published and literature review as mentioned their sources

3.4.4 Validity and Reliability

This study employed content validity to confirm that the instruments appropriately captured the research objectives. Reliability refers to the consistency of a research instrument over repeated measurements. Although perfect reliability is difficult to achieve, a reliable tool produces stable results over time. Cronbach's Coefficient Alpha was used to assess

the internal consistency of the questionnaire, measuring the degree to which each item captured the same concept (Cohen, Manion, & Morrison, 2007). A pilot study was

conducted at Ethiopia Airline. The Cronbach's Alpha result was greater than 0.7, indicating that the instruments were both valid and reliable.

Table 1: Cronbach's Alpha Values

Variable	Cronbach's Alpha	No of items
Customer Focus	0.88	5
Standardization and Control	0.86	5
Leadership and Strategic Direction,	0.90	5
Customer Feedback and Complaint Management	0.87	5
Organizational Performance	0.87	5

Source: Primary data (2026)

According to the findings presented in Table 3.2, all variables had Cronbach's Alpha values above 0.7, indicating that the data collection instruments were both valid and reliable. This aligns with the recommendation of Bujang, Omar, and Baharum (2018), who stated that a Cronbach's Alpha coefficient exceeding 0.7 ensures the reliability and validity of research instruments.

3.5 Data Analysis

Quantitative analysis is the process of examining, interpreting, and evaluating processed data to generate meaningful insights and conclusions. It involves applying statistical techniques, thematic interpretation, or other analytical methods to identify patterns, trends, relationships, and significant findings (Anderson, 2020). The results of data analysis help answer the research questions and support decision-making or recommendations. The data was analyzed using SPSS version 25 to generate frequencies, percentages, mean and standard deviation as well as inferential statistics and regression model analysis

For regression analysis was performed to test effect of independent variable on the dependent variable, regression formula helped the researcher to obtain the role Quality principles management practices as independent variable to organizational performance in public institutions as dependent variable.

$$\hat{Y} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y means organizational performance in public institutions as independent variable

a is the regression constant. This shows the value of y when $X_4 = X_3 = X_2 = X_1$.

$\beta_1, \beta_2, \beta_3$, and β_4 refer to changes in Y with respect to a unit fall or increase in X_1, X_2, X_3 and X_4 respectively.

X_1 presents customer focus, X_2 represents standardization and control X_3 symbolizes leadership and strategic

direction while X_4 presents customer feedback and complaint Management.

ε refers to an error term since some unspecified variables might also affect the organisational performance.

According to Merriam (2019) qualitative researchers are interested in understanding the meaning people have constructed, that is, how people make sense of their world and the experiences they have in the world. In this research qualitative data was analyzed by interpretation and contextual.

Qualitative data Analysis

Qualitative data analysis is a systematic process of examining non-numerical information such as interviews, open-ended survey responses, observations, and documents to identify meaningful patterns, themes, and insights. In this study qualitative data was analyzed using text without numerical.

4. Results and Discussion

This chapter provides the findings and discussion of the study basing on the findings of specific objectives. The collected data was analysed, interpreted using percentage; mean, standard deviation, correlation and regression analysis.

4.1 Demographic Characteristic of the Respondents

Profile of respondents is very crucial aspect as they facilitate researcher to know the category of respondents is dealing with and the kind of responses they provide. Demographic characteristic of respondents influences the way people answer the asked questions and make researcher to expect the accurate level of collected answers. Research based on age, gender and education level of respondents.

Table 2: Age of Respondents

Age of Respondents	Frequency	Percent
18-30	23	15.3
31-40	45	30
41-50	56	37.3
Above 50	26	17.4
Total	150	100.0

Source: Primary data (June, 2026)

Table 2 indicates that 37.3% of the respondents were in range of 41-50 years followed by 30% of the respondents were in range of 31-40 years. Furthermore 17.4% of the respondents were above 50 years. Finally, the remaining

15.3% of the respondents were between 18-30years. The findings showed that employees at Rwandair consist of various and distinguishable people in manner of age.

Table 3: Level of education

Level of education	Frequency	Percent
Secondary Completed	34	22.7
Bachelor's degree	96	64
Master degree and above	20	13.3
Total	150	100.0

Source: Primary data (June, 2026)

The researcher was interested in knowing level of respondents since educational level influence respondents the way planning and implementing management practices as well as decision making. The findings showed that great number of respondents have bachelor's degree at 64% followed by 22.7% indicated they were Secondary completed. Finally, 13.3% have master degree The findings revealed that all respondents are educated making researcher to ensure the provided responses are accurate

since education improves the level of thinking and answering.

4.2 Role of Customer Focus in Performance of RwandaAir

This section elaborates the role of customer focus in the performance of RwandaAir, responses were analysed using Likert scale ranging from Strongly Disagreed to strongly Agreed, mean and standard deviations.

Table 4: The role of customer focus in the performance of RwandaAir

Responses	SA	A	D	SD	Mean	Std. Dev
Understanding customer needs influences the performance of public institutions.	32.1	63	3.7	1.2	3.26	0.58
Customisation of services to meet citizens' needs improves the performance of public institutions.	29.6	58	8.6	3.7	3.13	0.73
Timeliness of service delivery promotes better performance in public institutions.	37.0	48.1	11.1	3.7	3.18	0.77
Courtesy and professionalism of staff contribute to improved performance of public institutions.	34.6	50.6	9.9	4.9	3.15	0.81
Creating value for customers enhances the overall performance of public institutions.	38.3	53.1	4.9	3.7	3.26	0.72

Source: Primary data (June, 2026)

Table 4 shows the role of customer focus in the performance of RwandaAir. The study was interested in knowing whether Understanding customer needs influences the performance of public institutions. The findings showed that 32.1% strongly agreed and 63% agreed the statement. However, 3.7% disagreed and 1.2% strongly disagreed the statement, the respondents agreed the statement at strong mean of 3.26 and standard deviation of 0.58

Researcher asked the respondents whether customization of services to meet citizens' needs improves the performance of public institutions, the results showed that majority of respondents agreed at 58% and 29.6% strongly agreed. Even though majority of respondents agreed, few of them disagreed at 8.6% and 3.7% strongly disagreed, furthermore results showed that respondents agreed at mean of 3.13 and standard deviation of 0.73.

The researcher asked the respondents whether the timeliness of service delivery promotes better performance in public institutions. The findings revealed that 37.0% strongly agreed and 48.1% agreed. Contrary, 11.1% disagreed and 3.7% strongly disagreed the statement while respondents agreed at mean of 3.18 and standard deviation of .77. Concerning to the courtesy and professionalism of staff contribute to improved performance of public institutions, the following responses were obtained 34.6% strongly agreed and 50.6% agreed. Despite 9.9% disagreed and 4.9% strongly disagreed the statement; meanwhile statement was confirmed at mean of 3.15 and standard deviation of 0.81.

The study established that creating value for customers enhances the overall performance of public institutions at agreement of 38.3% strongly agreed and 53.1% agreed. Contrary, 4.9% disagreed and 3.7% strongly disagreed the statement. On the other hand, respondents agreed at mean of 3.26 and standard deviation 0.72. According to Chief Commercial Officer interviewed, *customer focus helps RwandAir understand passengers' needs and expectations, enabling the airline to improve service quality and customer satisfaction. On the other hand, Head of customer service said that satisfied customers are more likely to remain loyal, recommend the airline to others, and contribute to*

increased passenger numbers and a stronger organizational reputation.

The findings are supported by research done by Omondi et al. (2020) who indicated that organization that prioritized customer satisfaction, timely service delivery, and effective communication enhance operational efficiency and higher public trust leading to the optimization of performance. Customer focus is very important to the service provide due to its key for improving the productivity and customer turnover. Management of Rwandair establish clear strategies and procedures to ensure the service delivery meet to the clients. The approach of customer focus is a powerful tool to satisfy.

4.3 Role of Process Standardization and Control in the Performance of RwandAir

This section emphasizes on the role of process standardization and control in the performance of RwandAir, the researcher asked this question to assess the extent to which process standardization and control influence the performance of RwandAir.

Table 5: The role of process standardization and control in the performance of RwandAir.

Responses	SA	A	D	SD	Mean	Std. Dev
The use of Standard Operating Procedures (SOPs) improves the performance of public institutions.	35.8	59.3	2.5	2.5	3.29	0.63
Task automation and digital workflows enhance efficiency and performance in public institutions.	34.8	58.3	5.7	1.2	3.27	0.59
Compliance with aviation service standards contributes to better performance of public institutions.	27.2	63.0	6.2	3.7	3.14	0.69
Error reduction and service consistency improve the overall performance of public institutions.	30.9	60.5	6.2	2.5	3.20	0.66
Effective monitoring and evaluation mechanisms strengthen the performance of public institutions.	51.4	42.0	3.7	2.9	3.42	0.70

Source: Primary data (June, 2026)

The Table 5 showed the role of process standardization and control in the performance of RwandAir. Concerning on the use of Standard Operating Procedures (SOPs) improves the performance of public institutions, 35.8% strongly agreed and 59.3% agreed. Oppositely, 2.5% disagreed and 2.5% strongly disagreed the statement. In addition, respondents agreed the statement at mean of 3.29 and standard deviation of 0.63. Further, task automation and digital workflows enhance efficiency and performance in public institutions at agreement of 34.8% strongly agreed and 58.3% agreed.

However, few respondents refused the statement where 5.7% disagreed and 1.2% strongly disagreed the statement. In addition to, respondents agreed at mean of 3.27 and 0.59 standard deviation. The findings revealed that compliance with aviation service standards contributes to better

performance of public institutions at 27.2% strongly agreed and 63.0% of the respondents agreed the statement. However, 6.2% and 3.7% disagreed and strongly disagreed respectively. Further, results showed that respondents agreed ant mean of 3.14 and standard deviation of 0.69. On the other hand, researcher asked the respondents whether error reduction and service consistency improve the overall performance of public institutions. where, 30.9% and 60.5% strongly agreed and agreed respectively. Despite of 6.2% disagreed and 2.5% strongly disagreed the statement. On the other hand, respondents agreed at mean of 3.20% and slightly deviation of 0.66 standard deviation

Lastly but not least, the respondents indicated that effective monitoring and evaluation mechanisms strengthen the performance of public institutions, 51.4% strongly agreed

and 42.0% agreed the statement. However, 3.7% disagreed and 2.9% strongly disagreed, also respondents agreed at mean of 3.42 and standard deviation of 0.70.

According to Chief Operating Officer, process standardization ensures that services are delivered consistently, safely, and efficiently across all operations. Furthermore, Director of Safety and Quality said that process standardization and control reduce operational errors, improves compliance with aviation regulations, enhances coordination among departments, and supports timely service delivery, all of which contribute to improved organizational performance.

The findings concurred by research done by Mbugua (2020) showed that administrative standardization and internal control systems contributes to the performance of public service institutions in Kenya where the findings indicated

that clear service procedures improve operational consistency leading to the institutional performance. The standardization process gives clear approach to the performance of service providers, poor standardization and control decrease the performance of airlines, in this technology era, organization service providers establish the automation procedures to enhance the service quality, customer loyalty as well as performance of service providers.

4.4 The role of leadership and strategic direction in the performance of RwandAir

This subsection shows the information related to the role of leadership and strategic direction in the performance of RwandAir. The findings were analysed using percentage, mean and standard deviation.

Table 6: The role of leadership and strategic direction in the performance of RwandAir.

Responses	SA	A	D	SD	Mean	Std. dev
Vision clarity and communication by leaders improve the performance of public institutions.	29.6	55.6	11.1	3.7	3.11	0.75
Strategic planning and effective implementation enhance the performance of public institutions.	25.9	60.5	9.9	3.7	3.09	0.72
Staff motivation and empowerment by leadership contribute to improved performance of public institutions.	38.3	49.4	8.6	3.7	3.22	0.77
Allocation of resources for service improvement influences the performance of public institutions.	34.6	54.3	6.2	4.9	3.19	0.78
Effective decision-making by leaders enhances the performance of public institutions.	38.3	53.1	6.2	2.5	3.27	0.68

Source: Primary data (June, 2026)

Table 6 showed that Vision clarity and communication by leaders improve the performance of public institutions at agreement of 29.6% strongly agreed and 55.6% agreed. However, 11.1% disagreed and 3.7% strongly disagreed the statement, the mean of respondents was 3.11 and standard deviation of .75

Furthermore, researcher asked whether strategic planning and effective implementation enhance the performance of public institutions, the following responses were provided by respondents, 25.9% strongly agreed and 60.5% agreed. Although, 9.9% disagreed and 3.7% strongly disagreed, also respondents agreed at mean of 3.09 and standard deviation of 0.72. Researcher sought to find out whether staff motivation and empowerment by leadership contribute to improved performance of public institutions, 38.3% strongly agreed and 49.4% agreed. Contrary, 8.6% disagreed and 3.7% strongly disagreed the statement. Meanwhile, respondents agreed at strong mean of 3.22 and standard deviation of 0.77. The study indicates that allocation of resources for service improvement influences

the performance of public institutions, 34.6% strongly agreed and 54.3% agreed. Despite of majority agreed the statement, few respondents answered oppositely, where 6.2% and 4.9% disagreed and strongly disagreed the statement, addition to, respondents agreed at mean of 3.19 and standard deviation of 0.78. Finally, respondents revealed that effective decision-making by leaders enhances the performance of public institutions, 38.3% strongly agreed and 53.1% agreed. Even though, majority of respondents agreed, 6.2% disagreed and 2.5% strongly disagreed the statement. On the other hand, respondents agreed at mean of 3.27 and standard deviation of 0.68.

According to Chief Executive Officer said that effective leadership provides a clear vision and strategic direction that guides employees toward achieving organizational objectives. Furthermore, Deputy Chief Executive Officer said that strong leadership promotes accountability, motivates staff, supports innovation, and ensures that resources are used effectively, resulting in improved operational efficiency and overall performance.

The study agreed with Munyaneza et al. (2021) examined the influence of leadership practices on the performance of public institutions in Rwanda. The study concluded that effective leadership significantly enhances institutional performance. The responsibilities of leaders are to set vision and mission of organization with ambition of maximizing the service provision. Managers plan and allocate the sufficient resource at every place as the approach of maximizing the service quality. Service providers rely on the quality service deliver to the customers as the way of creating positive experience in customer mind.

4.5 The role of customer feedback and complaint management in the performance of RwandAir

This section provides results related to the role of customer feedback and complaint management in the performance of RwandAir. The responses provided by respondents are presented in table below.

Table 7: The role of customer feedback and complaint management in the performance of RwandAir.

Responses	SA	A	D	SD	Mean	Std. Dev
Accessibility of feedback channels influences the performance of public institutions.	28.4	56.8	9.9	4.9	3.09	0.77
Timeliness of response to customer complaints improves the performance of public institutions.	43.2	44.4	8.6	3.7	3.27	0.78
Effective corrective actions taken after receiving complaints enhance the performance of public institutions.	27.2	55.6	12.3	4.9	3.05	0.79
Using customer feedback for service improvement boosts the performance of public institutions.	42	51.9	4.9	1.2	3.35	0.60
Customer satisfaction with complaint resolution contributes to better performance of public institutions.	35.8	54.3	6.2	3.7	3.22	0.71

Source: Primary data (June, 2026)

Table 7 indicates that accessibility of feedback channels influences the performance of public institutions, 28.4% strongly agreed and 56.8% agreed. However, 9.9% disagreed and 4.9% strongly disagreed. Also, respondents agreed the statement at mean of 3.09 and standard deviation of 0.77. Further, Timeliness of response to customer complaints improves the performance of public institutions where, 43.2% strongly agreed and 44.4% agreed the statement. Contrary, 8.6% disagreed and 3.7% strongly disagreed, respondents agreed at mean of 3.27 and standard deviation of 0.78

The respondents were asked whether effective corrective actions taken after receiving complaints enhance the performance of public institutions, 27.2% strongly agreed and 55.6% agreed. Even though majority of respondents agreed, 12.3% disagreed and 4.9% strongly disagreed the statement, other way, respondents agreed at mean of 3.05 and standard deviation of 0.79. Also, research was interested in knowing whether using customer feedback for service improvement boosts the performance of public institutions, 42% strongly agreed and 51.9% agreed. Oppositely, 4.9% and 1.2% disagreed and strongly disagreed the statement respectively. Results showed that respondents agreed at mean of 3.35 and 0.60 standard

deviation. The findings showed that customer satisfaction with complaint resolution contributes to better performance of public institutions 35.8% strongly agreed and 54.3% agreed. However, 6.2% and 3.7% disagreed and strongly disagreed the statement, while respondents agreed at mean of 3.22 and standard deviation of 0.72.

According to Chief Commercial Officer, Customer feedback and complaint management provide valuable information about passengers' experiences and areas requiring improvement. While Head of customer service said that addressing complaints promptly and using feedback to improve services enhances customer satisfaction, builds trust, strengthens the airline's reputation, and supports continuous improvement in service delivery.

The study concurred with Santos and Pereira (2020) conducted a study in Brazil to assess the role of complaint management on the performance of public sector organizations. Results indicated that 67% of respondents strongly agreed that effective complaint handling improved citizen satisfaction and institutional accountability. Ability of organization to manager and resolve the complaint issues is paramount to the performance of service providers. Customer feedback stimulate ability of organization to improve the quality service provision.

Table 8: Pearson Correlation Matrix

		Correlations				
		Customer focus	Standardization and control	Leadership and strategic direction	Customer feedback and complaint management	Organizational Performance
Customer focus	Pearson Correlation	1	.872**	.883**	.773**	.938**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	150	150	150	150	150
Standardization and control	Pearson Correlation	.872**	1	.776**	.906**	.924**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	150	150	150	150	150
Leadership and strategic direction	Pearson Correlation	.883**	.776**	1	.762**	.858**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	150	150	150	150	150
Customer feedback and complaint management	Pearson Correlation	.773**	.906**	.762**	1	.779**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	150	150	150	150	150
Organizational Performance	Pearson Correlation	.938**	.924**	.858**	.779**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data (June, 2026)

The table8 indicates how independent variables correlated with dependent variable, the results showed that there is high positive relationship between customer focus and organizational performance in public institutions in Rwanda because of the positive value for correlation coefficient. Customer focus contributes to the performance of organizational at high positive correlation of 0.855 (93.8%). Further, the finding indicated that standardization and control increases performance of organizational at high positive correlation of 924 (92.4%).

Further, the findings indicate that there is strong correlation between leadership and strategic direction at .854(85.4%). Finally, the findings showed that customer feedback and

complaint management influences organizational performance in public institutions at strong positive correlation of .775 (77.5%). All results showed that there is statistically significance due to p-value is 0.000 which is less than 0.01 as suggested by SPSS program. The findings confirmed that all variables under quality principles management practices influences highly performance of organizational in public institutions due to all customer focus, standardization and control, leadership and strategic direction, customer feedback and complaint management realize the importance of various practices contributes to the performance of organizational in public institutions

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	.715	.707	.37798

Source: Primary Data (June, 2026)

a. Predictors: (Constant), customer focus, standardization and control, leadership and strategic direction, customer feedback and complaint management.

Table 9 shows that regression analysis revealed (R = .845) which is a favorable connection while the R square of 0.715 indicated that the model's predictors, customer focus, standardization and control, leadership and strategic direction, customer feedback and complaint management

accounted 88.8% correlation with the dependent variable as organizational performance in public institutions. Further, the research concluded that combination of all components of independent variable raise organizational performance in public institutions.

Table 10 : Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	51.924	4	12.981	90.776	.000 ^b
	Residual	20.716	145	.143		
	Total	72.640	149			

Source: Primary Data (June, 2026)

a. Predictors: (Constant), customer focus, standardization and control, leadership and strategic direction, customer feedback and complaint management

b. Dependent Variable: organizational performance in public institutions

Table10 shows that the model indicates that 71.5% of the differences in organizational performance in public institutions (51.924 out of 72.640), while other variables not captured by the model where it can explain 28.5% percent (20.716 out of 72.640). F value of the model is

90.776, where significantly different from zero. P-value of 0.000 is below predetermined level which indicates statistical significance of independent variables to the dependent variable. In recommendation, the model is good to indicate the organizational performance in public institutions.

Table 11: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.708	.148		4.783	.000
customer focus	.350	.054	.408	6.481	.000
standardization and control	.355	.070	.433	5.071	.000
leadership and strategic direction,	.312	.058	.381	5.379	.000
customer feedback and complaint management	.286	.061	.329	4.689	.000

Source: Primary Data (June, 2026)

Dependent Variable: organizational performance in public institutions

Table11 shows the responses of the regression coefficients. The organizational performance in public institutions was established through determination of Standardized coefficients (B). In reference to the T-statistics, customer focus, standardization and control, leadership and strategic direction, customer feedback and complaint management have direct influence to the organizational performance in public institutions where the results indicated that role of Quality principles management practices in organizational performance in public institutions through customer focus, standardization and control, leadership and strategic

direction, customer feedback and complaint management, the results showed that customer focus (= .408), standardization and control, (= .433), leadership and strategic direction (= .381), customer feedback and complaint management (= .329).

In addition to, a unit change in customer focus, would lead to the organizational performance in public institutions at multiple of .408, the greatest predatory of the study, any factor change in standardization and control would contribute to the organizational performance in public institutions at 0.433 times, and a section change in

leadership and strategic direction leads to the organizational performance in public institutions at the rate of .381 times , the unit modified in customer feedback and complaint management influences organizational performance in public institutions at 0.329 times. All p-values in the

research were less than 0.05, it explains that variables are statistically confirming independent variables influence organizational performance in public institutions as dependent variables significantly.

Table 12: Results of Hypotheses Testing

Hypothesis developed	Beta (β)	P-values	Decision on Ho	R ²
Standardization and control	.408	.000	Rejected	.715
Leadership and strategic direction,	.433	.000	Rejected	
Customer feedback and complaint management	.381	.000	Rejected	
Standardization and control	.329	.000	Rejected	

Source: Primary Data (June, 2026)

Table12, the first hypothesis revealed that customer focus has no significant role in the performance of RwandAir, the second hypothesis relates that process standardization and control has no significant role in the performance of RwandAir, third hypothesis indicates that there is no significant role of leadership and strategic direction in the performance of RwandAir and fourth hypothesis examines whether there is no significant role of customer feedback and complaint management in the performance of RwandAir. All hypothesizes are rejected because p-value were less than 0.005 which means that all variables have significantly on the organizational performance in public institutions .The findings showed that quality principles management practices have big contribution on the organizational performance in public institutions in consideration of customer focus, standardization and control, leadership and strategic direction, customer feedback and complaint management due to Quality principles management practices promote the organizational performance in public institutions.

5. Conclusion and Recommendations

5.1 Conclusion

The study concluded that customer focus plays a fundamental role in enhancing the operational performance of RwandAir. Identifying customer needs and creating tangible value for passengers serve as central pillars that position the institution to achieve stronger organizational outcomes. Timely service delivery, coupled with a courteous and professional staff, directly elevates service quality, resulting in greater operational efficiency and an enhanced institutional standing.

The study further concluded that process standardization and control significantly support the reliability and efficiency of the airline. Establishing strict monitoring and evaluation mechanisms along with consistent utilization of Standard Operating Procedures (SOPs) forms a critical foundation for operational success. Accelerating task automation and complying with international aviation standards effectively reduce service errors and optimize institutional workflows.

In addition, the study confirmed that leadership and strategic direction are essential for driving organizational excellence. Decisive leadership and deliberate staff motivation initiatives create a supportive work culture where teams feel empowered to contribute to institutional goals. Clear communication of a strategic vision and targeted resource allocation ensure the workforce remains aligned and focused on continuous productivity improvements.

The study also concluded that customer feedback and complaint management contribute greatly to long-term performance and institutional growth. Actively utilizing passenger insights to guide service improvements and maintaining a prompt response to complaints help preserve trust and build customer satisfaction. Providing accessible feedback channels and taking effective corrective actions ensure a reliable framework for service recovery and sustained success.

Overall, the study confirmed that customer focus, process standardization, leadership direction, and responsive complaint management collectively play a vital role in shaping the performance of RwandAir. Integrating these management practices enables the institution to optimize resources, enhance service consistency, strengthen its competitive advantage, and maintain highly efficient public aviation services.

5.2 Recommendations

The recommendations were formulated basing on the research findings and conclusions as follows:

1. To RwandAir

The study found that process standardization significantly enhances operational success, particularly through monitoring and evaluation mechanisms; however, service customization scored lower. Therefore, it is recommended that RwandAir to design tailored flight experiences and personalized service options to better align with the specific preferences of dynamic traveler segments and improve productivity.

Since the clarity of strategic vision communication by leadership recorded lower satisfaction, the study

recommended that RwandAir management strengthen internal communication frameworks and conduct regular interactive briefings to ensure all frontline workers clearly understand and execute organizational goals.

2. To Airline Companies

The study found that standard operating procedures and compliance with international flight benchmarks act as fundamental pillars for organizational safety; however, service delivery delays undermine progress. Therefore, the study recommended airline companies to enforce rigid process controls and time-management protocols

Since effective leadership decision-making was shown to positively influence business performance, the study recommended that airline companies to invest in specialized crisis management.

3. To Government of Rwanda

The study found that digital workflows and task automation significantly strengthen public institution efficiency; however, some public frameworks still face technological gaps. Therefore, it is recommended that the government expand supportive digital infrastructure and funding to accelerate the full automation of national transit and aviation entities.

Although compliance with international aviation standards positively shapes performance, regular enforcement requires constant oversight. It is recommended that regulatory bodies institute continuous, proactive auditing systems to ensure all national aviation and hospitality entities strictly match global quality criteria.

4. Suggestions for Further Study

This study examined the role of Quality principles management practices in organizational performance in public institutions in Rwanda. Therefore, the study recommended future researchers to conduct research about the influence of Quality principles management practices on the client satisfaction in Airlines Transport Companies in Rwanda using a case study of Ethiopia Airlines.

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