



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

QUALITY CONTROL PRACTICES AND PERFORMANCE OF CATHOLIC DIOCESAN HOSPITALITY PROJECTS IN SOUTHERN PROVINCE, RWANDA

¹ Mujawavezu Marie Donatille, ² Dr. Lango Bernard & ³ Dr. Omuchesi Jonathan

<https://journal.cuea.edu/ojs1/index.php/cjhss/article/view/231>

Email: m.mujawavezu70@yahoo.com

Abstract

The adoption of quality management practices (QMPs) helped many organizations improve their performance. However, little research exists regarding their effectiveness in Catholic Diocesan Hospitality Projects (CDHPs) in Rwanda, and the lack of evidence contributes to poor service quality, inefficiencies in operations, and challenges in satisfying their customers. The purpose of this research was to examine the influence of quality control practices on the performance of CDHPs in the Southern Province, Rwanda. Specifically, the study focused on how operational procedures namely customer complaint management, feedback integration, and inspection routines influence the performance of CDHPs in the southern province of Rwanda. The theory of the Juran Trilogy served as the study's foundation, and a convergent parallel mixed-methods research design was employed. The study targeted the population of 240 staff working in the five hotels established by diocesan and religious congregations, with 150 selected to participate using purposive sampling methods. The instruments used to collect data were questionnaires and interviews. The analyses of data adopted Descriptive statistics (means, standard deviations) and correlation analysis using SPSS version 21 for quantitative data, while themes were appropriate for qualitative data. The findings showed quality control practices to be moderately implemented (Mean = 3.36) and generally contribute positively to the performance of CDHPs. The efforts were made in the feedback and customer complaint management integration, while the weaknesses were in the systematic inspections and documentation. The research findings conclude that the efficiency in operation, service quality, and satisfaction of the guests is enhanced by the effective implementation of quality control practices, whereas gaps in inspection and documentation hinder the overall performance of CDHPs. To improve project performance, the research recommends strengthening documentation procedures and inspection methodologies.

Keywords: *Quality Control, Service Delivery, Operational Efficiency, Customer Satisfaction, Project Performance, Catholic Diocesan Hospitality Projects, Rwanda*



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

Introduction

In the hotel sector, quality management is an important component of improving organisational performance where client expectations and service standards are crucial (Al-Husain et al., 2024). Quality control, which is one of the various dimensions of quality management, is a key element in achieving the desired quality standards in the hospitality industry. It involves applying the best processes that consistently meet quality standards and satisfy client needs (Mwiya, 2023). In general, by facilitating quality control activities such as regular inspections and using improvement protocols in response to customer complaints and their feedback, hospitality settings improve their performance in maintaining service excellence, reducing errors, and enhancing the satisfaction of clients (Were, 2025). These practices are essential for organisations to identify service gaps and take corrective measures on time for the improvement of their performance.

Although the importance of the hospitality sector in contributing to the growth of the economy in many countries is recognized, it is still facing many issues that hinder the satisfaction of the clients and business performance, including subpar service delivery, ineffective quality management and control systems, and poor operations. CDHPs are a distinctive component of Rwanda's Southern Province's hospitality industry, which includes hotels, guesthouses, and hostels. These establishments primarily provide accommodation for pilgrims to local religious sites and other clients and serve as income-generating initiatives for Catholic dioceses and religious congregations. CDHPs provide the service to their

customers in the same competitive hospitality market as private hotels, even if they are owned by religious organisations and operate in accordance with a religious mission. Therefore, they need to respond to the expectations of clients, comply with industry standards, and achieve financial viability (Rwanda Development Board [RDB], 2020).

Based on the previous studies, the efficient application of quality management techniques helps to attain sustained performance in hospitality organisations (Al-Husain et al., 2024). As Azab et al. (2019) found in their study, applying proper inspection protocols, flexible inspection systems, and modern technology can enhance service and how operations are assessed in the hospitality sector in Egypt. While numerous studies have examined quality management in commercial hospitality enterprises, limited research has been conducted on how quality management practices can enhance the performance of faith-based hospitality projects in Rwanda. This creates a contextual and empirical gap in the literature. By filling the existing knowledge gap, this study sought to establish the influence of quality control practices on the performance of CDHPs in Southern Province, Rwanda.

Statement of the Problem

In Rwanda, the country's economy continues to grow, and this is mainly attributed to the hospitality industry's contribution to the development of tourism and employment in Rwanda. CDHPs, a component of the sector, own and operate hotels, guesthouses, and hostels located throughout the Southern Province of Rwanda, and provide accommodation



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

services to both religious and non-religious clients (Rwanda Development Board [RDB], 2020).

CDHPs continue to experience issues with providing quality service, which leads to inefficient operating procedures and a low level of customer satisfaction. These challenges result from the ineffective implementation of comprehensive Quality Management Practices, which undermine service quality, operational performance, and long-term sustainability (Turinabo, 2023). One critical concern in quality management is the ineffective implementation of quality control practices, including inadequate routine inspections, weak monitoring systems, and limited integration of customer feedback into service improvement processes (Turinabo, 2023; Habineza, 2022). The inadequate application of quality control systems in many CDHPs results in gaps in identifying service delivery problems and addressing guest complaints on time (RDB, 2020). Other contributing factors to these ongoing CDHPs quality issues stem from limited skills and training of the workforce, a lack of practical experience with work, and the lack of developed technology in the way they operate, as well as poor customer service practices (Turinabo, 2023; Habineza, 2022).

All these issues have resulted in continued inefficiencies in service delivery and reduced service quality (RDB, 2020). Failure to address these gaps can lead to continuing inconsistent service delivery, inefficiencies in operation, declining satisfaction of clients, and reduced competitiveness in a more demanding marketplace for CDHPs. While there are many studies on the positive relationship between effective QMPs and improved performance in hospitality organizations,

there is a limitation in research focusing specifically on the role of quality control in faith-based for-profit hospitality businesses (e.g., CDHPs). Therefore, the purpose of the present study was to identify the influence of quality control practices on the performance of CDHPs in Rwanda's Southern Province.

Through addressing this gap in knowledge, this study will contribute to improving knowledge of service delivery quality, enhancing operational sustainability, and providing a source of value-added information for both academic research and practical management of faith-based hospitality organizations.

General Objective of the Study

The general objective of the study was to assess quality control practices and their perceived contribution to the performance of Catholic Diocesan Hospitality Projects in Southern Province, Rwanda.

Specific Objectives of the study

The following specific objectives guided this current study:

- i. To establish the influence of regular inspections and assessments on the performance of Catholic Diocesan Hospitality Projects in Southern Province, Rwanda.
- ii. To determine the influence of customer feedback integration on the performance of Catholic Diocesan Hospitality Projects in Southern Province, Rwanda.
- iii. To assess the influence of the guest complaints resolution mechanism on the performance of Catholic Diocesan Hospitality Projects in Southern Province, Rwanda.

Research Question



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

- i. To achieve its objectives, this study answered the following question:
- ii. How do quality control practices influence the performance of Catholic Diocesan Hospitality Projects in Southern Province, Rwanda?

Theoretical Framework

This study was based on the Juran Trilogy, developed by Joseph M. Juran in 1986, as a more comprehensive approach to quality control. The framework focused on three quality processes, including quality planning, quality control, and quality improvement (Juran, 1986). The key focus of Juran's trilogy comprises the operational procedures that enable the achievement and maintenance of quality targets. Juran defines quality as the characteristics of a product that increase revenue, satisfy customers, and correspond to their needs, while also ensuring freedom from defects such as mistakes that cause rework or problems that lead to field failures, customer dissatisfaction, or complaints (Juran, 1992).

According to this framework, quality control is a central component that examines existing activities against the quality objectives, based on information gathered during planning. It entails evaluating actual performance, comparing it with predetermined objectives, and taking corrective action where actual performance and set objectives are divergent (Juran, 1986). The theory promotes continuous measurement and feedback during service execution, enabling organizations to quickly identify and correct quality gaps.

Juran's quality control framework facilitates the understanding of applying systematic inspections and the role of

resolving service failures without delay, in enhancing efficiency in operation, and in responding to the needs of customers to increase their satisfaction. The theory provides a solid theoretical basis for examining the influence of quality control practices on the performance of projects in hospitality projects.

Literature Review

In the hospitality sector, quality control forms an essential component of quality management. The aspect of establishing precise procedures for the identification and rectification of performance/service and operational deviations. This procedure helps maintain excellent service standards, and it is through these standards that customers will always enjoy the quality of service they are used to, thereby building the business's reputation and keeping customers loyal (Periša, 2024).

Quiñones and Rojas (2022) have argued that regular inspections are one of the key ways to keep property standards high in the hotel industry. Such practices entail performing thorough checks in order to verify that the quality of facilities and services is consistent with the set standards. The housekeeping department, before guest arrivals, uses detailed checklists for room inspection that include the aspects of cleanliness, maintenance, and equipment operation so as to first identify any issues and then ensure that the rooms meet the standards set by the hotel (Au-Yong, 2024). Au-Yong's (2024) research highlighted three crucial elements as maintenance activities that are the main contributors to the improvement of the satisfaction of guests, including energy efficiency, guest requirements, and health and safety. He argues that to improve the comfort of customers and support sustainability



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

objectives, the practices of energy-efficient systems that include HVAC operations are crucial. In addition, proper sanitation, fire safety, and air quality control help guests to feel more secure and increase their trust. Moreover, frequent inspections and strict cleaning procedures ensure food service operations comply with health and safety regulations, thereby enhancing the hotel's reputation and operational effectiveness. By introducing the Breakfast Orientation Checklist as a structured orientation method at Hilton Helsinki Airport hotel, Vi (2021) demonstrated a method of evaluating employees' progress and ensuring task consistency. Most of the hotel auditing and quality control depend on the use of orientation folders and assessment tools. Structured employee training is also used by organizations to raise efficiency, prevent errors, and ensure the same level of service is provided every time.

Getting customer feedback has become an important way for businesses in hospitality to increase food safety, offer better service, and satisfy their guests. Thus, companies gather, analyze, and utilize customer insights to refine their offerings continually. Nwajei (2024) points out that customer satisfaction in the hospitality sector of Uganda may be increased through the use of efficient methods for obtaining and responding to feedback. Moreover, to remain successful and deliver outstanding customer care, the paper recommends continuous development that is in line with customer expectations. Similarly, Venkateswarlu et al. (2025), in their research on hotels in Asia, came across this idea and stated that they found going through online reviews helpful in making the right strategic decisions and raising the level of service. The study reveals that the key to keeping customers happy is to be

consistent in addressing both the bad and the good feedback. In addition, Kalnaovakul and Promsivapallop (2023) make a point of customer service evaluation forms and guest surveys in the hospitality industry as a means of obtaining different inputs about the hotel, room, restaurant, and food services. Through frequent checking of this data, hospitality managers can spot trends, get to know guests' likes, and improve their services and operations.

Keeping customers content and committed is very important in hospitality, and using the right Complaint methods is among the ways to reach this. Hotel employees document the concerns of the guests, take the necessary steps to rectify the problems, inform the guests of the solutions given, and provide every guest with such full attention that they feel appreciated. Mújde and Yilmaz (2022) argued that a good complaint management system that guides responses is useful in satisfying guests and also points out areas that might need to be improved. The findings are meaningful and help in understanding that feedback from the clients and better complaint management play an important role in keeping service standards in the hospitality sector. Moreover, a well-organised complaint-handling system, supported by clear channels for guest feedback and timely responses, is essential not only for addressing service quality issues experienced by customers but also for collecting the valuable information needed to continuously improve the overall quality of services.

According to Parikh and Dutt (2022), employees who are professionally trained, educated, and experienced are more competent in handling client complaints in five-star hotels in Dubai. Their training and experience improve their ability to



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

communicate, increase their confidence and responsiveness in responding quickly to customer concerns, and facilitate the improvement of service. Tran et al. (2025) revealed that hotels that use online reviews as their selective strategy to respond to customer complaints prioritise more negative or critical comments because of their greater effects on their reputation and how customers perceive them. Contrarily, standardised responses for positive reviews management improve efficiency in operation and the efficient use of limited resources. Despite the challenges of having fewer employees and using outdated technology, it is essential to understand that it is most important to personalize engagement in order to keep customers satisfied. It is interesting to note that Li et al. (2025) found that, in terms of responses, having concrete management responses is more suitable in dealing with negative reviews, while having abstract management responses is more beneficial in dealing with positive reviews in order to increase customer satisfaction. Hotel managers can utilize these viewpoints to gain useful information that can help with service recovery approaches and increase client relations

Materials and Methods

In this study, a convergent parallel mixed-methods design was used, where quantitative and qualitative data were collected simultaneously. The target population comprised 240 staff members drawn from five CDHPs owned by Catholic religious congregations located in the Southern Province, Rwanda. These establishments were chosen because they represent the CDHPs relevant to the study's goal of examining the relationship between quality control practices and project

performance in faith-based hospitality settings. Based on their important role in the management of these CDHPs and their work experience, hotel managers, department heads (operations managers), and operational staff were chosen to participate in the study.

Purposive sampling was employed to select all hotel managers and department heads (operations managers) based on their direct involvement in hospitality operations, as well as operational staff with a minimum of six months of job experience. This approach helped to select respondents who possessed adequate knowledge of quality management practices within the CDHPs.

Using Yamane's (1967) formula, a sample size of 150 respondents was determined from the target population. Despite this, the application of this method is recognised as an approximation rather than a definitive probability conclusion because purposeful sampling does not provide every member with an equal chance of selection. This indicates the limitation of the study's generalisability.

Data were collected from five CDHPs in the southern province of Rwanda between September and November 2025 using structured questionnaires and a semi-structured interview guide. The questionnaire included both closed-ended and open-ended questions and would follow a 5-point Likert scale format: (1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Agree nor Disagree (N); 4 = Agree (A); and 5 = Strongly Agree (SA) to measure the perceptions of respondents regarding quality control practices and performance indicators. Questionnaires were personally distributed to each hotel in accordance with the sample size and collected after seven days using the drop-and-pick-later method.



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

Qualitative data were collected through open-ended questionnaire responses with operational and Head of Departments and face-to-face semi-structured interviews with managers, which were audio-recorded with their consent. Instruments were pretested in a pilot study (10% of the sample) to ensure the clarity, relevance, and reliability of the research instruments, leading to minor revisions. Content validity was established through expert review, while face validity was confirmed during

the pilot study (Connelly, 2008). Reliability was assessed using Cronbach's alpha, with all variables recording coefficients above 0.70, indicating strong internal consistency. Out of 150 distributed questionnaires, 145 were successfully collected. A high response rate (96.66%) indicates strong participation and reliable data for the study. The table below shows the sample size distribution:

Table 1: Sample Size Distribution

Number	Hotel names	Hotel managers	Department heads	Frontline staff	Sample size
1	Hotel Saint André	1	5	38	44
2	Hotel Matter Boni Consilli	1	5	39	45
3	Centre d'Accueil Mère du Verbe	1	5	19	25
4	Emaus Hostel	1	5	11	17
5	Centre Regina Pacis	1	5	13	19
	Total	5	25	120	150

For data analysis, the study followed an objective-based analytical approach rather than a formal hypothesis-testing framework, where data analysis was guided directly by the research objectives. Quantitative data were analyzed in SPSS version 21 using descriptive (means and SD) and inferential statistics. Inferential statistical techniques were applied to determine the strength and significance of relationships between variables. These included Pearson correlation and multiple regression analysis, supported by ANOVA (F-test). Significance was assessed at the 5% level ($p < 0.05$). Although formal hypotheses were not explicitly stated, the regression model inherently tests statistical significance through t-tests, F-tests, and p-values. In contrast, qualitative data were transcribed verbatim and thematically analyzed by coding and organizing responses into key themes, then compared with quantitative results to strengthen validity and ensure consistent findings.

Results and Discussion

Descriptive statistics

The study sought to investigate the influence of quality control on the performance of CDHPs in Southern Province, Rwanda. Data were collected using a structured questionnaire in which respondents rated their level of agreement with statements on quality control practices and key performance indicators such as operational efficiency, efficiency of resource utilization, and customer satisfaction, using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

(Strongly Agree). Mean and Standard deviation were used to assess the level of agreement and the dispersion of responses. For Mean score interpretation (5-point Likert scale), the values were considered as follows: 1.00–1.80 = Very Low implementation; 1.81–2.60 = Low implementation; 2.61–3.40 = Moderate implementation; 3.41–4.20 = High implementation; 4.21–5.00 = Very High implementation. For interpretation of SD, values of 0.00–0.80 were considered low variability (high consensus), 0.81–1.20 moderate variability, and values above 1.20 high variability, indicating divergent views among respondents.

Table 2: Quality Control Practices Descriptive Statistics

Item	N	Mean	Std. Dev.
In our hotel, we conduct regular inspections that are not only aimed at identifying service quality gaps but also at evaluating the performance of the staff.	145	2.9793	1.21603
Our hotel ensures that the findings from the regular inspection are well documented and that actions are taken to improve the service quality.	145	3.3103	1.29913
Analyzing customer feedback enables our hotel to resolve guest concerns promptly and improve their overall experience	145	3.6276	1.39913
Our hotel regularly collects customer feedback through well-structured feedback collection tools such as surveys and suggestion boxes to consistently improve service quality.	145	2.8759	1.34826
Our hotel provides a well-structured customer complaint management system with response protocols that promote customer loyalty	145	3.6621	1.23165
Our hotel rarely acts on customer complaints, staff reports, and suggestions about service problems	145	3.6897	1.25564
Composite Mean	145	3.36	-

Source: Field Data, 2025

The results in the Table above show that CDHPs are inconsistent in implementing quality control practices, especially those focused on customers. The highest level of agreement among the respondents is with regard to the assertion that hotels have well-structured systems in place for handling customer complaints, which also help in building customer loyalty (Mean = 3.66, SD = 1.23). Furthermore, the respondents also agreed that hotels they work with analyze customer feedback in order to address customer concerns in a timely fashion, thereby improving the customer experience (Mean = 3.63, SD = 1.40). This suggests that customer-related quality control practices are among the most visible operational activities within CDHPs. From

the researcher’s understanding of the field data, this may indicate that CDHPs prioritize customer satisfaction as an immediate operational concern. Staff members appear to rely on direct interaction with customers to address service problems and maintain relationships with guests. These observations are in line with the arguments of Oakland (2014), who emphasized that "effective quality control requires continuous monitoring of service delivery, as well as using customer feedback to improve services. Moreover, the research findings that focused on quality control in the handling of customers' complaints suggest a strong degree of support for the work of Müjde & Yilmaz (2022), who emphasized the need for



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

effective quality control in the management of customers' complaints to achieve service quality improvement in hospitality organizations.

Moreover, the respondents also showed a moderate level of agreement regarding the following statement: "Hotels rarely take actions based on customer complaints, staff reports, and suggestions regarding service problems" (Mean = 3.69, SD = 1.26). Since this question was a reversed measure, a moderate level of agreement implies a possible deficiency in hotel responses to service problems that are brought to management's attention.

About inspection-related quality control practices, respondents were found to have a neutral to moderate level of agreement on the documentation of inspection results and taking follow-up action to enhance service quality and customer satisfaction (Mean = 3.31, SD = 1.30). However, a low level of mean score was observed concerning the regular conduct of inspections to identify gaps in service quality and to monitor staff performance (Mean = 2.98, SD = 1.22), as well as collecting feedback from customers using a specific tool, such as surveys or suggestion boxes (Mean = 2.88, SD = 1.35). Based on the researcher's observations during data collection, these findings

indicate the limitations in the implementation of preventive quality control activities in CDHPs. This implies that attention to service quality is given mainly after facing challenges rather than prioritising primarily regular inspection and structured evaluation processes, which makes quality control activities often reactive rather than preventive in CDHPs. The meaning of the findings contradicts the findings of Quiñones and Rojas (2022) and Periša (2024), who highlight the importance of inspection and documentation in ensuring service quality and preventing quality failures.

Referencing the standard deviation values, ranging from 1.22 to 1.40, indicates a high level of dispersion in staff responses, which highlights the variability of responses and suggests differences across respondents' perceptions of quality control practices. This variability in responses may highlight areas that require improvement in the implementation of quality control in CDHPs, including the focus on regular inspections, the systematic collection of feedback, and the utilisation of inspection results for corrective action for improving performance.



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

Table 3: Descriptive statistics findings of performance of CDHPs

	N	Mean	Std. Dev.
Our hotel meets its customers’ needs and operates its daily activities on time and without delays	145	3.7103	1.23557
Our hotel organizes work processes properly, which facilitates the easy operation of staff’s responsibilities	145	3.6690	1.19056
Applying the circular economy in hotels is effective in reducing waste and maximizing the use of resources.	145	3.5517	1.09881
Our hotel reduces unnecessary costs by adopting the use of renewable energy and water conservation techniques to reduce waste	145	3.3931	1.28180
Our hotel invests in renovating and updating its facilities to improve the quality of services and the satisfaction of its clients	145	4.2207	.94626
Our hotel responds quickly and effectively to its customers’ requests and complaints to keep their satisfaction.	145	4.0069	1.23320
Composite mean	145	3.76	

Source: Field Data, 2025

The overall results show that the respondents gave the performance indicators a positive rating, as shown in Table 3, where the mean scores ranged from 3.39 to 4.22. However, regarding response variability, the standard deviation values, ranging from 0.95 to 1.28, indicate a moderate to high dispersion in staff perceptions, suggesting that experiences of performance achievement vary across respondents and departments.

Continuous investment in updating and renovating facilities and equipment to improve service quality and customer satisfaction showed the highest mean score of 4.22 and a standard deviation of 0.95 in measuring the performance. This suggests that respondents had a high degree of agreement about this performance measure and that management places a high priority on maintaining and upgrading the physical infrastructure to enhance customer happiness and service quality in Catholic diocese hotels.

The performance indicator "responsiveness to guest requests and complaints," with a mean score of 4.01 and a standard deviation of 1.23, had the second-highest mean score. This implies that management in Catholic diocese hotels was highly dedicated to ensuring customer satisfaction, and the assessment of customer service effectiveness was also very favorable. This finding also supports Ali et al. (2021) assertion that, in the hospitality industry, especially in hotels and resorts that are faith-based, responsiveness in services was a key determinant of customer happiness. There was a moderate level of agreement with regard to the completion of services for the guests on time, as well as the execution of everyday tasks (M = 3.71, SD = 1.24). Moreover, there was also a moderate level of agreement with regard to the processes of the hotel being well organized in a way that facilitates the effective and efficient performance of the staff (M = 3.67, SD = 1.19). This finding highlights the



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

significance of optimizing hotel operations in order to enhance their performance.

In relation to sustainability practices in hotels, respondents moderately agreed on the implementation of circular economy concepts in a manner that promotes waste reduction, effective resource utilization, and sustainability (M = 3.55, SD = 1.10). However, the utilization of renewable energy sources and water in a manner that promotes waste reduction and elimination of unnecessary costs in hotels had the lowest mean (M = 3.39, SD = 1.28). The above findings indicate that, despite recognizing the sustainability measures in hotels as important concepts in the hospitality industry, Catholic diocese hotels are not utilizing them to a high level.

Overall, the findings indicate that while CDHPs perform well in service delivery,

Table 4: Assessment of the relationship between quality control practices and the performance of CDHPs

Variable	Pearson Correlation (r)	Sig. (p-value)	Interpretation
Regular Inspections and Assessments	.485	.000	Moderate positive significant relationship
Customer Feedback Integration	.529	.000	Moderate positive significant relationship
Guest Complaints Resolution Mechanisms	.381	.000	Weak to moderate positive significant relationship

The results in the above table indicate significant positive relationships between all quality control dimensions and CDHPs. Customer feedback integration showed the strongest relationship with performance (r = 0.529, p < 0.001), followed by regular inspections (r = 0.485, p < 0.001), while guest complaints resolution mechanisms exhibited a weaker but still significant relationship (r = 0.381, p < 0.001). These findings suggest that improvements in the implementation of quality control practices

client satisfaction, and operational efficiency, it is important to strengthen sustainability initiatives and resource optimization practices to further enhance overall performance.

Testing the Relationships Between the Independent and Dependent Variables Pearson Correlation Analysis

Pearson correlation analysis was performed to assess the statistical relationship between quality control practices and the performance of CDHPs. This analysis aimed to determine whether improvements in conducting regular inspections, integration of customer feedback, and guest complaints resolution mechanisms are associated with enhanced performance of these hospitality projects.

are associated with enhanced performance outcomes in hospitality projects.

Multiple regression analysis

To assess the influence of quality control practices on CDHPs' performance, multiple regression analysis was employed. The predictor variables used in the analysis are the three dimensions of quality control. The results are shown in Table 5. This confirms the importance of quality control in



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

enhancing operational outcomes within CDHPs.

Table 5: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
Regression	.573	.329	.314	.71065

The regression results indicate a moderate positive relationship between quality control practices and performance (R = 0.573). The model explains 32.9% of the variation in performance (R² = 0.329), with

an adjusted R² of 0.314. This suggests that quality control practices are important determinants of performance, although other external factors also contribute.

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	34.844	3	11.615	22.999	.000
Residual	71.208	141	.505		
Total	106.052	144			

As shown in Table 6, the results of the ANOVA test in the regression model indicate statistical significance at a 0.05 significance level (F = 22.999, p < 0.001).

This means that the model is statistically significant, confirming the influence of quality control practices on the performance of CDHPs.



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

Table 7: Multiple regression –Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	2.005	.279		7.197	.000
Regular inspections	.202	.073	.243	2.756	.007
Customer feedback integration	.249	.067	.341	3.703	.000
Guest complaints resolution mechanisms	.084	.088	.080	.950	.344

The results from multiple regression analysis presented in Table 7 showed that regular inspections and assessments have a positive and statistically significant effect on performance ($\beta = 0.243$, $p = 0.007$). The meaning of these results is that applying regular inspections is important in enhancing performance outcomes in CDHPs.

Customer feedback integration shows the strongest positive and statistically significant effect on performance ($\beta = 0.341$, $p < 0.001$). This highlights the importance of incorporating guest feedback, which significantly improves service quality and overall performance.

Referring to Guest complaints resolution mechanisms, the results showed that they have a positive but statistically insignificant effect on performance ($\beta = 0.080$, $p = 0.344$), indicating limited predictive power in the current context. These results suggest possible inefficiencies or weak implementation of reactive quality control systems within the studied institutions.

Overall, proactive quality control practices (feedback and inspections) appear more effective than reactive mechanisms (complaint handling).

Qualitative analyses

The qualitative data were collected through face-to-face semi-structured interviews with the hotel managers, while open-ended questions were administered to heads of departments and operational staff. Interviews were conducted at a convenient time for the respondents and were based on a pre-prepared interview protocol on themes related to quality control practices and project performance. Thanks to

this method, each group of respondents was able to present detailed perspectives on quality control procedures in CDHPs.

Several limitations were identified concerning the implementation of preventive quality control mechanisms. Both categories of respondents agreed on the irregularity of inspection and monitoring, by saying that the hotels focus on this when the quality issues arose. This irregularity and the late in reaction indicate how quality control practices are largely reactive to service failure rather than focusing on preventive measures in CDHPs. The research also found that there are delays in dealing with service quality issues, which can be attributed to the lack of communication channels.

In relation to customer complaint handling, the study found that even if hotels are able to address the guests' complaints, the way they handle them is slow and informal, highlighting the absence of standardized follow-up procedures.

Similarly, the study confirmed the existence of customer feedback mechanisms in CDHPs, but they are not documented. Both managers and operational staff mentioned that "feedback mechanisms such as suggestion boxes and verbal feedback are used in the hotel, but are not consistently documented or formally analyzed". These qualitative findings support the study by Rosalynn and Ahmed (2024), who reveal the role of satisfying customers by applying the informal procedures where operational staff direct engaged personal communication in response to their needs, without waiting for the standardized procedures.



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

In addition, by strengthening documentation and formalizing feedback systems, CDHPs can positively make improvements in service quality and satisfy customers. This supports the idea of (Azab et al., 2019) and Müjde & Yilmaz (2022), who emphasized the importance of effective implementation of quality control mechanisms focusing on regularity in inspection, fast response to complaints, and feedback from customers in improving the quality of service and operational evaluation in hospitality organizations.

To improve performance, the findings highlight the importance of formalising inspection procedures, standardising procedures for dealing with complaints and feedback collection from the clients, and documenting issues in CDHPs. Therefore, the presence of quality control mechanisms in CDHPs is not sufficient to contribute to their performance; their effectiveness may depend on how consistently these practices are implemented across different operational areas.

Conclusion and Recommendations:

The study established that quality control practices significantly influence the performance of Catholic Diocesan Hospitality Projects in the Southern Province of Rwanda. Customer feedback integration emerged as the strongest predictor of performance, followed by regular inspections and assessments. Although guest complaint-resolution mechanisms demonstrated a positive relationship with performance, their effect was not statistically significant within the study context. The findings indicate that proactive quality control practices contribute more substantially to organizational performance than reactive approaches.

The study further revealed that while quality control practices are moderately implemented across CDHPs, important gaps remain in inspection routines, documentation procedures, monitoring systems, and the formal utilization of customer feedback. Addressing these weaknesses would enhance operational efficiency, service quality, Customer satisfaction, and long-term organizational sustainability.

Recommendations

Management of Catholic Diocesan Hospitality Projects should institutionalize regular inspections and performance assessments to identify service gaps and implement corrective measures promptly. Structured customer feedback systems should be established and supported by comprehensive documentation procedures to facilitate continuous service improvement. Furthermore, complaint-handling mechanisms should be standardized and integrated into formal quality management systems to ensure consistency, accountability, and responsiveness. Continuous staff training in quality management principles is also recommended to strengthen service delivery and enhance organizational performance.

References

- Al-Husain, R. A., Elshaer, A. M., Alzuman, A., Albadry, O. M., Sheikhelsouk, S., Al-Monawer, N. S., & Alsetoohy, O. (2024). Toward sustainable performance in the hotel food supply chain: Influences of quality management practices and digital integration. *Administrative Sciences*, 14(12), 314. <https://doi.org/10.3390/admsci14120314>
- Ali, B. J., Gardi, B., Othman, B. J., Ahmed, S. A., Ismael, N. B., Hamza, P. A., et al. (2021). Hotel service quality: The impact of service quality on customer satisfaction in hospitality. *International Journal of Engineering, Business and Management*, 5(3), 14–28.
- Au-Yong, C. H. (2024). Enhancing maintenance practices to improve guest satisfaction in the hotel industry. *Built Environment Journal*, 21(1), 18–29.
- Azab, M., Megahed, F., & El-Sawalhy, H. (2019). Hotel inspection procedures in Egypt: An exploratory study. *Journal of the Faculty of Tourism and Hotels, University of Sadat City*, 3(1).
- Connelly, L. M. (2008). Pilot studies. *MedSurg Nursing*, 17(6), 411–412.



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

- El Alaoui, M. H. (2020). An evaluation of efficiency, productivity and sustainability of the hotel industry in Tunisia using a two-stage DEA method (Master's thesis). Eastern Mediterranean University.
- Habineza, E., Odhuno, E., & Abuto, B. (2022). Quality performance and delivery of services in the four- and five-star hotel industry in Rwanda. *Journal of Hospitality and Tourism Management*, 5(1), 14–24.
- Juran, J. M. (1986). The quality trilogy: A universal approach to managing for quality. *Quality Progress*, 19(8), 19–24.
- Kalnaovakul, K., & Promsivapallop, P. (2023). Hotel service quality dimensions and attributes: An analysis of online hotel customer reviews. *Tourism and Hospitality Research*, 23(3), 420–440.
- Li, C., Yu, Y., Filieri, R., & Cui, G. (2025). All words have consequences: Concrete versus abstract language in management response to hotel guest reviews. *Tourism Management*, 106, Article 105032. <https://doi.org/10.1016/j.tourman.2024.105032>
- Menegaki, A. N. (2025). Powering down hospitality through a policy-driven, case-based, and scenario approach. *Energies*, 18(2), 1–36.
- Müjde, A., & Yılmaz, Ö. (2022). Consumer complaints and complaint management in the tourism sector. [Complete publication details required].
- Mwiya, B. (2023). Quality assurance in higher education and its implications for higher education institutions in Zambia. [Publisher or journal details required].
- Nwajei, E. O. (2024). Total quality management practices and customer satisfaction in the hotel industry: A case study of selected hotels in Makindye Division, Kampala District. [Institution or publication details required].
- Oakland, J. S. (2014). *Total quality management and operational excellence: Text with cases* (4th ed.). Routledge.
- Parikh, P., & Dutt, C. S. (2022). Impacts of staff demographics on complaint management behaviour in five-star hotels in Dubai. *International Hospitality Review*, 36(2), 199–219. <https://doi.org/10.1108/IHR-03-2021-0016>
- Periša, A., & Vrtodušić Hrgović, A. M. (2024). Quality management principles in hotel companies: A manager's perspective. In *Tourism and Hospitality Industry 2024: Trends and Challenges* (pp. 39–45). University of Rijeka, Faculty of Tourism and Hospitality Management.
- Quiñones, D., & Rojas, L. (2022). CHECKHI: A checklist for evaluating the customer experience of tourism in the hotel industry. *Sustainability*, 14(24), 16676. <https://doi.org/10.3390/su142416676>
- Rwanda Development Board. (2020). *Tourism and hospitality sector performance report 2020*.
- Tran, D. T., Nguyen, K. T., & Huynh, D. V. (2025). In search of productivity in hotel management responses to online reviews: Which and where to respond? *Journal of Vacation Marketing*. Advance online publication. <https://doi.org/10.1177/13567667251314492>
- Turinabo, G. (2023). Service delivery performance of Catholic hospitality facilities in Rwanda: A case study of the Southern Province. University of Rwanda. [Specify thesis/dissertation type if applicable].
- Venkateswarlu, N., Hanumantha Rao, S., Chen, L.-S., Chowdary, M. K., & Kumar, S. B. (2025). One experience and multiple perspectives on hotel stay: Analysis of online consumers' feedback using a neutrosophic fuzzy approach. *Journal of Quality Assurance in Hospitality & Tourism*. Advance online publication. <https://doi.org/10.1080/1528008X.2025.2464922>
- Vi, L. (2021). Orientation plan for breakfast employees: Hilton Helsinki Airport Hotel. [Unpublished professional report].



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA)

A.M.E.C.E.A

Consecrate them in the Truth

Were, S. O. (2025). A conceptual review of hospitality restaurant service quality management: A recipe for hotel profitability and sustainability. IntechOpen. <https://doi.org/10.5772/intechopen.101144.8>