

Strategic Vision And Mission Practices On Service Delivery In Rwanda Development Board

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Abstract- Over the past decade strategic vision and mission practices are important to the strategic plan implementation of any organization specifically in public sector where it comes to service delivery. Public organizations in Rwanda spends much time and effort on their formulation as they aren't used as planning instruments. The purpose of the study was to examine the influence of strategic vision & mission practices on service delivery in Rwanda Development Board. This study adopted a descriptive approach. The study target population was 114 employees from Rwanda development Board. A sample of 89 respondents was determined using Slovin's formula which was stratified into three strata: top management staff, middle management staff, and low-level management staff. Census method brought out the aspect of accuracy and reliability to this study, because, each and every individual participated to this study. The study findings indicated that the coefficient of Strategic vision & mission practices was 0.099 which was greater than zero. The t statistic of this coefficient is 2.124 with a p value of 0.034 which is less than 0.05. This implies that the coefficient 0.099 is significant. Since the coefficient is significant, it shows that Strategic vision & mission practices making has a significant influence on service delivery at Rwanda Development Board. The study concludes that employee skill development, mentorship, delegation and motivation should be embraced for enhanced service delivery. The study recommends that the Rwanda Development Board should partner with training consultancy organizations such as universities to equip employees with relevant skills by conducting periodical needs assessment.

Index Terms- Strategic vision and mission practices, Service delivery, Rwanda Development Board

I. BACKGROUND OF THE STUDY

Strategy implementation involves both operationalization and institutionalization of strategy. Operationalization is concerned with turning strategic intent into operational reality. Boggis and Trafford (2014) argue that there is often more to operationalizing strategy than making structural changes, redesigning processes and training staff. They assert that for strategies to be truly successful, leaders need to create the conditions that enable the organization to pull itself into an improved future, a future that not only reflects the strategic intent, but also becomes operational reality. For this to happen, institutionalization must occur.

According to Daft (2010) concept on strategy implementation has continued to evolve in competitive organization. A number of factors that have been pointed out by acknowledged scholars like Thompson, Gamble and Strickland (2012) which determine strategy implementation in an organization are employee development, leadership and structure. Development of employee skills and knowledge through trainings can promote creativity and the flexibility of implementation new policies or plans formulated. Delegation and job appraisal among workers can enable the organization identify key competencies among workers that can lead to strategy implementation thus firm performance (Efendioglu & Karabulut, 2010). John and Richard (2011) argues that leadership and strategy implementation are directly correlated in organization context. Visionary leaders are always keen on creating a platform that will promote team spirit in an organization thus strategy implementation (Konzi, 2012). The ability of leaders to formulate policies that will promote synergy among workers and drive them to work towards organization goals is the fundamental aspect of any successful organization. In addition, organizations that continuously review their operational structures are more likely to enhance efficiency and effectiveness in service delivery. Organizations with organic structures and more likely to implement strategies more effectively compared to organizations with mechanistic structures (Kinyanjui & Juma, 2014).

Building on the investment law of 2006, the GOR established Rwanda development board (RDB) in 2008 to fast track development projects and to facilitate new investment. RDB consolidates several Agencies previously involved in promoting investment including the Rwanda investment and export promotion Agency, the Rwanda commercial registration service Agency, the human and institutional capacity development Agency, the Rwanda information and technology agency, and the Rwanda office of tourism and national parks (Affairs, bureau of economic and business development report, 2012)

In this regard, governments realized RDB as a critical and strategic tool with potential to provide efficient and effective services and generally improve government operations (Bizimana, 2012). Consequently, the government of Rwanda embraced began anticipation on increasing efficiency, effectiveness, transparency, simplify procedures, improve record management, reduce corruption and enhance attitudinal change. Further, RDB aims at shifting from the silo mentality, bureaucratic, and paper-based transactional approach towards electronically propelled systems to develop participation, accountability, transparency and accessibility. Its against this background that the study will

investigate the influence of strategic plan implementation practices on service delivery in public sector in Rwanda: a case of Rwanda Development Board.

II. STATEMENT OF THE PROBLEM

Over the years the government of Rwanda has experienced notable growth. However, this growth has not been accompanied by development of efficient systems to ensure that the sector plays its role in an efficient manner. The government introduced Irembo a portal that ensures public service delivery however public service delivery has been plagued by lack of accountability, transparency, corruption, archaic systems, poor working conditions, and often insensitive services that lead to inefficiency, rigidity, ineffectiveness, dissatisfaction and general underperformance. In addition, the online registration of companies carried by Rwanda development Board has been having a lot of questions in terms of service delivery since even after registering a company online one has to physically take documents for verification.

Even though numerous studies have conducted locally concerning the effect of strategy implementation practices and organization performance, it is noted that little attention has been paid by previous researchers in this area thus inconclusive findings resulting to conceptual and contextual gaps. This study therefore will seek to determine the influence of strategic mission and vision practices on service delivery in public sector in Rwanda: a case of Rwanda Development Board. Hence, the need to fill these gaps.

III. LITERATURE REVIEW

Human Capital Theory

Human Capital Theory (HCP) was advanced by Theodore Shutz and Gary Becker in the early 1960's. It states that investment in staff training increases an individual's skills and abilities obtained can potentially increase productivity and performance of individuals' work. Human Capital represents the combined intelligence, skills and expertise that give the organization its distinctive character (Wolfgang, 2010). Research findings by Zahid and Khan (2011) highlights that the human elements of the organizations are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure that long term survival of the organizations. The theory distinguishes firm-specific human capitals from general-purpose human capital. Examples of firm-specific human capital include expertise obtained through education and training in management information systems, accounting procedures, or other expertise specific to a particular firm. General-purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development (Onyango, 2012). In practice full-time education is, too readily, taken as the principal example. For workers, investment in human capital involves both direct costs, and costs in foregone earnings (Odongo, Owuor, 2015). Despite the important role of human capital in modern societies, there are still many unknowns about the process of educational production as well as individual and collective decisions concerning how much and what kind of education to obtain.

The theory applicable in this study on the premise that employee skills and knowledge led to quality decisions formulation and implementation to promote organizational performance. Organizations should invest in employee trainings in order to implement strategies formulated without difficulty. Employee training will minimize change resistance and enhance strategic planning process. Hence the employees will have strategic vision and mission practices towards service delivery in Rwanda Development Board.

IV. STRATEGIC VISION AND MISSION PRACTICES

A vision statement is a company's road map, indicating both what the company wants to become and guiding transformational initiatives by setting a defined direction for the company's growth. Vision statements undergo minimal revisions during the life of a business, unlike operational goals which may be updated from year-to-year. Vision statements can range in length from short sentences to multiple pages. Vision statements are also formally written and referenced in company documents rather than, for example, general principles informally articulated by senior management. The creation of a broad statement about the company's values, purpose, and future direction is the first step in the strategic-planning process. The vision statement must express the company's core ideologies—what it stands for and why it exists—and its vision for the future, that is, what it aspires to be, achieve, or create. Commonly cited traits of a good vision include; concise, clear, future oriented, stable, challenging, abstract and inspiring. Vision statements serve as foundations for a broader strategic plan, motivate existing employees and attract potential employees, help company focus and facilitate the creation of core competencies and help companies differentiate (Darbi, & Phanel, 2012).

V. CONCEPTUAL FRAMEWORK

A conceptual framework is a scheme of concepts or variables which the researcher operationalizes in order to achieve set objectives. It is a schematic or diagrammatic presentation of the theory. The theory is presented as a model where research variables and the relationship between them are translated into a visual picture to illustrate the interconnections between the independent and dependent variables (Oso & Onen 2009). It was derived from the Human Capital theory (Wolfgang, 2010). The independent variable is strategic vision & mission practices, while the dependent variable is service delivery.

The relationship between the independent variables and the dependent variable was established by the regression model and the conceptual framework of the study as shown in Figure 1.

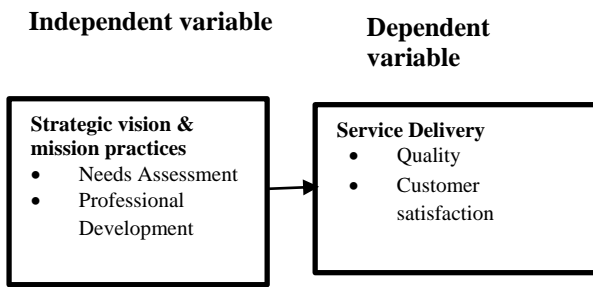


Figure 1: Conceptual framework

VI. RESEARCH METHODOLOGY

The study utilized the descriptive survey design. The population of this study consisted of management team, middle management level managers and low-level managers of Rwanda Development Board who in total were 114 respondents. A total of 89 employees constituted the sample size for this study. This study used stratified method to put the entire population into Six strata. These are Managers, Marketing team, Operations, Finance, Customer care and Human Resource. The researcher used both open-ended and close-ended questionnaires. These are set of questions designed to extract information relating to a survey. In this study reliability was ensured through a piloted questionnaire that was subjected to a sample of 10 staff members that were not included in the study. The 10 staff members were selected from MINECOFIN. The pre-test was conducted using Cronbach’s Alpha coefficient reliability. The researcher analyzed data using Statistical Package for Social Science (SPSS) summarize it by use of frequencies, distribution tables, and percentage. The representation of data was done by use of pie charts, bar graphs

and frequency tables that helped the researcher to arrive at a descriptively meaningful analysis of the results.

VII. RESULTS AND FINDINGS

Strategic vision & mission practices

Based on research objective two, the study examined the influence of strategic vision & mission practices on service delivery in Rwanda Development Board. Respondents opinion was based on a five-point Likert scale where respondents were supposed to indicate the level of agreement with different statements regarding statements on strategic vision & mission practices. The study used a Likert scale of 1-5, where 1= No extent; 2= Little extent; 3= Some extent; 4= Great extent; 5= Very great extent. The analysis is as shown in Table 1

Results in Table 4.10 reveal that majority of the respondent 94.2% agreed that the top management ensures quality objectives are established. 82.6% of the respondents agreed that At RDB there is Institutionalization of Corporate Vision while 89.5% of the respondents agreed that over the past year RDBs programs and projects met its goals. Lastly, 83.7% strongly agreed that vision and mission statement are used to guide RDB decisions and choice of activities.

The study agrees with Darbi and Phanel (2012) commonly cited traits of a good vision include; concise, clear, future oriented, stable, challenging, abstract and inspiring. Vision statements serve as foundations for a broader strategic plan, motivate existing employees and attract potential employees, help company focus and facilitate the creation of core competencies and help companies differentiate.

Table 1: Descriptive analysis results for strategic vision & mission practices

Statements	1	2	3	4	5	Mean	Std. dev
The top management ensures quality objectives are established	0.0	3.5	2.3	61.6	32.6	4.23	0.66
At RDB there is Institutionalization of Corporate Vision	0.0	0.0	17.4	53.5	29.1	4.12	0.67
Over the past year RDBs programs and projects met its goals.	0.0	2.3	8.1	43.0	46.5	4.34	0.73
The vision and mission statement are used to guide RDB decisions and choice of activities.	0.0	0.0	16.3	58.1	25.6	4.09	0.64

Correlation between strategic vision and mission practices and service delivery

Correlation analysis was conducted to empirically determine whether strategic vision & mission practices had a significant effect on service delivery in Rwanda Development Board. Results indicates that strategic vision & mission practices are significantly correlated to service delivery in Rwanda Development Board ($r=0.734$, $p= .000$).

Table 2: Correlation between strategic vision and mission practices and service delivery

		Strategic vision & mission practices	Service delivery
Strategic vision & mission practices	Pearson Correlation	1	
	Sig. (2-tailed)	.000	
Service delivery	Pearson Correlation	.734**	1
	Sig. (2-tailed)	.000	

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

VIII. DISCUSSION OF RESULTS

The study findings agree with Cornelissen (2014) who used a stakeholder-values perspective to explain mission: “A mission is a general expression of the overriding purpose of the organization, which, ideally, is in line with the values and expectations of major stakeholders and concerned with the scope and boundaries of the organization.

In this illustration, Organization A would prioritize cost efficiency, routinization, building upon the patents of others, and creating a reliable product with much consumer value built in. It would likely be a mid-to-late market entrant working on crops that are in steady demand. Conversely, Organization B would spend a great deal more time and resources on the laboratory science needed to alter specific crops and would be considered a market pioneer with a unique and more expensive product. Additionally, the core ethical values built into Organization A (value, reliability, output) stand in contrast with the core ethical values of Organization B (experimentation, innovation, leadership). Incentive structures in each organization would be different and employees would experience greater rewards by working in concert with organizational values (Bowen, 2015). This example illustrates how even a simple mission statement can change the overall priorities and operations of an organization.

IX. CONCLUSION

The findings of the study indicated that Strategic communication practices, Strategic vision & mission practices, Strategic organizational cultural practices and Strategic leadership practices were key driver of service delivery at Rwanda Development Board and the study concludes that employee skill development, mentorship, delegation and motivation should be embraced for enhanced service delivery.

X. RECOMMENDATIONS

The study established that Strategic leadership practices was attributed to organization service delivery even though to a larger extent some leadership practices were not embraced. Therefore, this study recommends that the Rwanda Development Board

through the MIFOTRA should ensure that leaders appointed to top leadership positions are recruited on the basis of experience, knowledge and skills to drive the institutions to realize the long-term goals. Top leaders should ensure they embrace best leadership practices such as participatory leadership and accountability. The study found out that even though communication influenced service delivery, to a larger extent structures adopted discouraged two-way communication. Therefore, this study recommends that the Rwanda Development Board through the MIFOTRA should review the organization structure and adopt a more efficient and effective structures that encourage two-way communication approach for effective strategy implementation and service delivery.

XI. AREAS OF FURTHER RESEARCH

Further research could be undertaken to assess the effect of strategic planning on employee satisfaction in public sector in Rwanda.

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