Strategic Management Practices and Performance of Public Service Delivery in Rwanda: A Case of the Directorate General of Immigration and Emigration

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Abstract

This paper investigated the contribution of strategic management practices on the performance of public service delivery in Rwanda. Specifically, it determined effect of strategic intent; formulation, implementation and control on the performance of public service delivery. The paper used resource based view, contingency and dynamic capability as relevant theories. The researcher adopted both descriptive and correlation regression size effect design to analyze the relationship between researches constructs according to specific objectives. The researcher used 516 workers from the Directorate General of Immigration and Emigration (DGIE) in Rwanda, and 985 clients. The sample size for employees was 226 while the sampled clients was 285 chosen randomly. Whereas a questionnaire survey and interview guide was used for gathering information. A desk review was used for collecting information from reports and available documents. The paper used statistical product and service solutions to generate descriptive and inferential results. Response rate for employees was 97.3% and 94.7% for clients. The service highly requested were passport (24.36%), and border jetton pass (22.61%). DGIE serves legitimate travelers and or applicants in a professional manner as agreed by 99.1%. Result on the regression revealed a significant effect of strategic intent on public service delivery, 82.7% evidenced that DGIE's employees understand institutional strengths and weaknesses, 90.5% accepted that DGIE appropriately coordinate with governmental agencies to harmonize policies. Results show that the DGIE`s reason for existence was widely communicated as indicated by 89.1%. The association between strategic implementation and the success of DGIE was 0.728 score with the p-value of 0.000. Results 90.4% show agreement towards existence of an adequate communication on public servant, strategic control correlated with the success was 0.837 and 0.000. The study recommends that communication may be improved to inform employees on institutional strategic options. Further studies should be carried out in many public and private institutions as it should support to validate results, workers should rely on assessing impact of various types of strategic management practices as well as strategic control and follow up that previous studies did not provide accurate consideration.

Keywords: Performance of Migration Services, Strategic Intent, Strategic Management Practices, Strategy Formulation, Strategy Implementation and Strategy Control

1 Introduction

The emerging technological conditions of migration services which renders it authoritative for public institutions to take account evolving strategies for antagonism for improving to endure and prosper within the workplace and public institution (Mau & Guyo, 2014). According to Patwerman (2015), a descriptive research has been conducted to investigate the influence of strategic intent on skills advancement in Australian logistics sector. The present research had background predisposition towards the success of the Directorate General of Immigration and Emigration in Rwanda. Locally, Njagi and Kombo (2014) undertook a research in migration and examined the effect of strategic execution of a lot on the level of success of public service delivery. Previous studies proposed that the focus on strategic execution as a mechanism to ameliorate the level of success with public institutions (Mbithi, 2016). This scholar did a research on strategy implementation and success in Iran. The research execution is associated with the success in small and medium enterprises. This research has been undertaken in Iran and its results may not be adopted as fundamental for providing recommendations to workers of migration services. Previous studies have mainly focused on quantitative technical issues to address information systems' security, privacy, and awareness (Yator & Shale (2014). In Rwanda, Kigenza and Nkechi (2023) showed a strong positive effective design plays a significant role more than 52.1% to institutional success but they did not focus on other strategic management parameters. Emanating from the challenges assessed, the present research explores the contribution of strategic management practices on the performance of public services delivery using a case of Directorate General of Immigration and Emigration in Rwanda. The purpose was to explore the contribution of strategic management practices on performance of public services delivery using Directorate General of Immigration Emigration in Rwanda. Specifically, the paper established effect of strategic intent, strategy formulation, strategy implementation, and strategy control on the performance of public services delivery at the Directorate General of Immigration and Emigration, Rwanda.

2 Review of Related Literature

2.1 Empirical Literature

2.1.1 Strategic Intent and Performance of Public Services Delivery

Yator and Shale (2014) carried out the research on influence of strategic management practices on the success of public service delivery, which established that the main factors enabling service delivery were employee innovativeness, availability of inter-organizational systems, and communication channels to access services. The study used descriptive survey where information was primary in nature and gathered utilizing the questionnaire and discussed through descriptive statistics. Therefore, Yator and Shale did not succeed to assess the contribution of strategic intent on the success of migration services which the current study investigated. According to Okunola (2015) who investigate the experience of users of online services in Nigerian migration department and results demonstrated clear frustration with Nigerian migration service website and issues from many research participants stopped from issues associating with security, assistance and honesty recognized on safety to the individual and financial statement. Nevertheless, technology adoption users loved the quality of information provided in the online platform. A research carried out by Ondita and Bella (2015) assessed the contribution of strategic intent on the success of banking sector in Delta State in Nigeria. The research used a cross-sectional study design where strategic intent was analyzed using vision, mission and objectives. The research denoted that various dimensions of strategic intent had changing positive role on institutional success. According to Pateman (2015) who examined the role of strategic intent on skills development and transfer in logistic sector in Australia adopted an exploratory survey, and mixed approach. The researcher selected the sample size employing simple random sampling technique that comprised systematic sampling methods. The study findings demonstrated included strategic intent gives a frame of reference that assists arrangement that was therefore pertinent for creation of cooperative ventures. In Rwanda, Kigenza and Nkechi (2023) conducted a research on strategic planning and institutional success in non-profit organizational in Rwanda using a case of Word Vision, Kigali, Rwanda. Results indicated significant relationship between stakeholder involvement, effective resource allocation and risk planning and organizational success, the R Square was high, showing a higher effect of independent variable to dependent variables. The research concludes that for adequate strategic planning.

2.1.2 Strategic Formulation and Performance of Public Services Delivery

Mathapoly (2015) investigated the impact of strategy formulation on Ghana's public sector. The study analyzed the factors which affect government officials and citizen end-users" use and implementation of technology adoption applications and difficulties experienced while adopting technology adoption as well as steps taken to guarantee long-term sustainability of technology adoption projects in the Republic of Ghana. Reporting involved qualitative and quantitative approaches. Results felt that technology use providers many profits to the public and these elements and stimulate change of the sector. The diverse of technology adoption included improve adequate of public institutions in the provision of services. The study was conducted in Kenya on technology adoption and job satisfaction of migration service in Kenya. Moreover, strategy formulation assists institutions to achieve their performance, thus. It develops institution abilities to effectively compete with their competitors (Thompson, 2017). Accordingly, public servant contributes to strategic plan, operational activities that had short-time prospects but are vital for realizing institutional strategies. Strategies were crafted by organizations to assist in the attainment of expected outcomes. In Rwanda, Karangwa and Nkechi (2023) undertook a research on strategic management procedure and success of NPD Ltd. The main purpose was to assess the effect of strategic process on firm success of NPD Ltd in Rwanda. The study findings felt that environmental scanning contributed to organizational success with the mean response of 1.621 inclining to high score of a very great and the findings demonstrated that strategy formulation contributed to organizational success in Rwanda with a mean response of 1.324 tending to high score. Moreover, the findings evidenced that the big number of participants strongly accepted that strategic implementation contribute to organizational success. Finally, information indicated that strategy assessment contributes to organizational success of NPD Ltd. Therefore, the study would like to suggest to managers, evaluators and strategic formulations as well as implementers to confirm that strategies were well-formulated, executed and assessed to attain institutional success.

2.1.3 Strategic Implementation and Performance of Public Services Delivery

Lee (2014) believes that it is difficult for conventional server and database queries to obtain timely and efficient clearance and interoperability treatment of border transactions. A large number of Data must be processed and applied in a matter of minutes. The researcher also pointed out that the range of available information may also be inaccurate, non-specific, and may be deficient in international standards. Miller and Rice (2013) asserted that setting up a single institution is not automatically the best strategic solution. Therefore, a holistic administrative structure may be determined to promote the adoption of an overall vision of border management and ensure that all stakeholders are involved and work together to achieve the common vision. It helps them to make better informed decisions on qualifications and conformity management. According to Njagi and Kombo (2014) strategic execution had strong effect on level of success of banks in Kenya. Therefore, various adjustments appeared during strategic execution with major inferences on its performance. Moreover, Mbaka and Mugambi (2014) evidenced that a larger level of strategic implementation must be comprised the willingness of available resources and technical assistance for organization to ameliorate its success. Moreover, Mbithi (2016) demonstrated that strategy implementation became more commending factor of organizational success since its role in strategic management is pertinent and clear. The research indicated that strategy implementation is associated with the success of small and medium enterprises in Iran and thus may not give the accurate data in relation to strategic implementation and success of Kenya commercial Banks. In Rwanda, Nyamurangwa and Nkechi (2023) investigated the strategy formulation and institutional success of state corporate in Rwanda: a case of Ultimate Developers Ltd. The research investigated the impact of strategy formulation on the success of Ultimate Developers Ltd. The researcher discovered that strategic options generational positively affect service delivery ($r=0.674$, sig=0.00<0.01), operational efficiency ($r=0.674$, sig=0.01) and accountability ($r=0.561$,

sig=0.00<0.01). Strategic options generation has significant influence on organizational performance ($\beta3$=0.455, p=0.000<0.05). The research recommended that UDL ltd has to ameliorate its accountability to its stakeholders that can increase success.

2.1.4 Strategy Control and Performance of Public Services Delivery

Babafemi (2015) highlights the role of having strategic control in mind when crafting institutional strategies. Nyariki (2013) argued that strategic assessment and control should be comprised by the management of small medium enterprises for increasing organizational success and assist copying with adjusts and constraints of developing business conditions and world economy. Ondoro (2017) carried out the conceptual review of strategic control and organization success. The research was attached on control theory and used library review model. It examined previous studies on the role of strategic control and organization success. The researcher evidenced that previous studies focused on connecting strategy control mainly the types of explanation of strategic control actions to be undertaken in chase of strategic results. In Rwanda, Uwanyirigira and Nkechi (2023) investigated effect of strategic management practices and service provision in public institutions in Rwanda using a case of National Land Center. The general objective was to assess effect of strategic management practices on service provision. Specifically, the researcher analyzed effect of strategic formulation on public service delivery, effect of strategic execution, strategic evaluation, and control on public service provision. The study used both qualitative and quantitative approaches.

2.2 Theoretical Framework

Theoretical framework provides relevant theories that guided the researcher. These theories are Resource based theory, contingency theory and dynamic capability theory.

2.2.1 Resource Based View

This theory may be traced to the observation of Miller and Rice (2013) other researchers that played a significant role to the development resource based theory is for instance Mau and Guyo (2014). The key relies on RBV is tangible and intangible assets that comprises stock of organizational specific element with pertinent to enhance success. Organization developed abilities form the assets with their follow up and when advanced well; they tend to become a source of competitiveness (Ndegwah, 2014). Resource based view has its origin in managing philosophical consideration that reflects the assets of organization as the root of higher level of competitiveness. This theory stressed that sure types of resources are possessed and follow up organization had pertinent to produce competition and comparatively higher level of success. Previous studies on the association between the success and this theory was pertinent to the present study since it is helpful to the purpose of the strategic intent and formulation.

2.2.2 Contingency Theory

This theory was advocated by Fred Eduard Fielder in a landmark a model of management adequacy (Thompson, 2017). Theory asserts that when managers make decisions concerning functions in their institutions, they would take into types of recent condition and activities on those that are pertinent to the state at hand. It means that various business environments with changing firms would ask diverse models for handling the firm issues and therefore proposing the association between sensitivity and the success of firm in particular. This approach grasps that firm is open system that focuses on conditions and services the condition (James & Vincent, 2018).

2.2.3 Dynamic Capability Theory

Concept of dynamic capability has been explained by Kipchumba (2015), as it seeks to expand the proportion of resource based perspective and the rationale behind using this theory relies on the ability to use short term competition (Tim, 2013). This theory focused on making strategies by the management team of performing firms for adjusting transformation and relied on the desire for firms to immediate and relies on accumulating resources designed to develop internal resource such as systems, assets, knowledge, and technology advancement.

2.3 Conceptual Framework

The schema 2.1 indicates the association between research variables as discussed in the theoretical and empirical literature.

Independent Variable   **Dependent Variable**

 Strategic Management Practices

Strategic Intent
- Vision
- Mission
- Objective

Strategy Formulation
- External Analysis
- Internal Analysis

Strategy Implementation
- Institutionalization
- Operationalization

Strategy Control
- Standard Practices
- Actual Practices
- Feedback
- Corrective Measures

Performance of Performance of Public Service Delivery
- Cost effectiveness
- Timeliness of SD
- Client satisfaction
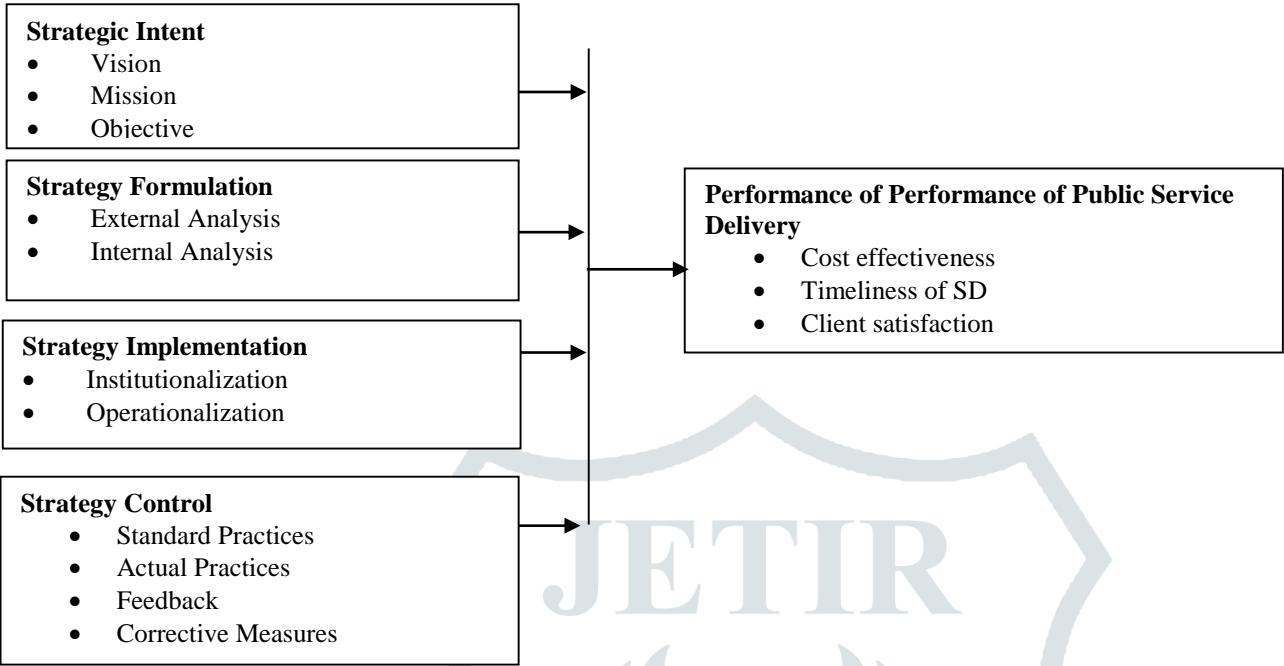
Conceptual Framework indicates the contribution of strategic management practices on the performance of migration services. This research had four sets of variables: the independent variable (Strategic intent, formulation, implementation and control) which affects the dependent variable (the performance of public institutions) of the Directorate General of Immigration and Emigration) in term of efficiency, effectiveness, citizen's satisfaction, and new processes.

3 Research Methodologies

A descriptive study design was used as it includes a systematic plan that contains detecting and explaining attitude of the research topic without adjusting it. For this study, the researcher targeted body of professionals who are well versed with Rwanda's migration services, as well as Customers whom the Directorate General of Immigration and Emigration serves. The sample process might be achieved when the researcher is able to make a fraction of phenomenon of the study. Hence after obtaining the population size, the sample size was calculated using Yamane formula: the sample size for customers was 285 in the research study. The respondents came from different levels. Level 1 senior officers, level two middle level officers and level three, junior level officers as well as Clients obtaining services from DGIE. This enabled actual, proportionate representation of all the sub-groups in the target population. In addition, a convenience sampling technique was applied to choose participants seeking services to this public institution at the time of data collection. It implies that convenience sampling includes the use of participants who were available at time of collecting information. Thus, they are no design whatsoever in receiving these participants they are employed solely request persons who present in office of the Rwanda Directorate General of Immigration and Emigration. Primary data was gathered using questionnaire and interviews, questionnaire was administered using drop and pick method to provide participants with sufficient time to go through questionnaire and complete their answers. Secondary data was gotten using desk review from DGIE in Rwanda. Information was assessed using both descriptive and inferential statistics. In this regard, descriptive statistics of mean scores, number, percentages, mean response and standard deviation while inferential statistics were generated through regression and correlation by testing research hypotheses. The Pearson's correlation coefficient (r0) was utilized to show the level of strength of relationship. On the other hand, coefficient of determinant (r2) was employed to identify the quantity of variation of dependent variables as explained by independent variable. The research hypotheses were analyzed at the level of 95% CI to assess if the effect of independent variable was pertinent or not. When the p-value was more than 5%, then hypothesis was approved. A multiple regression model to assess the association between strategic management practices and performance of migration services was used.

4 Presentations of Findings

However, before assessing effect of strategic management practices on public services, the researcher started by generating descriptive statistics on the performance of public services delivery in Directorate General of Immigration and Emigration.

4.1 Performance of Public Services Delivery in the Directorate General of Immigration and Emigration

Table 4.1 Level of Effectiveness of DGIE Services

effectiveness of DGIE Services	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Was the application process user-friendly	1.5	2.5	2.9	41.8	51.8	4.3891	0.79084
Were users satisfied with the service given by DGIE	3.3	7.6	7.6	29.1	52.4	4.1964	1.07967
Was the DGIE service given timely	5.5	10.7	4.7	33.8	45.5	4.0327	1.19106
Did the cases of client's complaints reduce	1.1	2.9	3.6	59.6	32.7	4.2000	0.73495
Was the cost of service obtained worth it	0.7	1.1	2.5	18.2	77.5	4.7055	0.64295
Aggregate score for performance						**4.30474**	**0.887894**

Source: Primary Data (2024)

Results denoted that mean response for the success of service delivery at the Directorate General of Immigration and Emigration, Rwanda is 4.30474 to accept. The mean of change was 0.887894 equal to 88.8% resulting from collective score of the success is clear not sufficient.

4.2 Effect of Strategic Intent on Performance of Public Services Delivery

Table 4.2 Descriptive Statistics for Strategic Intent

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Strongly Deviation
DGIE's vision provides a clear focus and direction towards national prosperity and security	2.3	0.0	5.5	42.7	49.5	4.3727	.78640
DGIE Employees are aware of the expected future of the institution	0.0	4.1	4.5	52.7	38.6	4.2591	.72852
DGIE officers understand its core business and what it takes to make its mandate a reality	1.8	0.0	3.2	58.2	36.8	4.2818	.69744

DGIE serves legitimate travelers and or applicants in a professional manner	0.0	0.0	0.9	48.2	50.9	4.5000	.51904
All DGIE's Officers take part in the establishment of the institutional strategic goals and or objectives	0.9	8.2	10.9	54.5	25.5	3.9545	.87988
DGIE effectively manager migration issues	3.2	0.0	3.2	55.5	38.2	4.2545	.79882
DGIE ensures human and user-friendly conditions of entry at the borders and residence.	3.6	0.5	4.1	57.3	34.5	4.1865	.83682
Generally, DGIE provides accurate and timely services, issued by courteous personnel.	3.2	9.1	4.1	51.4	32.3	4.0045	1.00908
Aggregate score for strategic intent						**4.2267**	**.78200**

Source: Primary Data (2024)

The study demonstrated that 92.2% of participants mean response was 4.3727; standard deviation was 0.78640 show agreement on statement that DGIE's vision provided a clear focus and direction towards national prosperity and security. The DGIE Employees were aware of the expected future of the institution as evidenced by 91.3% of participants, mean response, and was 4.2591, standard deviation was 0.72852. Moreover, 95.0% of research participants evidenced that DGIE officers understand its core business and what it takes to make its mandate a reality. DGIE serves legitimate travelers and or applicants in a professional manner as accepted by 99.1%, mean response was 4.5000 and standard deviation was 0.51904. Finally, all DGIE's Officers take part in the establishment of the institutional strategic goals and or objective as confirmed by 80.5% of responses with a mean of 3.9545 and 0.87988, the DGIE effectively manage migration issues as demonstrated that 93.7%. Similarly, 91.8% of participants, mean response is 4.1865, standard deviation is 0.83682 confirmed that DGIE ensures humane and conducive environment at the borders. DGIE provides accurate and timely services, issued by courteous personnel as shown 83.7% of participants, means response of 4.0041, standard deviation was 1.00908.

Table 4.3 Correlation Analysis

		Strategic Intent
Strategic Intent	Pearson Correlation	1
	Sig.(2-tailed)	
	N	220
	Sig.(2 -tailed)	.000
	N	220
Performance	Pearson Correlation	.820
	Sig.(2-tailed)	.000
	N	220

Source: Primary Data (2024)

Findings demonstrated the association between strategic practices and the success of performance of Directorate General of Immigration and Emigration was 0.820 the p-value was 0.000 for 2-tailed.

4.3 Effect of Strategy Formulation on Performance of Public Services Delivery

Table 4.4 Descriptive Statistics for Strategy Formulation

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
DGIE employees are involved in formulation of institutional strategies and or policies	4.1	10.9	8.6	33.2	43.2	4.0045	1.15271
DGIE's employees at various levels understand the institutional strengths and weaknesses.	4.1	5.0	8.2	62.7	20.0	3.8955	.91810
DGIE's online service delivery such as processing of applications are effective	3.2	0.5	4.5	57.7	65.9	4.1909	.81083
DGIE is technologically current in service delivery as well as ensuring national security	2.3	2.3	0.9	51.8	42.7	4.3045	.80124
DGIE appropriately coordinate with other governmental agencies to harmonize policies	1.8	1.4	6.4	62.3	28.2	4.1364	.73995
DGIE has put in place effort to eradicate corruption	2.7	1.4	0.0	45.5	50.5	4.3955	.80692
One stop boarder post has enabled DGIE to provide quick service at the boarder	3.2	0.0	3.6	46.8	46.4	4.3318	.22423
DGIE is able effectively to serve its clients whether in Rwanda or abroad	1.4	0.0	3.6	48.6	64.4	4.3864	.68965
Aggregate for Strategic Formulation						**4.2057**	**.7695**

Source: Primary Data (2024)

DGIE employees were involved in formulation of institutional strategies and or policies as demonstrated by 76.4%. Moreover, 82.7% of respondents evidenced that the DGIE's employees at various levels understand the institutional strengths and weaknesses. The means responses were 3.8955 while the standard deviation was 0.91810. However, the DGIE's online service delivery such as processing of applications was effective as show by 92.7%. Moreover, 94.5% of respondents with the mean response of 4.3045 accepted that DGIE ensured national security. However, 90.5% of respondents confirmed that effective coordination of public institutions to ensure harmonization of rules and regulations, fighting injustice and bribery as evidenced by 960.0%. In order to offer good service to client, DGIE established one border posts as shown by 93.2%.

Table 4.5 Pearson Correlation Analysis

		Strategy Formulation	
Strategy Formulation	Pearson Correlation	1	
	Sig.(2-tailed)		
	N	220	
Performance	Pearson Correlation		.784**
	Sig.(2-tailed)	.000	
	N	220	

Source: Primary Data (2024)

Correlation coefficient and the p-value demonstrate the existence of significant effect of strategy formulation on service delivery Directorate General of Immigration and Emigration.

4.4 Effect of Strategy Implementation on Performance of Public Services Delivery

Table 4.6 Strategic Implementation at DGIE

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The reason for the Opinion of DGIE was largely talked to workers	4.5	1.8	4.5	60.0	29.1	4.0727	.90366
DGIE strategies/policies are implemented on time, on budget at quality with minimum variability	1.8	5.0	9.5	60.9	22.7	3.9773	.83005
DGIE has adequate resources(human, physical , financial and technological) allocated for effective implementation of its strategic objectives/goals	1.8	6.4	9.1	55.0	27.7	4.0045	.88878
DGIE institutional structure matches with its long term strategies and or migration policy	3.6	0.0	8.6	60.1	27.7	4.0818	.82906
DGIE establishes annual objectives or milestones	3.2	1.4	7.3	58.6	29.5	4.1000	.83802
Aggregate score for strategy Implementation						**4.0472**	**.85791**

Information displayed the reason for establishing DGIE was widely communicated to its employees where 89.1% of employee participants. Moreover, 83.6% of respondents show agreement with time, on budget at quality with minimum variability implementation of DGIE strategies/policies. Similarly, 77.7 shown an agreement with the statement showing that the DGIE has adequate resources (human, physical, financial and technological) allocated for effective implementation of its strategic objectives/goals. Furthermore, DGIE institutional structure matches with its long term strategies and or migration policy as indicated by 87.8% of respondents. Therefore, 88.1% of participants demonstrated that the DGIE adopted organizational objectives, action plan and the expected target to achieve.

Table 4.7 Correlation Analysis between Variables

		Strategy Implementation
Strategy Implementation	Pearson Correlation	1
	Sig.(2-tailed)	
	N	220
Performance	Pearson Correlation	.728**
	Sig.(2-tailed)	.000
	N	220

Source: Primary Data (2024)

Findings demonstrated that strategy implementation practices strongly affect service delivery at Directorate General of Immigration and Emigration as evidenced by 0.728 with the p-value =0.000 implying that the Directorate General of Immigration and Emigration and that this relationship is statistically significant.

4.5 Effect of Strategy Control on Performance Public Services Delivery

This study ascertained effect of strategy control practices on the success of DGIE.

Table 4.8 Strategic Control Practices

	Strategy Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
DGIE develops Action plans for implementation of its strategies and or policies	3.6	1.4	5.5	56.4	33.2	4.1409	.86703
Existence of effective dissemination of information flow in DGIE on public servant	4.1	0.5	5.0	61.8	28.6	4.1045	.84560
Workers are periodically appraised on their performance levels	1.8	0.0	6.4	57.3	34.5	4.2273	.72350
Timely corrective measures are undertaken to address identified shortcomings	0.0	2.3	6.8	58.6	32.3	4.2091	.66340

Aggregate score for control

Findings evidenced that DGIE has developed action plans for implementation of its strategies and or policies as accepted by 89.6% with a mean response of 4.1409 and 0.86703. Furthermore, 90.4% of respondents show agreement towards the existence of a clear communication flow in DGIE on public servant with a mean response of 4.1045 and 0.84560. Workers were periodically appraised on their performance levels as responded by 91.8%. Finally, 88.9% of respondents evidenced that timely corrective measures were undertaken to address identified shortcomings with a mean of 4.2091 and 0.66340.

Table 4.9 Correlation Analysis

		Strategy Control
Strategy Control	Pearson Correlation	1
	Sig.(2-tailed)	
	N	220
Performance	Pearson Correlation	.837
	Sig.(2-tailed)	.000
	N	220

Source: Primary Data (2024)

Information reported the Pearson score model and effect of strategic control practices or follow up on success of Directorate General of Immigration and Emigration are 0.837 and p-value was 0.000. In order to accomplish this objective, strategic control strategies are commonly retreated the level of service delivery at Directorate General of Immigration and Emigration.

5 Discussion of Findings with Previous Studies

5.1 Strategic Intent and Performance of Public Services Delivery

Results from this research concurs with observations from a work done by Yator and Shale (2014) that carried out the research on association management practices and success of public service delivery, which established that the main factors enabling service delivery were employee innovativeness, availability of inter-organizational systems, and communication channels to access services. Therefore, Yator and Shale did not succeed to assess the contribution of strategic intent on the success of migration services which the current study investigated. The present study findings concur with observation of Okunola (2015) who demonstrated that technology adoption users loved the quality of information provided in the online platform. The research denoted that various dimensions of strategic intent had changing positive role on institutional success. This research has a challenge to the extent that the sample was chosen through the use of purposive process and has not been illustrative sufficiently to assist portraying concluding remarks. In this regard, the present research sough to address these constraints by employing stratified proportional sampling technique in order to achieve a representative group that just represents the targeted persons. In Rwanda, Kigenza and Nkechi (2023) conducted a research on strategy plan to institutional success non-governmental organizations using Word Vision in Rwanda. The purpose was to identify effect of strategy planning on institutional success. Specifically, this study determined effect of active participation, distribution of resources, and risk design to the organizational success. The study targeted 300 persons with the sampled population equal to 171 respondents obtained through the use of Yamane formula. The sample size was obtained using strategies and purposive sampling techniques. Results indicated significant connection between involvement, adequate resource distribution and risk design and institutional success, the R Square was high, showing a higher effect of independent variable to dependent variables. The research concludes that for adequate strategic planning

5.2 Strategy Formulation and Performance of Public Services Delivery

The ongoing research did not contradict results elucidated by Mathapoly (2015) on the impact of strategy formulation on Ghana's public sector. The study analyzed the factors which affect government officials and citizen end-users" use and implementation of technology adoption applications and difficulties experienced while adopting technology adoption as well as steps taken to guarantee long-term sustainability of technology adoption projects in the Republic of Ghana. Reporting involved qualitative and quantitative approaches. Results felt that technology use providers many profits to the public and these elements and stimulate change of the sector. It develops institution abilities to effectively compete with their competitors. Moreover, it contradicts the work done in Rwanda by Karangwa and Nkechi (2023) who undertook a research on strategic management procedure and success of NPD Ltd. The main purpose has been to determine the influence of strategy process to the firm success of NPD Ltd in Rwanda. The study findings felt that environmental scanning contributed to organizational success with the mean response of 1.621 inclining to higher means as evidenced that strategic plan played a significant role of public service delivery. Moreover, the findings evidenced that the big number of participants strongly accepted that strategic implementation contribute to organizational success. Finally, information indicated that strategy assessment contributes to organizational success of NPD Ltd. Therefore, the study may suggest to public servants, monitors as well as strategic formulations and executors to confirm that practices were well-designed, executed and assessed to attain institutional success.

5.3 Strategy Implementation and Performance of Public Services Delivery

Lee (2014) believes that it is difficult for conventional server and database queries to obtain timely and efficient clearance and interoperability treatment of border transactions. The researcher also pointed out that the range of available information may also be inaccurate (e.g. misspelled or incomplete names), non-specific (e.g. several common or identical names), and may be deficient in international standards (e.g., in one country the relevant details may not be needed in another country). Miller and Rice (2013) promoted the adoption of an overall vision of border management and ensure that all stakeholders are involved and work together to achieve the common vision. It helps them to make better informed decisions on qualifications and conformity management. Miller and Rice (2013) asserted that setting up a single institution is not automatically the best strategic solution. Therefore, a holistic administrative structure may be determined to promote the adoption of an overall vision of border management and ensure that all stakeholders are involved and work together to achieve the common vision. This framework protects the independence and unique

requirements of customs and other border control agencies. Border management organizations may create a more complete and accurate view of a client and their enforcement history by gathering information that had been previously dispersed and, perhaps, individually lacking in entirety of specific inter-agency information. It helps them to make better informed decisions on qualifications and conformity management. In Rwanda, Nyamurangwa and Nkechi (2023) investigated strategic formulation and institutional success of public institution with reference to Ultimate Developers Ltd in Rwanda. The researcher targeted 553 respondents. The researcher discovered that strategic options generational positively affect service e provision. They research recommended that UDL ltd had to ameliorate its responsiveness to partners that can increase success.

5.4 Strategy Control and Performance of Public Services Delivery

The present research concurs with a work done by Babafemi (2015) highlights influence of strategic control when institutional strategies. Moreover, strategic follow up was to monitor the level of alignment between business activities, strategies and environment factors. Moreover, Ondoro (2017) attached on monitoring theories used desk review model. The study examined previous studies on the role of strategic control and organization success. The researcher evidenced that previous studies focused on connecting strategic control mainly types of explanation of actions for being undertaken. The research sought to give the fundamental for empirical assessment of association between follow up of strategic implementation. In Rwanda, Uwanyirigira and Nkechi (2023) investigated effect of strategic management practices and public service provision in Rwanda with reference to National Land Center. Generally, the study assessed effect of effective management of organizational strategies to the service provision. Specifically, this research analyzed effect of strategic formulation on public service delivery, effect of strategic execution, strategic evaluation, and control on public service provision. Results evidenced that 91% indicted that managing organizational strategies effectively had pertinent effect on the public service provision and multiple execution. Strategic control plays a significant role of positive service provision.

6 Conclusion

The performance of public service delivery relies on the achievement of expected target by public servant and client satisfaction. Therefore, the presented study has evidenced that strategic intent contributed to the success of DGIE. Results on effect of strategy formulation on the performance of DGIE demonstrated a strong correlation between strategic formulation and service delivery at DGIE. To the third objective, the researcher discovered that effective strategic implementation (both institutional and operational) has contributed to the successful service delivery at the Directorate General of Immigration Emigration in Rwanda. Lastly, the researcher established a significant correlation between strategic control and public service delivery with reference to the Directorate General of Immigration Emigration in Rwanda.

This study recommends that DGIE should improve its employee's engagement in strategy formulation to ensure their understanding of the direction, strength and weaknesses of the service as well as to optimize the implementation to achieve institutional long-term strategic objectives. Public services should articulate policies guiding strategic improvement and stakeholder participation at the Directorate General of Immigration and Emigration in Rwanda to make sure adequate and appropriate environmental scanning should be carried out for improving the organizational competencies to maximize strategy options. Comprehensive strategies on environmental scanning should be helpful to DGIE to make suitable working conditions and operational strategies. Moreover, the research demonstrated that the follow up or monitoring of strategies contributed positively to the success of public institutions. In this regard, the management of public institutions should stimulate the participation of all stakeholders. Future scholars should undertake surveys in other public institutions and organizations in order to validate results and concluding remarks. Further studies should rely on examination of various types of strategic management practices on quality of public service delivery in private institutions. Moreover, other determinants that cannot not be examined by correlation and regression results.

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