

STRATEGIC IMPLEMENTATION AND FINANCIAL PERFORMANCE OF COMMERCIAL BANKS IN RWANDA: A CASE OF ACCESS BANK PLC

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Abstract

The reason of this investigate was to look at the part of key usage on money related execution of commercial banks in Rwanda and the taking after were particular targets: to decide the impact of checking technique on monetary execution of Get to Bank in Rwanda, to analyze the impact of communication technique on monetary execution of Get to Bank in Rwanda, and to evaluate the impact of competitive technique on budgetary execution of Get to Bank in Rwanda. The target populaces at Get to Bank Ltd comprised of 148 representatives who are in charge of actualizing diverse methodologies meaning from the organization to senior staffs in all divisions. The test estimate of 109 respondents was calculated by utilizing the equation of Taro Yamane. The survey was utilized as the most instruments for information collection and meet direct were utilized for head instructors. Since information collected were accumulated in computer through SPSS (Measurable Bundles for Social Sciences) Adaptation 20 and it was utilized for examination with factual specialized like rate, frequencies, and progressed measurable methods like relationship and chi-square which was utilized for testing the relationship between factors under study. Comes about to the primary objective a positive noteworthy relationship between directing clients and return on resources ($r=.320^{**}$, $p\text{-value}=0.001$), return on value ($r=0.0317$, $p\text{-value}=0.001$). There were positive critical relationship between For Clear reason to be in trade and ROA ($r=0.408^*$, $p\text{-value}=0.048$), clear reason to be in trade and NIM ($r=0.716$, $p\text{-value}=0.000$). The conclusion drawn from the third inquire about address prove that competitive methodology was executed at Get to bank and this has influenced its budgetary execution in Rwanda. All factors of different measurements ought to be put into the proper viewpoint, so as to assist the common workforce of the bank to get it the vital usage in put to realize the destinations of the bank. This will illuminate the representatives of the bank to scoff towards conveying administrations to improve the common procedure of the bank and to raise its execution.

Keywords: Strategic Implementation, Financial Performance and Commercial banks.

1. INTRODUCTION

Implementation of the strategic is defined as a route of allotting and distributing resources for supporting adopted plans. It comprises different managing procedures and actions which should situate strategy in indication, monitor activities, and monitor progress toward achieving the organization's goals.

Most scholars demonstrated a number of issues related to the execution of those strategies such as the lack managerial role in the execution, poor communication skills, lack of commitment, understanding of strategies, inefficient use of institutional assets, lack of administration and distribution of responsibilities, lack of capacity, competition and an uncontrollable environment (Baroto & Ahmad, 2014). Successful implementation of strategies is related to matching planned and realized strategies in order to attain organization' vision and objective. In firms that are well structured, the style of implementation will be different according to the management style of the organization used by the firm. Different management styles or leadership styles can have an important role in removing or overcoming barriers to implementation. The environmental conditions facing different firms are changing rapidly (Grant & Robert, 2010). Given the high level of competition, the key to success lies in the effective execution of marketing (Ongore & Kusa, 2013). However, responsibilities fall to the staff responsible for fulfilling the enforcement obligations, to the middle managers of these new restructured institutions being inspected. Various strategic management researchers have revealed a significant relationship between strategic implementation and organizational planning (Slack & Lewis, 2011).

Analyzing the conceivable esteem of each germane representative depended on evaluation of arrangement of the firm's objectives and targets, (Thomas, et al., 2012). This inquire about recognized key key execution hones impacting organization execution. It too inspected the ways in that methodology usage was investigated. It uncovered under-exploited strategies or settings (Thompson, 2012). This inquire about analyzed existing investigate on the technique usage and organizational execution (Timotios, 2016). In this setting, this think about looked for to survey the impact of the execution of vital on budgetary execution of commercial banks in Rwanda, taking a case ponder of Get to Bank Rwanda.

Strategic implementation can generally focus on many different institutional areas as marketing, finance, production, research and development of personnel to mention but a few. Strategic implementation is a long-term decision making process that includes setting goals and selecting means by which the goals will be attained. Those goals can be pursued depending on management's perceptions and preferences, (Certo, 2014 & Engler, 2015). The Rwandan financial sectors like other countries cannot perform without the strategic implementation. It has the short- term, medium-term and long term strategic plan according to its objectives, mission and vision. It is observed that commercial banks of Rwanda, there are poor monitoring strategy, poor communication strategy and competitive strategy all these factors above hindering financial performance of commercial banks. No available data related with this research study. That is why this research was intended to find out the strategic implementation and financial performance of commercial banks in Rwanda with reference of Access Bank as case study.

The objectives of the paper are:

- (i) To determine the effect of monitoring strategy on financial performance of Access Bank in Rwanda.
- (ii) To analyze the effect of communication strategy on financial performance of Access Bank in Rwanda.
- (iii) To assess the effect of competitive strategy on financial performance of Access Bank in Rwanda.

2. Review of Literature

This term of strategic was most of the time combined with and it has been mostly discussed in all discussion related to management of an organization due to its importance. Thomas and David (2012) too expressed that a technique of a firm shapes a comprehensive ace arrange that signifies how the firm achieved its mission and goals. It optimizes competitive advantage and decreases competitive impediment. The technique is no basically approximately competing for nowadays it is related to competing for tomorrow. This energetic term of procedure incorporates starting destinations for long run and evaluating how they were accomplished. Future goals relate to the generally point of the organization, (mission), what it looks for to gotten to be (vision) and particular execution targets agreeing to (Robert, 2014). Concepts in specific on commerce strategies, flow and the spontaneous future and guerrilla warfare, they are guided by composing of various books on key administration and war within the field of promoting (Wikipedia, 2019).

The vital administration is the field of best level administration and incorporates four essential components, environment checking, technique detailing, methodology usage and checking and control (Stevenson, 2012). Zafar, et.al. (2013) felt that technique is subjected to four states environment filtering, definition, procedure usage and assessment or observing. All of these four components are related victory commerce (Baroto & Ahmad, 2014). Environmental checking is the checking, assessing and dispersing of data from the outside and inside environment to the key people within the company. Its deliberate is to survey vital components those outside and inside elements that will shape long term of the firm. For Wheelen and Starvation (2012) victory of a methodology depends on its arrangement with the company's environment.

The stage of strategic implementation refer to oriented- operations phase that managers are obliged to make things happen. It is argued that it is the crucial time for section of strategic management in the organization. It has been found that it requires designing a strategic plan that set the objectives per year, introduces effective organization structure, fixing budget, developing variable information system an effective strategies a working plan for task implementation. It combines motivation practices to employees, creating the culture of support in the organization, efficient allocation of financial resources and putting together work compensation to the organization (Thompson, 2012).

As a normative-prescriptive hypothesis (Chime et al., 2018; Mintzberg and Lampel, 2013) judicious arranging is utilized as the essential hypothesis to be tried in this inquire about since of the basis laid out within the past segment. It is proposed that any arranging activity, by all implies, could be a judicious one (Alexander, 2014). In like manner, arranging has been deciphered as acting normally (Faludi, 2013). With respect to its establishments, arranging is seen at times as synonymous with decision-making (Mintzberg, 2014). The hypothesis makes claims around comprehensive soundness (Dror, 2018; Faludi, 2013). It is introduced on the presence of total data approximately options and results; total standard information; and totally adequate time, capability and other assets (Chime, et al., 2018; Forester, 2014; Lindblom, 2014; Steiss, 2013). Levelheadedness is associated with a 15 logical approach to examination and issue tackling within the decision-making and arranging setting (Alexander, 1992). Judicious arranging comprises the premise for ordinary key administration in which formal vital arranging is central and decision-making is explanatory (Andersen, 2014). The presumption of soundness rules the vital administration writing (Dignitary and Sharfman, 2013). Sound, or classical (Joyce, 2015), arranging hypothesis considers technique as: “a levelheaded handle of consider calculation and investigation, outlined to maximize long-term advantage” (Whittington, 2014).

The government has built up structures for building through MINECOFIN a establishment for vital execution and budgetary execution of commercial banks. And it has made a well done, long-term change technique that illuminates all of the country’s short-term improvement objectives. The government has worked to meet the key usage on money related execution of commercial banks by streamlining administrative forms included in beginning each step in money related segments. Past undertaking lawful and regulatory changes, the government has contributed in preparing for experts counting specialists and extend implementers to guarantee appropriate organization of the changes. Recognizing the benefits of a different information base, Rwanda require too imported specialized ability from other nations, to duplicate great hones and construct capacity in budgetary segments. And the government has included the private division within the change prepare and kept up an open line of communication to keep citizens, respectful society and other (MINECOFIN, Report 2015). All these endeavors are appearing comes about in Rwanda’s administrative monetary execution and Rwanda’s devotion to budgetary teach changes advancement, in activating positive lawful changes, has contributed considerably to its overarching objective of expanding money related execution. This ponder points to fill that hole. This chapter gives data from past literary works with respect to criteria of vital execution and money related execution of commercial banks. This incorporates survey of point of view of competitiveness towards a benefit offered.

3. Materials and Methods

As Creswell (2013) asserts that target population is described as a group of people, institutions, and things concerning what one wants to find a conclusion. Based on the information given by the chief personnel of Access Bank, 148 target employees comprised the study target population (Access bank, 2020). Using Slovene’s formula a sample size of respondents were.

$$n = \frac{N}{1 + N * (e)^2}$$

When n is representing, sample size, N for size of entire population, e= margin error. When this formula is applied to the above sample, we 109. Therefore, the sample size for the present study is 109 respondents out of the 148 target population with 5% of sampling error.

The study used probability sampling technique known as stratified sampling technique as well as simple random sampling technique. When random sampling is used, each element in the study population has an equal chance of being selected or has probability of being selected. Simple random sampling was used on respondents in Access Bank to get the required size. To ensure inclusiveness, respondents were selected from all respondents. Furthermore, the non-probability sampling technique known as purposive sampling was used to select key informants. Primary data was gathered using questionnaires and interview guide.

4. Results

4.1 Financial Performance of Access Bank’s

Table 4. 1 Level of Access Bank’s Financial Performance

Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total	
	%	%	%	%	%	Mean	Std
Return on Assets	3.9	5.8	16.5	33.0	40.8	4.0097	1.080
Return on Equity	21.4	15.5	3.9	26.2	33.0	3.3398	1.581
NetInterest Margin	11.7	19.4	31.1	17.5	21.4	4.016	1.276

Source: Primary Data (2022)

Findings in Table 4.1 evidenced that 40.8% with a mean of 4.0097 and standard deviation equal to 1.080 have a strong agreement on the statement that the adoption of the return on asset for Access Bank was increased return on assets were commonly applied among banking institutions studied. Further, 33.0% of participants, with the mean of 3.3398, standard deviation= 1.581 strongly confirmed that the increase of return on equity, while 21.4% of respondents, with a mean of 4.016 and standard deviation 1.276 strongly agreed with the increase of net interest margin.

Subjective information appear that key usage influence emphatically the monetary execution of Get to Bank. The chief of hazard administration operations of Get to Bank says “in the bank, we have attempted to execute distinctive procedures which changed drastically our monetary execution particularly in term of expanding ROE, ROA and NIM.. This can be credited to the openness on budgetary administrations without delay in term of time spared by clients and the bank. In any case, auxiliary information appear that all procedures executed have essentially contributed to the by and large budgetary execution of the Get to bank as prove by the development in productivity (increment of 34% in benefits some time recently assess from 7.1 billion to 10.8 billion).

4.2 Determination of the Monitoring Strategy on Financial Performance of Access Bank in Rwanda

Table 4. 2 Application of the Monitoring Strategic at Access Bank Rwanda PLC.

Monitoring Strategy Adopted	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	Standard Deviation
	%	%	%	%	%		
Access bank guides its customer without any time limit.	2.9	3.9	12.6	35.9	44.7	4.1553	0.987
Access Bank has clear reason	16.5	20.4	15.5	17.5	30.1	3.2427	1.485
The long term goal is between 10 to 30 years	16.5	12.6	26.2	29.1	15.5	3.1456	1.301
Access bank goal is vibrant and specific	36.9	3.9	18.4	18.4	28.2	2.9125	1.669

Source: Primary Data (2022)

Results in Table 4.2 answers the question on the application of monitoring strategy Access Bank Plc in Rwanda. Results in Table 4.2 shows that access bank guides its customers without any time limits was strongly agreed by 44.7% of respondents with a mean of mean of 4.1553 and standard deviation of 0.987 was used as a monitoring strategy component at Access Bank Plc. In this regards, a clear discrepancy was found. For moderate responses, Access Bank has clear reason for being in the business activities as strongly agreed by 30.1% of respondents with a cruel of 3.2427) and standard deviation of 1.485, was a component for the application of observing technique at Get to Bank Plc. For the long term objective of get to bank is between 10 to 30 a long time, 29.1% of respondents with a cruel of 3.1456 and standard deviation of 1.301 was connected by Get to Bank Plc. At long last, in the event that the get to bank objective is dynamic and particular was emphatically concurred by 28.2% of respondents with a cruel of 2.9125 and standard deviation of 1.669. The consider decided the impact of checking technique, on budgetary execution of Get to Bank in term of ROA, ROE and NIM. The Pearson relationship examination and inferential measurements were embraced to present the relationship between think about factors.

Table 4.3 Correlation Analysis between Monitoring Strategy and Access Bank Financial Performance.

		Guiding customers	Clear reason	The long term goal	Vibrant goal and specific objectives	Return on Assets	Return on Equity	Net Interest Margin
Guiding customers	Pearson Correlation	1	.669**	-.361**	-.414**	.320**	.317**	-.819**
	Sig. (2-tailed)		.000	.000	.000	.001	.001	.000
	N	103	103	103	103	103	103	103
Clear reason.	Pearson Correlation	.669**	1	-.521**	-.312**	.408**	.006	-.716**
	Sig. (2-tailed)	.000		.000	.001	.000	.950	.000
	N	103	103	103	103	103	103	103
Long term goal	Pearson Correlation	-.361**	-.521**	1	.507**	-.657**	.510**	.072
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.470
	N	103	103	103	103	103	103	103
Vibrant goal and specific objectives	Pearson Correlation	-.414**	-.312**	.507**	1	-.407**	.538**	.311**
	Sig. (2-tailed)	.000	.001	.000		.000	.000	.001
	N	103	103	103	103	103	103	103
Return on Assets	Pearson Correlation	.320**	.408**	-.657**	-.407**	1	.394**	-.113
	Sig. (2-tailed)	.001	.000	.000	.000		.000	.254
	N	103	103	103	103	103	103	103
Return on Equity	Pearson Correlation	.317**	.006	-.510**	-.538**	.394**	1	-.034
	Sig. (2-tailed)	.001	.950	.000	.000	.000		.732
	N	103	103	103	103	103	103	103
Net Interest Margin	Pearson Correlation	-.819**	-.716**	.072	.311**	-.113	-.034	1
	Sig. (2-tailed)	.000	.000	.470	.001	.254	.732	
	N	103	103	103	103	103	103	103

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

Findings presented in Table 4.3 reveal correlation between variables. For Guiding customers, there was a positive significant correlation between guiding customers and return on assets ($r=.320^{**}$, $p\text{-value}=0.001$), guiding customers and return on equity ($r=0.0317$, $p\text{-value}=0.001$). At last, a relationship was found between directing clients and net intrigued edge (0.817^{**} , $p\text{-value}=0.000$). These relationships were factually critical since the p esteem was <0.05 suggesting that the increment in directing clients influence the level of ROA, ROE and NIM and bad habit versa.

4.2 Communication Strategy and Financial Performance in Access Bank Plc.

As indicated in Table 4.4, there were significant correlations found between voluntary cooperation of strategic nature and ROA ($r=0.424^{**}$, $p\text{-value}=0.000$), voluntary cooperation of strategic nature and ROE (0.740^{**} , $p\text{-value}=0.000$), voluntary cooperation of strategic nature and NIM (0.484^{**} , $p\text{-value}=0.000$). These relationship were statistically significant, since the p value was <0.05 proposing that a change in voluntary cooperation of strategic nature increased the ROA, ROE and NIM and vice versa.

Table 4.4 Correlation Analysis Communication Strategy and Financial Performance in Access Bank Plc.

		Voluntary cooperation of strategic nature	Aggressively acquisition	Market growth for economic development.	Habits of closing business operations	Return on Assets	Return on Equity	Net Interest Margin
Voluntary cooperation of strategic nature	Pearson Correlation	1	.742**	.235*	-.253**	.424**	.740**	-.484**
	Sig. (2-tailed)		.000	.017	.010	.000	.000	.000
	N	103	103	103	103	103	103	103
Aggressively acquisition	Pearson Correlation	.742**	1	.192	-.389**	.425**	.514**	-.608**
	Sig. (2-tailed)	.000		.052	.000	.000	.000	.000
	N	103	103	103	103	103	103	103
Market Communication for economic development.	Pearson Correlation	.235*	.192	1	.637**	.407**	.665**	.401**
	Sig. (2-tailed)	.017	.052		.000	.000	.000	.000
	N	103	103	103	103	103	103	103
Habits of closing business operations	Pearson Correlation	-.253**	-.389**	.637**	1	.038	.208*	.924**
	Sig. (2-tailed)	.010	.000	.000		.704	.035	.000
	N	103	103	103	103	103	103	103
Return on Assets	Pearson Correlation	.424**	.425**	.407**	.038	1	.394**	-.113
	Sig. (2-tailed)	.000	.000	.000	.704		.000	.254
	N	103	103	103	103	103	103	103
Return on Equity	Pearson Correlation	.740**	.514**	.665**	.208*	.394**	1	-.034
	Sig. (2-tailed)	.000	.000	.000	.035	.000		.732
	N	103	103	103	103	103	103	103
Net Interest Margin	Pearson Correlation	-.484**	-.608**	.401**	.924**	-.113	-.034	1
	Sig. (2-tailed)	.000	.000	.000	.000	.254	.732	
	N	103	103	103	103	103	103	103

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

* . Correlation is significant at the 0.05 level (2-tailed).

For aggressively acquisition and ROA ($r=0.425^{**}$, $p\text{-value}=0.000$), ROE ($r=0.514^{*}$, $p\text{-value}=0.000$), and NIM ($r=0.608$, $p\text{-value}=0.000$) were positively correlated since the p value was <0.05 proposing that a change in aggressively acquisition did not affect financial performance of Access Bank.

There's a critical relationship found between advertise communication for financial improvement and ROA ($r=-0.407^{**}$, $p=0.000$), ROE ($r=0.665^{**}$, $p\text{-value}=0.000$), and NIM($r=0.401^{**}$, $p\text{-value}=0.000$). Noteworthy positive relationships were found since the p esteem was 0.05 proposing that a alter in Showcase development for financial improvement made strides ROA, ROE and NIM and the bad habit versa. Inferential measurements for propensities prove immaterial relationship between propensities of closing commerce operations and ROA($r=0.038$, $p\text{-value}=0.704$), but a noteworthy relationship were found between propensities of closing trade operations and ROE ($r=0.208^{**}$, $p\text{-value}=0.035$), and NIM ($r=-0.924$, $p\text{-value}=0.000$).

4.4 Establishment of the effect of Competitive Strategy on Financial Performance of Access Bank in Rwanda

Table 4. 4 Application of Competitive Strategy at Access Bank Plc

Competitive Strategy	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	Sdv
	%	%	%	%	%		
Access bank is concentrating on a limited part of the market. A focus on cost.	10.7	14.6	9.7	36.9	28.2	3.372	1.325
Access Bank is concentrating on a limited part of the market. A focus on differentiation.	5.8	7.8	6.8	26.2	53.4	4.13559	1.632
Access bank is Acquisition of supplier, distribution or customer Company	9.7	9.7	8.7	44.7	28.2	3.728	1.169
Access Bank had an acquisition of a company in the same/similar industry	11.7	11.7	15.5	33.0	28.2	3.543	1.326

Comes about in Table 4.5, comes about found that Get to bank is concentrating on a restricted portion of the advertise as concurred by 36.9% of respondents with a cruel of 3.372 and standard deviation of 1.325. Comes about on whether the Get to Bank is concentrating on a restricted portion of the advertise illustrated that 53.4% of respondents unequivocally concurred with the articulations with a cruel of 4.13559 and standard deviation of 1.632. Be that as it may, 44.7% of respondents with a cruel of 3.728 and standard deviation of 1.169 emphatically concurred that the Get to bank is procurement of provider, dissemination or Client Company as shown by 33.0%, with a cruel of 3.543 and standard deviation of 1.326.

Table 4. 6 Correlation Analysis between Competitive Strategy and Financial Performance of Access Bank Plc

		Concentrating on market cost	Concentrating on differentiation	Acquisition of supplier or customer	Acquisition of similar industry	Return on Assets	Return on Equity	Net Interest Margin
Concentrating on the market cost	Pearson Correlation	1	.049	.000	-.073	-.244*	-.332**	-.270**
	Sig. (2-tailed)		.621	.998	.464	.013	.001	.006
	N	103	103	103	103	103	103	103
Concentrating on differentiation	Pearson Correlation	.049	1	.806**	.107	.393**	.395**	-.813**
	Sig. (2-tailed)	.621		.000	.280	.000	.000	.000
	N	103	103	103	103	103	103	103
Acquisition of supplier or customer Company	Pearson Correlation	.000	.806**	1	.121	.127	.253**	-.796**
	Sig. (2-tailed)	.998	.000		.225	.203	.010	.000
	N	103	103	103	103	103	103	103
Acquisition of similar industry	Pearson Correlation	-.073	.107	.121	1	.181	.061	-.044
	Sig. (2-tailed)	.464	.280	.225		.067	.543	.656
	N	103	103	103	103	103	103	103
Return on Assets	Pearson Correlation	-.244*	.393**	.127	.181	1	.394**	-.113
	Sig. (2-tailed)	.013	.000	.203	.067		.000	.254
	N	103	103	103	103	103	103	103
Return on Equity	Pearson Correlation	-.332**	.395**	.253**	.061	.394**	1	-.034
	Sig. (2-tailed)	.001	.000	.010	.543	.000		.732
	N	103	103	103	103	103	103	103
Net Interest Margin	Pearson Correlation	-.270**	-.813**	-.796**	-.044	-.113	-.034	1
	Sig. (2-tailed)	.006	.000	.000	.656	.254	.732	
	N	103	103	103	103	103	103	103

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Primary Data (2022)

Results in Table 4.6 indicated, significant correlations were established between Concentrating on the market cost and ROE (r=0.244**, p-value=.013), Concentrating on the market cost and ROA (r= 0.322 *, p-value=.001) and NIM (r=0.270*, p-value=.006). All the correlations were statistically significant provided that the p value was <0.05 suggesting that a change in concentrating on the market cost increase ROA, ROE, NIM and vice versa.

Results on concentrating on differentiation show statistically positive correlations with ROA(r=0.393**, p-value=0.000), ROE (r=0.395**, p-value=0.000), NIM (r=0,813, p-value=0.000). All were statistically correlated significantly since the p value was<0.05 implying that a change in concentrating on differentiation improve ROA, ROE, NIM and vice versa.

Significant positive correlations were found between acquisition of similar industry and ROE (r=0.253**, p-value=0.010), Acquisition of similar industry and NIM (r=.796*, p-value=0.000) and not correlation found between acquisition of similar industry and ROA (r=-0.127*, p-value=0.203). Finally, the only significant correlations was found between acquisition of similar industry and ROA (r=0.181*, p-value=0.063), but insignificant relationship was

found between Acquisition of similar industry and ROE ($r=0,061^*$, $p\text{-value}=0.543$) and NIM ($r=-0.44^*$, $p\text{-value}=0.656$). This study argued the financial performance refers to the assessment of standard indicators of adequate, suitable and proper duties like time, productivity, profitability, reducing wastes and complying with rules and regulations.

5. Discussion

The discussion of key findings was done in order to provide scientific explanation of the findings. In this section the researcher compared the results with previous literature. The researcher explained plausible reasons on whether the findings were in agreement or in contradiction with previous literature. Before discussing the findings from each specific research objective, it was pertinent to compare and contrast findings in accordance with the level of performance for commercial banks including access bank.

The discoveries from the display ponder were significant in comparison with Dinberu (2016) confirmations assessment and control as the step taking after to the execution and involves checking the firm's victory to guarantee that the chosen technique achieves the anticipated goals. This last step of the key administration method included the examination of impact of inside and outside variables on show techniques, measuring victory level, and taking medicinal or correctives steps.

5.1 Effect of monitoring strategy on Financial Performance of Access Bank in Rwanda

The researcher discussed and contrasted the study findings previous empirical studies conducted on the monitoring strategies and financial performance of Access Bank Plc. In this regards in order to have a good knowledge on the application of monitoring strategies in Rwandan financial sector, the following idea emanate from the study.

The study proposes that in Rwandan financial sector there is a significant application and using monitoring strategies that associate with a research done by Kim and Loch (2014) communication is considered more frequent than any other element stimulating the performance in strategic implementation. The content of the communication includes explanations of the responsibilities, tasks to be executed by workers concerned. It has the reasons for the change in professional actions and generally, why new strategic decision is adopted.

The results from Pearson correlation analysis were relevant in comparison with concluding remarks of Stevenson (2012) where it has been found that firms where workers had easy accessibility to coordinate through an open and supporting communication environment towards to the outperforming those in more restrictive communication conditions. The regression analysis results from the present study concur with of monitoring refers to the depiction of ways in which was at specific period in the upcoming the next time (Timotios, 2016). A research indicated by Fred (2011) revealed that these firm much success and more viable in the business companies, when firm's aim refers is the sole comprising with the value for some duration of time.

5.2 Effect of Communication Strategy on Financial Performance of Access Bank in Rwanda

The moment goals of the consider was to evaluate the impact of communication procedure on the monetary execution of Get to Bank Plc in Rwandan budgetary segment. These comes about relate to a few of the past investigates such as the most excellent development technique centers on intentional participation of vital nature without money related venture, forcefully securing of the advertise share, advertise development for financial advancement and the propensities of closing commerce operations. It concurs with a proposition on the impact of key usage on execution of commercial banks in Kenya (Linet & Henry, 2014), the common objective was to look at the impact of vital execution on execution of commercial banks in Kenya. Particularly, the think about decided the impact of operationalization of methodology on the performance of banks. Discoveries felt that there's a direct unequivocally relationship between procedure usage and firm execution.

5.3 Effect of Competitive strategy on Financial Performance of Access Bank in Rwanda

The third objective of the study was to establish the effect of competitive strategy on financial performance of Plc in Rwanda. The findings from the present study did not contradict the work of Dunlop & Lurie (2013) argue that successful implementation of the strategy depends heavily on the human component of project management and low than on organizational and system associated components. The study identified 36 important elements and grouped them into three categories of research: people, organization and systems and found that successful implementation of the strategy depends primarily on human capital and less on the factor-driven organizational system.

This study argued the financial performance refers to the assessment of standard indicators of adequate, suitable and proper duties like time, productivity, profitability, reducing wastes and complying with rules and regulations. The performance itself denotes the metrics associated with the ways in which a request is handed or the way of doing something in a successful ways. It is the results of all of the firm's functions and strategies (Wheelen & Hunger, 2012).

The present study, did not contradict with Grant and Robert (2010) who evidenced special impact on return on equity refers to the measurement of income from shares of firm relying on their capital accumulated in the company. The author evidences that an adequate success of any company is calculated and determined by return on equity that supports them to be aware of revenue ability of the company relying on its equity. The ROE contribute to the success of banking institutions, where all firms must have above 12% ROE into their transaction.

6. Conclusions

The study concludes that Access Bank Plc in Rwanda have implemented different strategies and this have enhanced the level of financial performance. To the first research question, this study concludes that Access Bank Plc implemented the monitoring strategy through guiding its customers without any time limits, adoption of clear reason for being in the business activities, long term goal and vibrant and goals and specific objectives. These strategies have affected positively the financial performance through return on asset, return on equity and net internet margin.

The conclusion drawn from the second research question, felt that communication strategy was applied by Access but and this has affected its financial performance. The communication was applied through voluntary cooperation of strategic nature without financial investment, aggressive acquisition of the market share, market growth for economic development and the habits of closing business operations. The study found that the relationship were statistically significant, since the p value was <0.05.

The conclusion drawn from the third research question evidenced that competitive strategy was implemented at Access bank and this has affected its financial performance in Rwanda. In this regards, the bank was concentrating on a limited part of the market, a limited part of the market demonstrated. Access bank has also acquisition of supplier, distribution or Customer Company. Results indicated, significant correlations were established between concentrating on financial performance and vice versa. Results show statistical correlation concentrating, acquisition and the only significant correlations was found between acquisitions of similar industry.

All variables of different measurements should be put into the correct point of view, so as to assist the general workforce of the bank to get it the key execution in put to attain the targets of the bank. This will edify the representatives of the bank to scoff towards conveying administrations to improve the common methodology of the bank and to raise its execution. Access Bank ought to proceed to apply open endeavors to enhance the ability and commitment of the Bank's staff in acknowledgment of the reality that human capital is the foremost profitable resource of the company. Again, communicating changes makes a difference the company to effortlessly adapt up with it. In this manner by utilizing this slant as a bench marks alter in methodologies, parts and duty ought to be re-imagined, well communicated to staff and rectified where botches are committed so as to bring it back on board to realize organizational destinations. Moreover, variables relative to administration ought to be well verbalized to administration and staff of the bank. This will offer assistance the representatives to know and get it the fashion of administration received for the operations and administration of the bank to keep them center in working towards accomplishing the objectives of the bank. It is additionally prescribed that lines of communication between administrative and non-managerial staff ought to be made strides in arrange to energize and bolster the stream of data and input instruments.

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