ACCOMPLISHMENTS OF ORGANISATION MISSION THROUGH APPROPRIATE IMPLEMENTATION OF STRATEGIES

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ABSTRACT: *The study examines accomplishments of organization mission through appropriate implementation of strategies with a major focus on mission statements of two multi-national companies in Nigeria. Resource-based theory and competence-based theory were adopted as theoretical framework for the study. This study benefited immensely from the established concept of business strategies comprising of differentiation strategy, overall cost leadership strategy and focus strategy. Data for this research were obtained from both primary and secondary sources. The primary data were obtained through questionnaire. Two-stage probability and non-probability sampling techniques was adopted using two multinational companies which were selected on purpose from the list of manufacturing companies in Nigeria. In the second stage, a simple random sampling procedure was employed to draw respondents randomly from the organizations. Qualified participants were those who have spent more than two years in the choice companies. Overall, 291 respondents were involved in the ratio of 47: 50 between the two organizations contrary to 50:50 ratio initially planned. The data analysis procedures employed were, univariate, bivariate and multivariate analyses. In this study, two hypotheses were formulated. The results showed that overall cost leadership strategy affects product/service quality and employees' satisfaction. In addition, differentiation strategy affects employees' satisfaction but the significance of its effect on process improvement could not be ascertained. However, the effect of focus strategy on customer service and community development could not be established. In other words, there are variations in the effectiveness of these business strategies depending on the component of the mission that the organization is set to achieve. The study recommends that there is need for thorough environmental scanning in order to select the appropriate business strategy to be adopted in accomplishing the specific aspect of the organization mission.*

Keyword: *Business Strategies, Mission Statement, Environmental Scanning, Organization Mission*

INTRODUCTION

Recently, Nigeria`s desire for industrial growth is expressed via the urge for speedy industrialization and technical progress, thus the establishment of industries of different sizes, functions, and capacities [1-2-3]. Many of these industries are participants within the various sectors of the economy. It was highlighted that they consist of different shades and kinds such as the Multi-National Companies (MNCs), Transnational Companies (TNCs), and Indigenous Companies (INCs) as well as the Small and Medium Scale Enterprises (SMEs). Ogbari [3] opines that Nigerian business environment remains stiff and turbulent as a result of competition and rivalry among these participants. However, the nature of competition among them and the corresponding strategic postures of these companies are the overall determinants of the market share and revenue accruable to them [4-1]. In the food and beverages industry, the story remains the same. For every company that wants to compete favourably in the market or at least survive in its business operations, strategic management practices must be religiously embraced. Drucker [5] highlights that the strategic management tasks involve definitions of vision and mission of the organization, setting of goals and objectives, crafting of strategies, implementing and executing the strategy crafted and finally monitoring, evaluating and taking corrective actions when necessary. An organization's vision reflects management aspirations for the future by providing a panoramic view of where a company is going [6-4-2-7]. It points an organization in a particular direction and charts a strategic path for it to follow. Statements of vision tend to be quite broad and can be described as a goal that represents an inspiring and emotionally driven destination. Dess et al. [8] argues that Mission, on the other hand, is the fundamental purpose of every organization. It deals with an organization's present scope-"who we are and what we do". Drucker [5] thinks that organization's mission reflects the organization's values, beliefs and guidelines for its business. It is a vital communication tool to stakeholders (employees, customers, shareholders, suppliers, government and society). Mullane [9] agrees that mission and vision statements are useful for practical day-to-day operations. It takes a contrary view to those who asserts they are archaic documents that are typically exhibited as wall hangings. Several works of Darbi [10], Campbell [11], Mullane [9], Rigby [12] and Majeka et al. [13], have delineated how mission and vision statements can be used to build a common and shared sense of purpose and also serve as conduit through which employees` focus are shaped. Other schools of thought believe mission and vision statements tend to motivate, shape behaviours, cultivate high levels of commitment and ultimately impact positively on employee performance [9-14-11-15]. An organization that desires to be competitive in the market must recognize that a mission is one of the four key building blocks of an organizational plan aside from vision, goals and strategy.

Mphahlele [16] argues that Organizations are designed to achieve objective results from business involvements in whatever kind of results desired from their operations. Such desires could be in form of competence, cost effectiveness, employee commitment, desire to meet supplier's demands and to serve customers and stakeholders. These would necessitate scrutinization of business processes and a review or change on their organization design and

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structure. Drucker [17] posits that most organizations fail to achieve stated organizational mission because they fail to incorporate creative and innovative strategies into organization structure. Yet, many organizations are on the fence as to whether focus as a business strategy can contribute to the fulfillment of the internal and external dimensions of organizations` mission [18-16-19-20]. Therefore, it is as a result of this that the study ascertained the relationship between accomplishment of organizations' mission and improved productivity. Even though there are lots of articles on business strategy, not many of them have attempted to really explore accomplishments of organisation mission through appropriate implementation of strategies. This research therefore filled this missing intellectual gap. Hence, the broad objective of the study is to examine the accomplishments of organisation mission through appropriate implementation of strategies with a major focus on mission statements of two multi-national companies in Nigeria. Figure 1 below shows the research conceptual framework indicating the various variables.

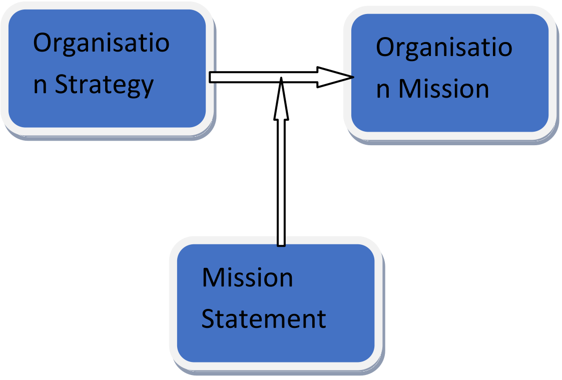

Figure 1: Conceptual Framework

OPERATIONALIZATION OF RESEARCH VARIABLES

The general model hypothesized that optimal attainment of organizations` mission is a function of effective utilization of business strategies formulated. Thus, the dependent variable is the optimal attainment of organization`s mission which is formulated as OAOM. Also, the independent variable is a combination of index of effective use of business strategy denoted as EUBS. The variables are operationalized as follows:

Y = f (X) where;
Y = Organization's Mission (OAOM)
X = Business Strategies (EUBS)

The general model hypothesized that optimal attainment of organizations` mission is a function of effective utilization of business strategies formulated. i.e. OAOM = f (EUBS)

However, two sets of model were derived from the general approach. The first model estimated the interconnection between OAOM and internal environment indices of EUBS while the second concentrated on those external environment factors considered to effective use of business strategies.

That is OAOM or y = (y_1, y_2,)
=== y_1ji, y_2j_2
Where j = (1 – 5) & (1 – 4) respectively
Model I (y_1)

These variables estimated the influence of internal environmental factors of effective use of business strategies on optimal achievement of organization`s mission

Where y_1ji (1 – 5) =
y_1 = product /service quality
y_2 = process improvement
y_3 = Employee satisfaction
y_4= Leadership style
y_5 = Employee Skills
….. and e is the error term (i.e. the residual value)

Model II (y_2)

These variables estimated the influence of external environmental factors of effective use of business strategies on optimal achievement of organization`s mission.

Where y_2j_2 (1-4) =
Y_1 = Quality Customer Services
Y_2 = Community Development
Y_3 = Industry Capability
Y_4 = Societal Responsiveness, and e is the error term

Similarly EUBS or X our independent variable is also a variable with many components but in this study, it is limited to four (4)

That is EUBS or X = (x_1, x_2, x_3, x_4……….x_n) where:
X_1 = Effective overall cost leadership strategy
X_2 = Dynamic differentiation strategy
X_3= Focus business strategy
X_4 = Core Competence

LITERATURE REVIEW

Mission and Mission Statement

Drucker [5] describes Mission as the unique fundamental purpose that an organization plays in the society, or reason for the organization's existence, reflects what managers and owners believe the organization is and where it is likely to be headed. Hitt et al. [15] supports that it guides managers and employees in making decisions and establish what the organization does. A mission statement could be described as a creed, purpose, or statement of corporate philosophy and often reflects the values and beliefs of top managers in an organization [21] and the organization`s current business [22]. A good mission statement inspires employees and provides a compass and direction for setting lower level objectives [12-23-24], guides leadership style [25] and attracts customers that respects organizations [26]. Mission statements are crucial for organizations to prosper and grow. Studies suggests that they have a positive impact on profitability; they also increase shareholders equity [6-27-28]. Mission is a targeted aspiration and management emphasis on mission demonstrates duty for achievement [29-30]. Whereas, Performance improvement is the fundamental objective of every single organization and it is usually connected with the mission. Denis and Lamothe [31] reveals that there are three sub parts of mission which include: goals and objective, strategic decision and intent and vision. The authors describes goals as the expected result of performance at ending points and objectives tell us how to meet goals. Goals are broad, general intentions, intangible and abstract but objectives are narrow, precise, tangible, and concrete. The ability of management in making tangible alternative decisions is enhanced through strategic planning, which gives the organization a positive sense of value both in the present

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and in the future. It makes for a good sense of innovative course of action [32-15].

However, Strategic Planning is primarily embedded in the organization`s vision which depicts the projected picture of the whole organization [33-34]. It is the answer of "where do we want to go?" Rigby [12] posits that organizations having clearly defined and stated short term and long term strategic plans performs better when compared to those organizations that do not have strategic focus. Forbes and Seena [21] argues that the accomplishment of organisations`goals and objectives is fully brought about by the interpretation of such goals into procedures that all employees can relay with thereby giving direction that enhances performance for improved productivity. Drucker [35] also affirms that once goals and objectives are well situated, they lead to high performance since all employees in the organization are fully aware of their line of operations. According to Blackler and Crump [36], the significant role of vision in providing strategic focus to any organization in enhancing performance cannot be over emphasized. Armstrong [37] observes that organizations with clearly defined vision, has its mission well-crafted and displayed. There have been numerous studies, discussions and writings on mission statements and its aspects. However, a lot of mission statement definitions have been aimed towards one single goal which is describing the purpose of the firm [18] and its objectives [38]. Also some scholars disclosed that mission statement is the most publicized part of the organization's strategic plans [39-40]. And hence, it has created a great pressure and a challenging task for many organizations. As a result of this, it requires the top level management and executives to pay attention to accuracy and detail while crafting mission statements. However, some researchers argued that despite its significance, there are still inadequate and conflicting empirical researches on the content of mission statement [41-42-43].

Benefits of Mission Statements

A well established and documented mission statement provides the foundation for outlining and drafting business objectives that the organization strives to accomplish. In return, those goals become the barometers against which performance is evaluated by facilitating decision making, planning, creating effective strategies and formulating policies for short and long term [44-45-13-46-20]. In addition, mission statement provides a clear sense of direction that guides and inspires the executives, managers and employees towards the annual attainment of goals. Mirvis et al. [47] stresses that mission statement assists in setting priorities, plans and allowing resources towards that end. Kraus et al. [48] proposes that developing a mission statement has the following advantages: developing of unity of purpose within the organization, providing a guide to behaviours and decisions, motivating staff, communicating the corporate image, reducing culpability when charged with "unethical" behaviour and finally enhancing performance.

Sufi and Lyons [49] is of the opinion that mission statements started in the early 1970s and that it now have a key place in both the literature, and company strategic planning processes. They argued that mission statement has gained a lot of popularity in academic writings as well organizations` strategic management process. Leonard-Barton [45] opines that the strongest organizational impact occurs when mission statements contain seven essential dimensions: Key values and beliefs, distinctive competence, desired competitive position, competitive strategy, compelling goal/vision, specific customers served and products or services offered, concern for satisfying multiple stakeholders. In the same vein, Armstrong [37] believes a mission should: Define what the company is, what the company aspires to be, limited to exclude some ventures, broad enough to allow for creative growth, distinguish the company from all others, serve as framework to evaluate current activities and stated clearly so that it is understood by all.

However, in the pursuit of exploring the relationship between mission statement and organization's performance, Pearce and David [6] suggests that successful performing firms have a "comprehensive" mission statement which contains some essential components. Green and Medlin [18] found that two main characteristics of a mission statement does have a positive effect on performance and those two are "completeness and quality". Therefore, to measure these two essential elements, nine criteria were proposed by Wheelen and Hunger [50] which are purpose, services and /or products, competitive advantage, scope of operations, philosophy, vision, sense of shared expectations, public image and emphasis on technology, creativity and innovation.

Mission Statements and Organizational Strategies

Mirvis et al. [47] posits that an organization's mission is the reason for its establishment, its being, or what it is meant to do or to produce. It is expressed in its mission statement. For a business organization, the mission statement should answer the question "What business are we in?" Amran [51] states that missions vary from organization to organization, depending on the nature of their business. They argue further that a mission statement serves as the basis for organizational goals, which provide more detail and describe the scope of the mission. The mission and goals often relate to how an organization wants to be perceived by the general public, and by its employees, suppliers, and customers [33-51]. Goals serve as a foundation for the development of organizational strategies. These, in turn, provide the basis for strategies and tactics of the functional units of the organization [52-46]. Organizational strategy is important because it guides the organization by providing direction for, and alignment of, the goals and strategies of the functional units. Akan et al. [53] opines that strategies can be the main reason for the success or failure of an organization. If we assume goals are destinations, then strategies are the roadmaps for reaching the destinations [54-53]. Strategies provide focus for decision making. Generally, organizations have overall strategies called organizational strategies, which relate to the entire organization [48-55-19]. They also have functional strategies, which relate to each of the functional areas of the organization. The functional strategies should support the overall strategies of the organization, just as the organizational strategies should support the goals and mission of the organization. Bantel [56] adds that tactics are the methods and actions used to accomplish strategies. Adegbuyi et al. [19] mentions that they are more specific than strategies, and they provide guidance and direction for carrying out actual operations. Thus, it needs to be a more specific and detailed plans and decision making in an organization [57-20]. In general, tactics could be viewed as the “how to” part of the process (e.g., how to reach the destination, following the strategy roadmap) and operations as the actual “doing” part of the process [57-54-53]. This general relationship that exists from the mission down to the actual operations in the organization is hierarchical. This is illustrated in Figure 2.

Figure 2: Organizational Decision Making Process
Source: [3]

Organization Goals and Objective

Schumpeter [58] opines that Organizations are built to last or survive for a long time and if possible for life. This can be achieved only if certain goals, and objectives both short and long-term that they want to achieve are clearly defined from the organization`s mission [58-59-8]. And if this is achieved it gives the organization relevance in the society. Goals are desired state of affairs an organization intends to attain in the long run. Armstrong [37] adds that Objectives on the other hand, refer to the ultimate end results which are to be accomplished by the overall plan over a specified period of time in the short–run. Utterback [41] stresses that it is a desired result towards which behavior is directed in an organization. The vision, mission and business definition determine the business philosophy to be adopted in the long run. The goals and objectives are set to achieve them. For every goal set in an organization, a corresponding objective must follow. Objectives are necessary targets that must be achieved if the organization must survive. Objectives are the operational definitions of goals; they are open ended attributes denoting a future state or outcome and are stated in general terms [34-60-31-61]. When the objectives are stated in specific terms, they become goals to be attained. In strategic management, sometimes, a different viewpoint is taken. Goals denote a broad category of financial and non-financial issues that a firm sets for itself. Dess et al. [8] observes that objectives are the manifestation of goals whether specifically stated or not. Miller and Dess [62] adds that Plans should be made in order to achieve the objectives and employees well informed about the organizational objectives and plans in which these objectives are to achieve.

Scholars believe that the traditional method of setting goals is based on the expectation that the top managers are knowledgeable enough to formulate desired targets [39-8-3]. Moreover, advocates of the top-down approach propose that setting corporate objectives by the top managers provide focus for organisational activities. However, this process of objective setting has been critiqued by management writers. Ogbari [3] comments that objective setting may not always precede organisational activities, they posit that the goals of many organisations are ambiguous and difficult to reduce everything in writing. In the bottom-up approach, the subordinates initiate the setting of goals and objectives for the various departments and present them to the higher level managers. The approach allows for vital information from the lower level to reach the top management. Subordinates work harder and are well motivated when they set their own goals and objectives [39-63]. The objectives presented to the higher level managers may not receive full attention which is a limitation of this model or process. No one approach is sufficient for the formulation of objectives, each method used is based on the size of the organisation, organisational culture, leadership style and urgency of objectives. Apart from these two approaches, objectives can be set by each level within the organisation based on the overall corporate objectives and implement them with top management approach [38]. Goals, objectives, mission and vision statement must be closely tied together. The various types of goals and objectives include; strategic goals, tactical goals and operational goals. Strategic goals deals with the goals set by top management for the entire organization [8]. Tactical goals and objectives are related to strategic goals and objectives of the organization. They are carried out in departments and support the strategic goals of the organisation. Mintzberg et al. [64] concludes that operational goals are determined by lower level supervisors and focused on individual responsibility of employees.

Management and Organization Mission Statements

Stallworth [65] opines that every economy whether developed, developing or less developed involves various categories of manufacturing industries ranging from engineering, construction, electronics, chemical, energy, textile, food and beverage, metal working, plastic, transport and telecommunication industries. These industries compete among themselves for resources, infrastructure, survival and relevance [66-32-67]. However, for successful competition, companies use creative and innovative strategic mix to compete favourably for profitability and excellent productivity. In a situation where the leadership of organizations does not properly understand the business environment in which they operate and compete, it almost inevitably leads to vision, mission and strategy that are inappropriate. Sometimes, even when leadership does have adequate insight of the business environment and cycle, they may fail to translate the organization’s vision, mission and values into the strategies and processes that will enable them compete successfully. As a result, the organization’s culture, systems, and infrastructures may not be adequately aligned with the realities of the market place [68-48].
Organizations are perfectly designed to get objective results from business involvements [8]. Whatever kind of results desired from their operations, i.e. competence, cost–

effectiveness, employee commitment, desire to meet suppliers demands and to serve customers and stakeholders, would necessitate scrutinization of business processes and a review or change on their organization design and structure. Most organizations fail to achieve stated organizational mission because they fail to incorporate appropriate strategies into organization structure. They find out too late that the structure they have on ground cannot support their ideas and hence affect their goals. Grant [63] posits that Goals are anticipatory outcome of every performance of task taken while objectives helps to interpret terms to accomplish the stated goals. While goals are complex and all inclusive, objectives are narrower, more exact, touchable and real. Ajagbe and Ismail [69] stresses that creative organizations should attract, train, develop and retain good talents if they want to remain competitive, and this is most likely through leadership style that subscribes to sound ideas. Furthermore, organizations exist in challenging economic environments that is highly dynamic in nature as regards consumers' needs, employees and stakeholders' expectations. The ability of organizations to meet these demands and new competition through the effective mission and formulation and implementation of new competitive strategies of business activities and the alignment to new technology becomes imperative to the success of business firms.

Strategy Formation Process and Mission

Schumpeter [58] posits that all organizations plan but no two organizations can in actual sense have the same plan. The author go further to state that every act of planning must take into consideration the internal as well as the external environmental factors which is key to proper planning, without which managers won't be able to make effective decisions. Therefore a good understanding of the environmental context is basically the beginning of strategic decision making [66-49-65]. With this understanding as the base, managers need to essentially establish the organization`s purpose or mission out of which flows the firm`s premises, ethics and standards [67-70]. Directly flowing from the mission are strategic goals. These goals and objectives are the major determinants of other tactical decisions the organization takes for future activities at all levels. The two common levels are business-level strategies and corporate-level strategies. According to Griffin [70], corporate level strategy is a set of strategic alternatives from which an organization chooses as it manages its operations simultaneously across several industries and several markets. While business level strategy is the set of strategic alternatives from which an organization chooses as it conducts business in a particular industry or market. Soosay [32] stresses that such alternatives help the organization focus its competitive efforts for each industry or market in a targeted and focused manner. Most big enterprises nowadays contend in multiple industries and marketplaces. Hence, they must develop tactical strategy for which to navigate in the market place or industry. Veetil [71] adds that they must also put in place the corporate strategy to select among industries and businesses of interest to the organization.

The basis for strategy formulation are strength, weaknesses, opportunities and threats (SWOT) analysis [59-70]. It is a careful analysis of an organization's internal strengths and weaknesses as well as its environmental opportunities and threats. In SWOT analysis, the best strategies help an organization to attain its mission by (1) exploiting an organization's opportunities and strengths while (2) neutralizing its threats and (3) avoiding (or correcting) its weaknesses. A company`s strengths has to do with the skills and acquired capabilities that allow a firm to conceive and equally put to action its chosen strategies. Griffin [70] mentions that some firms capitalized on existing capabilities and the strength of its name to launch a new operation. Soosay [32] argues that using the organization`s mission as a context, managers assess internal strengths; personnel, facilities, location, products and services, (distinctive competencies) and weaknesses as well as external; political, economic, social, technological and competitive environment opportunities and threats. The goals are then to develop good strategies that exploit opportunities and strengths, neutralize threats and avoid weaknesses [72-70]. A distinctive or distinguishing competence is a unique strength acquired solely by a small group of competing businesses. They are firm–specific strengths that allow a company to differentiate its products from those offered by rivals and or achieve substantially lower costs than its rivals. However, distinctive competencies remain uncommon amid its competitors [73-39].

METHODOLOGY

The survey method was adopted for this study because Yin [74] suggests survey as a very useful tool in describing the characteristics of large populations, cost moderation effectiveness and information accessibility. Consequently, very large samples are feasible, making the results statistically significant even when analyzing multiple variables [75-76]. The statistical analysis that were used in this study are; univariate, bivariate and multivariate statistical analysis for different aspects of the study in relation to the accomplishment of mission and mission statements of the organisations [75-74-77]. The study was designed to combine primary survey–based data with secondary information from manufacturers association of Nigeria and the multinational or conglomerates. Therefore, the study adopted cross-sectional study design with a mixture of descriptive, survey and expost-facto research design. The target industry is the manufacturing sector while the target population consisted of employees of the purposively selected manufacturing conglomerates with head offices within Lagos and its metropolis. The justification for the choice of Lagos is because of its proximity and strategic location of many manufacturing firms from where a purposive selection of two major companies was done. Overall, about 291 employees, distributed in the ratio 47: 50 between the two companies, were randomly interviewed. The sample size for this study was determined using the minimum returned sampling size determination formula by Bartlett et al. [78]. This is because we are not categorically sure of the exact population size of the companies under study. This formula is concerned with applying a normal approximation with a confidence level of 95% and a limit of tolerance level (error level) of 5%. To this extent the sample size was determined by $N = \left(\frac{(t)*(p)(q)}{d^2}\right)$ [78-79].

Where: n = the sample size

T =is the value for selected alpha level of 0.025 in each tail which equal 1.96 at alpha level of 0.05 that represents the level of risk the researcher is willing to take that true margin of error may exceed the acceptable margin of error.

And (p) and (q)= estimate of variance = 0.25 and,

D = proportion of possible error (0.05)

Thus $Thus, N = \frac{1.98^2*(0.5)(0.5)}{0.05^2} = 384$

The researchers randomly distributed 384 copies of questionnaires to the entire employee population. This is in line with Asika [80] and Otokiti [81] who asserts that the best sample size is a complete census of the population as all the elements of the population are expected to be included in survey. This made the sample statistics valid estimate of the population parameters. More importantly, sample size for studies using multiple regressions is influenced by a number of factors. These factors include the desired statistical power, the alpha level and the number of variables to be tested [82]. According to Osuala [79], a minimum of 100 sample size is required for multiple regression analysis that with a minimum of 10 variables. As a result, 291 copies of questionnaires were used for this study and it fell within the acceptable range in line with Yin [74]. Thus, a sample frame is a representation of the study population having the same properties of every element in a sample for generalizations to be made [83-76]. The sample frame for this study was the 291 employees at different level of management in the two organisations. This study used a two-stage probability sampling technique. The closed–ended questions were designed using a 5-point Likert scale which ranged from “strongly agree” to “strongly disagree” (5 = Strongly Agree, 4 = Agree, 3 = Undecided, 2 = Disagree and 1 = Strongly Agree). Data analysis was performed using the Statistical Product for Social Scientist (SPSS 21.0). A three-level analytical procedure was used, namely: univariate, bivariate and multivariate analysis. Univariate analysis features the frequency distribution of social, demographic and economic background of respondents. Data were disaggregated by companies possibly to show inherent variations among various characteristics of the two companies sampled. The bivariate analysis covered the cross-tabulations and shed light on the types of associations between various variables of interest. In addition, hypotheses formulated were tested at the multivariate level using multiple regression analysis. Overall, data were segregated by companies to show variations that are existing among some selected variables whereas in some segment where it was deemed unnecessary data were analyzed by total aggregate. For this research, the content validity of the questionnaire was used to enhance the review of questionnaire items used by previous strategy researchers to check the face validity. The coefficient alpha (α) or Cronbach’s alpha is the most recommended measure of internal consistency. The value of α ranges from 0-1. The nearer the value of α to 1, the more acceptable is the reliability of the data. Researchers such as Creswell [77], Yin [74], Trochim and James [83] suggests that acceptable reliability should fall between 0.50–0.60, although 0.70 is desirable. However, the Cronbach’s alpha method was used for measuring questionnaire reliability. The coefficient values ranged from 0 to 1. A research instrument recorded high reliability value tending towards 1, precisely 0.82 implying high level of reliability of the research instruments.

Demographic Profile of Respondents

This section presents the socio-demographic characteristics of the sampled population separated by the company where they work. While several variables qualified to be included, only few that are very germane to the study were analyzed and the result presented. The result of the analysis shows that 67.1% of staffs of company A interviewed were male while 32.9% were female. The situation in company B seems to be opposite where 64.8% are female and only 35.2% were male. Majority of the respondents were married. The proportions that were single among the respondents interviewed in company A were 32.2% compared to only 9.2% in company B. Although, the number of respondents interviewed in company A was higher than that of company B, relatively more married respondents were also interviewed in company A (67.8%) than company B (90.8%). Considering the working experience between the two companies, the pattern in company B follows a negatively downward movement from higher number of employees at the lower level and decreases through the higher years of working experience. About 77% of employees have worked for relatively between 1-4 years, 12.7% have worked with company B between 5-9 years while 9.9% have spent 10 years and above in the company. On the other hand, 71.8% have worked for between 1-4 years with company A, 10.1% have worked for between 5-9 years while 18.1% claimed they have been working with company for 10 years and above. The aggregate analysis shows that the total percentage of the male respondent is 51.5% while females are 48.5%. Among the group, 21% were singles as at the time of the survey while 79% were married. Also, the age distribution of total respondents who participated in the study ranges between ages 15-65 years. Smaller proportion of total respondents were in the lowest and highest age groups (20-24 and 50 years and above). About 1% of the respondents belonged to the lowest age group while 1.7% were 50 years or more. The bulk of the population belonged to age group 30-34 years representing about 36.8%. The proportion of total respondents in age group 25-29 years was 31.6%, group 40-44 years have only 9.6%, those in age group 30-34 years are 36.8% (107 respondents). The next older age group (35-39) shares 15.1% of the population while 4.1% and 1.7% belong to age groups 45-49 and 50 years and above. Overall, the age distribution presents a normal distribution curve, rising from the lowest, reaching a peak at age 30-34 years and maintaining a steady declining to the last age group. In terms of the working experience, one out of every five respondents (of the total sampled population) have spent over 5 years with the companies selected and more than two-third of them have spent between one year and 4 years. Since young staff (in terms of working years) were excluded, the observation here was not surprising. The

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nature of the Nigerian economy coupled with frequent intra-and inter migration of young population and the desire for greener pasture always culminate in high turnover of staff in developing countries. Hence, the lower proportion of staff that have stayed with their companies above 4 years. The statistics on education status revealed that larger proportion of employees of the companies sampled have attained up to tertiary education. All respondents are literates and majority (97.6%) has had at least secondary education. Only 2.4% of the respondents had below secondary education. However, the proportion of respondents that had tertiary education includes those with 25 individuals (about 8.6%) who had Ordinary National Diploma (OND) and National Certificate of Education (NCE) and 54.0% who have attained University education.

Industries Sampled and Respondents' Classifications

Only two multinational companies were used in this study and the respondents were profiled along their departments or sections. Individual company's analysis shows that 45.0%, 30.2% and 24.8% of the respondents interviewed in company A were selected from manufacturing, service departments and other sections respectively. The proportion in company B belongs to these departments and sections are 71.1%, 16.9% and 12.0% respectively. Total distribution shows that 57.7% of the respondents were selected from manufacturing companies, 23.7% were from service industries and about 18.6% belong to the two companies. Respondents' categories or levels resemble a downward slope curve from left to right. This indicates that it is bottom loaded and thins out at higher level. This is expected of every company where larger numbers of employees are at the lower cadre and small proportion at the managerial or higher levels. The results show that 38.1%, 35.4% and 26.5% of respondents were in the lower, middle and top managerial level respectively. The distribution also cut across various sections, units and departments. While almost one-third (29.2%) were in the distribution section, 19.6% work in the factory or production section and 18.6% in the marketing department. The quality control and maintenance department shared 11.7% of the work force while supply section, human resource/personnel and health safety units shared 6.2%, 7.6% and 7.2% respectively.

MULTIVARIATE ANALYSIS– TESTING OF HYPOTHESES FORMULATED

Model I

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \cdots \ldots\ldots\ldots\ldots . + \beta_n X_n \quad \ldots\ldots\ldots (1)$$

The model formulated tested the interconnections between some selected variables on possibility of achieving organisation mission. Data gathered was analysed by 'splitting processes' in order to provide opportunity for comparing different contributions of selected variables on the possibility of achieving organisation mission for each of the companies studied. The test in model I was quantified using multiple regression model of the form:

The result of the analysis shows that modification of products, focusing of specific needs of customers, targeting specific market segment, usage of innovative approaches, business best practices, employees' competency, employees involvement, holding of customers in high esteem and easy flow of communication are factors that contribute positively to the achievement of organisation mission. Their Beta coefficients range from 0.005 (for product modification) to 0.258 (estimated for easy flow of communication) as shown in Table 1.

Another findings from the analysis is that similar patterns of influence (positive/negative) were exhibited by variables selected for the two companies. Where a variable exerted a positive influence in company A, the same variable contributed positively to company B notwithstanding that the magnitude of contribution varied. However, it was observed that the statistical significant contributions were not the same and did not follow any specific pattern. For instance, for company A Group of company, these factors were statistically significant at the following p-values: product modification (0.037), meeting of specific needs of customers (0.027), targeting specific market segment (0.034), business' best practices (0.031), esteem value of customers (0.023), employees' competency (0.050), easy flow of communication (0.011) and involvement of employees (0.015) as shown in Table 1.

A cursory observation shows that more variables are statistically significant in the second company (i.e. Cadbury) compared to Dangote Conglomerate. In addition to the variables mentioned for the latter company, technical specification in product design and manufacturing, product differentiation contributed significantly to achievement of company mission at p-value of 0.005, 0.041 respectively. The probability influence of other variables are as follows: product modification (0.013), meeting of specific needs of customers (0.002), targeting specific market segment (0.041), business' best practices (0.012), esteem value of customers (0.007), easy flow of communication (0.008) and however, it is surprising that the factor is not statistically significant. Also, while the factor - integration of multiple streams of technologies is negatively associated with achievement of organisation mission in company A, it is positively related to achievement of organisation mission in company B with Beta coefficients of -0.423 and 0.025 respectively (see Table 1). The variable is also not statistically significant as the p-value is far above 5% showing 0.144 (14%) and 0.904 (90%) respectively (See Table 1). The t-statistics as demonstrated in this analysis depicts the magnitude contribution of each of the variables selected to the achievement of organisation mission.

The statistic is taken at absolute value. It could therefore be inferred that the following factors will exert much influence in the achievement of organisation mission either negatively or positively depending on the signs of their beta coefficients. For company A, these factors are very crucial: Product differentiation (1.359), usage of latest design (1.382), Business 'best practice (1.888), easy flow of communication (1.480), employees' involvement (1.443) and usage of multiple streams of technology (1.469) as shown in Table 1. In Company B, the following variables could be watched notwithstanding whether it is negative or positive: Product differentiation (1.683), technical specification (2.184), targeting specific market segment (1.971), minimization of cost (1.177), easy flow of communication (1.266) and employees' involvement (2.021). Overall, the model summary demonstrated by R-Square shows that in company A, about 11.5% of the variations in predicted variable (Y) are explained by the selected predictors while in company B up to 22% variations in Y are explained by the selected predictors. This by implication means that the factors put together could influence the achievement of organisation mission in company A by 11% and while the same factors exert double influence (22%) in company B (see Table 1).

Table 1: Regression Analysis Showing Relationship of Variables

	Dangote Groups				Cadbury			
Selected Variables	**B**	**Std. Error**	**T**	**Sig.**	**B**	**Std. Error**	**t**	**Sig.**
(Constant)	.581	.276	2.100	.038	1.033	.385	2.681	.008
Modifications on products	.005	.064	.079	.037	.038	.104	.369	.013
Differentiating products	.093	.069	1.359	.177	.282	.165	1.706	.041
Adopted product differentiation because of mission	-.007	.071	-.103	.918	-.137	.081	-1.683	.005
Technical specifications of products	-.022	.050	-.440	.660	-.139	.064	-2.184	.031
Components and materials make the product good	.006	.052	.114	.909	-.078	.120	-.644	.521
Incorporates latest design to develop new products	-.056	.041	-1.382	.169	-.070	.111	-.629	.530
Ensure products meet specific needs of many customers	.023	.047	.487	.027	.055	.080	.695	.002
Targeted Certain market segment	.012	.035	.341	.034	.051	.026	1.971	.041
Distribution channels Modified to suit the demand of customers	-.001	.037	-.017	.986	-.015	.059	-.257	.797
Our org. seek ways of reducing production cost always	.007	.010	.686	.494	-.019	.083	-.225	.822
The org. uses innovative strategies to minimize cost	.010	.035	.296	.768	.118	.084	1.404	.163
How often does your organisation make use of its business strategies	-.090	.088	-1.024	.308	-.016	.124	-.129	.897
Organisation achieving its mission statement through its business practices	.301	.159	1.888	.021	.190	.161	1.177	.032
Competencies of the employees	.097	.084	1.156	.050	-.057	.097	-.590	.556
Unique capabilities against competitors	.159	.367	.434	.665	.221	.207	1.067	.288
Regularly coordination of skills to enhance company’s capacity	-.003	.165	-.016	.987	-.158	.159	-.988	.325
Integrate multiple streams of technologies	-.423	.288	-1.469	.144	.025	.207	.121	.904
Easy flow of communication	.258	.174	1.480	.011	.188	.148	1.266	.008
Employees are always involved	.200	.139	1.443	.015	.528	.261	2.021	.000
Our products are easily noticed among other brands	.557	.584	.954	.342	.008	.153	.054	.957
Hold customers’ value in high esteem	.123	.346	.355	.023	.369	.355	1.040	.007
Model Summary: R – Statistics		0.339			0.472			
R – Square		0.115			0.223			

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \cdots \ldots\ldots\ldots\ldots + \beta_n X_n \ldots. (11)$$

Table 2: Regression Analysis Showing Relationship of Variables

	Dangote Groups				Cadbury			
Selected Variables	**B**	**Std. Error**	**T**	**Sig.**	**B**	**Std. Error**	**t**	**Sig.**
(Constant)	1.032	.248	4.156	.000	.835	.203	4.125	.000
Leadership changed mission recently	.003	.004	.955	.341	.001	.002	.221	.825
Reviewing Mission statement Freq	-.001	.002	-.698	.486	.001	.002	.592	.555
Freq of Reading Organisation mission statement	.049	.041	1.204	.231	.134	.054	2.494	.014
Is your organisation's goals written and display nearer to you	-.048	.040	-1.188	.237	-.134	.053	-2.506	.013
Practicing of organisation mission	.256	.113	2.261	0.25	.284	.253	1.122	.023
Do you think the organisation mission is clear and unambiguous	-.234	.117	-2.000	.047	-.084	.098	-.859	.392
Do you think the organisation knows where to be in five years time	.077	.219	.351	.726	-.059	.162	-.365	.715
Company's plans carries her aspiration	-.182	.132	-1.375	.171	-.069	.111	-.627	.532

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Model Summary: R – Statistics	0.498	0.703
R – Square	0.248	0.494

involvement of employees (0.000). Employees' competency contributed negatively to the achievement of organisation mission in Company B as demonstrated

Model II

Model II summarizes the interrelationship between respondents' perspective of the organisation mission, goal and objectives on the achievement of organisation mission. Similar variables were tested for two companies. Similar method adopted for model I was also used in analyzing Model II. The model equation is represented as:

by its Beta coefficient of -0.057 and p-value of 0.556 (Table 1).

In accordance to the apriori expectation, the use of innovative strategies to minimize cost have positive effect on achievement of organisation mission (β = 0.010)

The result of the analysis in Table 2 indicates that constant reading of organisation mission, clarity (i.e. unambiguousness) of the mission statement and the conspicuous display of the mission statement are fundamental factors that can enhance achievement of organisation mission from the employees' perspective. For company A, the result shows that frequent reading of the mission is positively related (β = 0.049) to achievement of organisation mission and it is statistically significant at P-value = 0.03. The display of the mission statement is however negatively related at β = -0.048 with achievement of organisation mission but not statistically significant at P-value = 0.237. On the other hand, constant reading of organisation mission is also positively related to achievement of organisation mission at β = 0.134 and statistically significant at P-value = 0.014 for company B (i.e. Cadbury). The influence of conspicuous display of the mission statement is similar in both companies. The variable will exert a negative influence of 13.4% at -β = -0.134 on possibility of achieving organisation mission. It is also statistically significant at P-value of 0.13. The practice of organisation mission or following its dictates could help in achieving organisation mission up to 25.6% in company A and 28.4% in company B. These are demonstrated by their Beta coefficients 0.256 and 0.284 respectively. The variable is also statistically significant at P-values of 0.025 and 0.023 respectively for the two companies. The overall summary statistics indicates that the model accurately predicted the variable. The R-square (of 0.248) shows that the predictors could explain up to 25% variation in achievement of organisation mission (i.e. Y). It also demonstrates that these variables will also influence the achievement of organization mission in company B by 49.4%. The observations here indicates that, all things being equal, the predictors (all the independent variables) will cause an average of 25% change in Y and exert double of this influence which will cause a double effect on company B, given the same circumstances. However, considering the t-statistic in the regression result, those variables with high t-statistic values (precisely any value greater than or closer to 2.0) should be kept on watch when it comes to achieving organisation mission. In company A, Variables to be considered include: frequent reading of organisation mission (t-statistic = 1.204), conspicuous display of organisation mission (t-statistic = 1.188), unambiguous presentation of the mission statement (t-value = 2.000) company's plan as it attached to company aspiration (t-value = 1.375). Those variables that concern company B are frequent reading of the mission statement (t-value = 2.494) and conspicuous display of organisation mission (t-value = 2.506).

DISCUSSION OF RESULTS

This study examines workers alignment to company's strategies in achieving the mission and goals of the company. Various summations were harvested however they were categorized into 5 groups namely: (1) achieving customers' needs, (2) creating value and (3) admirable brands, (4) customers' satisfaction and (5) provision of basic needs. From the result of this study, company mission are summarized as pursuance of customer satisfaction, provide people's brands, creation of admirable brands, centers on achieving customers' needs and provision of basic needs of the people. Since the driving of mission statement and its achievement is contingent upon workers' belief, the result from this study further found that most of the employees of the firms sampled affirmed their belief on what the organisation's mission stand upon. In addition, they indicated they practice the mission, and have a good grasp and understanding of the mission of the organization. This result is in tandem with Drucker [5] who describes mission as the unique fundamental purpose that an organization plays in the society, or reason for the organization's existence, reflects what managers and owners believe the organization is and where it is likely to be headed. Hitt et al. [15] supports that mission statements guides managers and employees in making decisions and establish what the organization does. In areas of trying to find out differences between the variation of the mission and whether the mission is clearer and unambiguous. The study results indicates that the organisation mission is clearer and unambiguous and in addition that employees have adequate understanding of the mission. However, evidence was also provided that the organisation knows where it wants to be in the next five years. This study also reports some results that shows that a few percentage of the sampled population believes that the company plans were not in tandem with their aspirations as enshrined in the mission statement. However, among the strategies identified, customers-oriented strategies were believed to be the most effective and commonly employed. This is followed by having friendly customers' relations and staff welfare. Other identified ways include persistent quality products, integrating customer's opinion and efficient distribution of goods and services. Although, strategic plan of the organisation was found to be meant for other purposes apart from the aforementioned. These range from community responsibility, regulatory system of the country or to protect business interest of the owner, partners or shareholder. This study also found that the most effective way of employing business strategy in organisations are by appraising company's performance, logistics strategy, staff welfare and effective marketing services, producing to the need of customers and consistent production of quality products. Previous researches reveals that the mission and goals often relate to how an organization wants to be perceived by the general public, and by its employees, suppliers, and customers [33-51]. Hence, goals serve as a foundation for the development of organizational strategies. Kuratko et al. [52] adds that this in turn, provide the basis for strategies and tactics of the functional units of the organization. Akan et al. [53,83-88] opines that strategies can be the main reason for the success or failure of an organization. However, assuming that goals are destinations, then strategies are the roadmaps for reaching the destinations [54-53].

The multivariate analysis of determinants of achieving organization mission indicates that the modification of products, focusing of specific needs of customers, targeting specific market segment, usage of innovative approaches, business best practices, employees' competency, employees involvement, holding of customers in high esteem and easy flow of communication were major contributors to the achievement of organisation mission. The observed Beta coefficients ranged from 0.005 to 0.258, indicating positive correlation between these factors and achievement of organisation mission. Profound discoveries include the fact that the use of innovative strategies to minimize cost have positive effect on achievement of organisation mission (β = 0.010). Overall, the model summary demonstrated by R-Square shows that in company A, about 11.5% of the variations in predicted variable (Y) are explained by predictors (independent variables). Whereas, in company B up to 22% variations in Y are explained by the predictors. This by implication means that the factors put together could influence the achievement of organization mission in company A by 11% and while the same factors exert double influence (22%) on company B. The second model assessed the interrelationship between respondents' perception organizational goals and objectives on the achievement of organisation mission. Schumpeter [58] opines that Organizations are built to last for a long time and if possible for life. This can be achieved only if certain goals, and objectives both short and long-term that they want to achieve are clearly defined from the organization`s mission [58-59-8]. And if this is achieved it gives the organization relevance in the society. In view of this, reading of organisation mission, the clarity of the mission statement and the conspicuous display of the mission statement are fundamental factors that can enhance achievement of organisation mission from the employees' perspective.

CONCLUSION AND RECOMMENDATION

The application of current business strategies in accomplishing mission in the developing countries has not received similar attention as in developed countries like US, Canada, United Kingdom, France, Germany and Australia. The application of contemporary business strategy processes and mission accomplishment in companies of developing countries particularly Nigeria has received very little attention and remains unexplained. No empirical evidence have been found to support such relationship. The extant literature shows that this conclusion is valid in several sectors and countries. However, over time, strategy based literature rested essentially on the industry competition that exists in different sectors mostly from large corporations of developed countries. Nevertheless, strategy and organizational mission has become a thoughtful and intelligent process for managers. This, they use to think ahead, thereby advancing on what has been in existence to add value and simplify business process and operations. It also helps them take the lead in business performance in the industry by providing competitive products in the ever dynamic business environment. The conclusion generally is that mission usually impacts positively on the performance of organizations. The study observed that most of multinational companies are involved in multi-products but which can be classified into two broad categories such as edible and non-edible products. Every organisation pursue her mission statement through different strategies however, the understanding these by the employees vary from one company to another. The alignment to company's strategies in achieving the mission and goals of the company by the employees are pursued through meeting the customers' needs, creation of value, admirable brands, customers' satisfaction and provision of basic needs. The study thus concludes that customers-oriented strategies and friendly customers' relations are among indispensable drivers of organization mission. Understanding of workers on the pursuit of organisation mission is key hence the need to carry them along. This can also be done by regularly appraising company's performance, effective marketing services and consistent production of quality products. Notwithstanding, it is vital to know that achievement of organisation mission is contingent upon workers' belief in all ramifications. Workers are the pivot upon which the business rotates. Thus, the recommendation that workers' welfare should be among top priorities of any organization. This could enhance their commitment and thereby raise productivity. Customers are also the crucial key and the existence of any company is dependent upon the availability of customers for her products or services. Thus, manufacturing to the specification and the need of customers and timely delivery (unhindered logistics) are non-negotiable determinants of achievement of organisation mission and these must be pursued vigorously. A review of strategic management literature revealed and established that very few empirical studies have examined strategy in relation to organization`s mission in Nigerian based manufacturing organizations hence the relevance of this study. This study to this effect has made significant contributions to the scholarly and professional literature by including all these variables and examining their impact on attainment of organizations` mission and improved productivity.

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