

**UNIVERSITY OF GHANA
BUSINESS SCHOOL**

**THE INFLUENCE OF MISSION STATEMENTS ON EMPLOYEE
TARGET ATTAINMENT : A CASE OF SOCIAL SECURITY AND
NATIONAL INSURANCE TRUST, TEMA AREA**

BY

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DECLARATION

I hereby declare that this research was solely conducted by us alone, therefore I am held responsible for any mistake or correction and I further declare that this research has not been submitted to any institution of higher learning in Ghana.

Candidate Signature

Date

SANDRA AGYAPONG

Supervisor's Signature

Date.....

Name

CERTIFICATION

I hereby declare that the preparation and presentation of this thesis were supervised in accordance with the guidelines on supervision of THESIS laid down by the University of Ghana.

Dr. Damoah Obi Berko.

.....

(SUPERVISOR)

DATE

DEDICATION

This research is dedicated to my Husband and my Children for their Love and Support.

ACKNOWLEDGEMENT

I am indebted to the Almighty God for helping me throughout the writing and completion of this long essay.

I am extremely grateful to my supervisor, Dr..Damoah Obi Berko for the guidance, support and advice provided throughout his research. God bless you Sir.

ABSTRACT

This study is motivated by the fact that Ghanaian - specific cases are woefully lacking. The study is conducted among the workforce of a unique organization - a Ghanaian public institution, The Social Security and National Insurance Trust (SSNIT) to ascertain the perspectives of employees on whether the institution's mission and vision statements impacts their behaviours and attitudes towards organizational productivity.

The main objective of this study is to examine the influence of mission statements on employees' target attainment. More specifically, the objectives of this research aim to: Examine the state of staff awareness regarding mission statements, determine how employees understand the content

of mission and Ascertain the extent to which the content of mission reflects the target of the employees.

The Cross – Sectional Survey design was the specific research design adopted with non-probability convenient sampling technique. The study population was the Social Security and National Insurance Trust (SSNIT) Tema East Branch. The main research instrument employed was a survey questionnaire including mainly closed but some open-ended questions.

The study concluded that the staff of SSNIT are aware that SSNIT has a mission statement and they have first-hand information about the mission statement and do not have knowledge about SSNIT SMART frameworks as a link to their work target.

The study recommends that Management should organize a special training program for the staff at all levels on the content of the mission and vision statements and as part of a regular training schedule, staff should be introduced to the fine detail of the content of the mission statement.

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CHAPTER ONE

INTRODUCTION

1.0 Background

Mission statements have been devastatingly recognized as an essential part of the strategic management process for organizations that intends to make profit and continue in business; “ be it public sector, not-for-profit, private, for profit, a multinational or a small and medium scale enterprise”. Organizational performance as well as it strategies are influence by mission statement. Mission and vision statements are found in most firms. According to Bart *et al.* (2001).Mission statements had reliably been shown to be the favorite management tool of management positioned by senior level managers to propel organizations into success.

Berko (2016) defined visions tatement as a tool that determines the desired future state. He further stated that it is the aspiration of the organization explaining where the entity aspires to be in the foreseeable future. He stated that the further terms used for vision statements are; corporate slogan, motto and credo. He further stated that an organization’s mission statement is its purpose in terms of products and services it produces for clients (Berko, 2016).

Mullane (2002) contended and maintained it empirically that a mission statement is “useful for practical day-to-day operations, taking a contrary view to those who assert they are archaic documents that are typically exhibited as wall hangings”. Empirical works made regarding the subject have focused for the most part on senior executives and administrators. On the off chance that not researching how they plan their missions and statement of vision, at that point it’s how extensive their missions statement are and how they sway on execution. While studies recommend that mission statements positively affect productivity and can build investor value, they additionally announced that just about 40 percent of workers don’t have a clue or

comprehend their organization's missions and its visions (Bart and Tabone, 1998). There is in this way the need to investigate and set up whether the case is across the board.

1.1 Problem Statement

It is believed and expected by many in the field of management practice that the introduction of organizational tools on mission statements originated mainly from Drucker's (1974) handbook of management. Emanating from that was the fact that, "mission and vision statements" literature as well as its application in organizations has thrived. In this context, it has been widely assumed that mission and vision statements (1) facilitate coherence within the organization by providing direction and purpose; (2) serve as a control mechanism; (3) constitute a guide for organizational decision-making; and (4) give a meaning to work that inspires and motivates organization members (Bartkus, Glassman, & McAfee, 2000). The research asks the main question; do mission statements really have measurable benefits for organizations?

Scholars have voiced considerable skepticism regarding the impact of mission and vision statements (Bart, 1997b; Mullane, 2002) due to inconsistent results, and varying research approaches upon which these results are based.

As indicated by a current meta-analysis conducted by hangings, Prinzie, and Decramer, (2011) which shed light explicitly on the monetary advantages identified with mission and vision statements in private organisation, yielding a 'positive, yet little, connection between these statements and measure of monetary related organisational performance. This was a significant

discovering, which pays fundamentally to the comprehension of mission statements in business organisation.

First of all, as stipulated by Desmidt et al. (2011), financial benefits are solely one conceivable operationalization of mission statements' 'prosperity'. The destinations of creating and executing mission and vision statements may likewise be attitudinal or social, such as giving association individuals a significance of their work, encouraging their relationship with an organization, decreasing turnover, etc (Bartkus et al., 2000). Besides, mission statements are not solely an instrument for private associations but rather significant for open associations as well. For these sorts of associations, monetary advantages are not the basis of decision to operationalize mission and vision adequacy.

This study is induced by the way that Ghanaian - express cases are mournfully inadequate. The study is directed among the workforce of a one of a kind organization - a Ghanaian open institution, "The Social Security and National Insurance Trust (SSNIT)" to ascertain the views of the possibilities effect of missions and statement of vision employees behaviour and attitudes towards organisational productivity.

1.2 Objectives of the Study

- "Examine" the state of staff awareness regarding Missions Statement.
- Determine how employees understand the content of Mission.

- Ascertain the extent to which the content of Mission reflects the target of the employees.

1.3 Research Questions

- What is the state of staff awareness regarding Mission statements?
- How do employees understand the content of Missions content and Statement of vision?
- To what extent does the Mission statement reflect the targets of employees?

1.4 Significance of the Study

Micro and Macro elements are expected to have impact on mission and vision statements. For instance structure and content of statements of mission and arrangement of organizational reward structures of statements of purpose separately. This research is expected to help created the necessary alertness of missions statement among the workers of “the Social Security and National Insurance Trust (SSNIT)”. It will also enhance good Customer Satisfaction based on the “knowledge of the mission and vision statements” on the employees of the organization. This study is expected fill the gap in the scientific literature regarding missions and vision statement in relation to employee productivity. As far as the theoretical level is concerned, the conceptual framework of this study could be the foundation for further empirical study on employee relationship between the understanding of missions and vision statement and employee productivity. The present study will help managers better understand how to increase employee productivity by creating a link with the employee knowledge and awareness of their vision and mission statements.

1.5 Scope and Limitation of the Study

This study aims at examining the impact of mission statements on employees behaviours and attitudes towards organizational productivity using the employees of SSNIT Tema Area as the case study. The study focuses on the level of awareness of the employees on their Visions and Missions Statement and how that impacts their behaviours and attitudes to bring about organizational productivity. The study takes examines the employees of SSNIT within the Tema Area of the organizational and not the entire national staff.

The study is therefore limited by the number of employees to be used for the study due to time and resources available to the researcher. The study did not examine other factors that enhances productivity like motivation among others.

1.6 Organization of the study

“This present study is divided into five chapters and as follows”:

Chapter one consist of "the introduction, the background to the study, problem Statement, Research Objectives Rational for the study, and Research Questions, Scope and Limitations of the study, and the Organization of the study".

Chapter two presents the literature review of related work and includes Conceptual and Definitional Issues, Relevance of Mission statements, A Review of its Components among others.

Chapter three of this focuses on the Methodology used for the Research. It has an Introduction, Type of study or Research Design, Study Location/Area, Population Size, Sampling Method, Data Collection Techniques/Methods and Tools, Ethical Issues, Field Work and Data Analysis.

“The fourth chapter deals with the presentation of results and findings which includes the data analyzed and its interpretation”.

The fifth chapter comprises “the discussion of the findings, summary, conclusion and recommendations for further studies”.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual and Definitional Issues

A major effect of strategic planning is its positive impact on sustainability, innovation and survival. Strategic planning which is one of the outputs for studying strategic management is a basic requirement for successful management in most organizations today, especially organizations that do not want to fold up after few years of commencement (Berko, 2016).

Most organizations use several strategic approaches to “communication”; most do so transparently to reveal exceptionalism whilst according to Sufi and Lyons (2003) others also complicate them accidentally. The distinctiveness of mission statements cannot be doubted based on strategic management literature. Nevertheless mission statements are difficult for organisations to capture in a single document (see Sufi and Lyons, 2003). Hilton Inns mentioned that mission statements are all around acknowledged to be trailblazers to any system enumerating effort “(Thompson and Strickland 1992; Wheelen and Hunger, 1998; Lyles et al. 1993)”. More essentially, the purpose, values and expectations of stakeholders of an organization are supposed to be captured in mission statements and should be able to offer solutions to the question: “what business are we in?” “(Johnson *et al.*, 2008)”; and “what is our business for?” “(Drucker, 1973)”. In persistence of the urgings provided earlier, “Mission statements” are “thought to do a good job in capturing corporate level strategy in relations to scope, boundaries and value creation” “(Johnson, 2008; David; 1993)”. “Mission statements” have been described as “a broad overarching framework around which other strategic concerns like Vision, strategic intent and capabilities, goals, objectives, core values, behavioural standards, business models etc. evolve” “(Campbell and Tawadey, 1992; Lynch, 2000)”. In writing a mission statement organizational leaders should possess knowledge on what is in store in store.

“According to Mintzberg and Waters (1985)”:

The Vision provides a strategic direction, which is the springboard for the Mission and related goals. Whilst this element of discourse exists, there is overwhelming consensus about the future orientation of a Vision statements as opposed to that of a Mission statement. Logically no organization wants to remain static; it is not uncommon to come across what is often referred to as a “dream” that a founder of an organization has. A Vision is meant to evoke powerful and compelling mental images of the desired future states of their organizations. “Dreaming” and aspirations about tomorrow is a defining tenet of entrepreneurial organizations as well as those organizations whose strategy formulation process could be described as entrepreneurial (p.257).

2.2 Comparison of Mission and Vision Statements

The vision statements of an organization is dependent on tomorrow and what the organization want to become in the future. The focus of mission statement is today and what an organization does to attain it. Together are vigorous in leading goals (Britt, 2018).Although mission and vision statements are used interchangeably by companies, it’s significant to possess both. One cannot function without; this makes business purpose to be more critical.

Vision and mission are two particular concepts reflecting diverse existential time periods. “Idealistic projection” of the organization in an unclear forthcoming, in a develop and popular position is known as vision. Dreams and fantasies cannot be attributed to vision. What a company want be and want to achieve lies in it idealistic projection. However, the foundations of this projected picture ought to be well-characterized in the current corporate elements of the

organization. Vision is an item for the most part of the originators of the organization, particularly of “those founders having a visionary mind”. Between “1988 and 1994”, “Collins and Porras from Stanford University asked 700 CEO of U. S. companies of different size and ownership to nominate the firms they most admired. From all responses they got, Collins and Porras identified 18 Visionary companies, most of them being long-lived and successful companies. According to their findings visionary companies display a powerful drive for progress that enables them to change and adapt without compromising their cherished core ideals” “(Porras and Collins, 1994)”. Organizations with vision accomplished a long term performance due to the reality of having a vision and an unmistakable bearing of their advancement.

2.3 Relevance of Mission statements

Researchers like Piercy and Morgan (1994) as well as Simpson (1994) are among the countless who interrogated the use “of mission statements and its and benefits”. A basic study of literature, however displays a fascinating contrast of contentions. There are “those strategists who question the need at all for mission and vision statements on one hand and organizations who think making one is incredible, however using it is stunningly better”. Mullane (2002) clarified that “it isn't the content of the mission statements that blend banter, rather it is the system used to set up the document and how the finished document is used in the organisation that comes to address”. The Pro-Mission statement argument was criticized by many authors including Goett (1997) built on these explanations. Calfree (1993) detected that “Mission and vision statements developed this way are better communicated to Wall Street rather than those within the organization as they tend to reflect messages about growth and profitability”. “One of the main objections of those

from the anti-Mission school of thought is that too many of these statements sound generic and are not actionable” (Goett, 1997; Simpson 1994) Its been opposed that persons frequently mistaken visions Statement for missions statement (Sufi and Lyons, 2003); making additional misperception than clearness. The body of literatures and study supportive the importance of missions and statement of vision to organization nevertheless far surpasses the contradicting view. Most likely there is an inspiring endeavor by researchers and experts to approve a tradition since a long time establishment. This movement has activated subsequently exact study of all organizations to put out a defense for the need and pertinence of missions and statement of vision. A study by Rigby (1994) regarded mission statements “ second of all used tools particularly because they believe it is a useful ingredient in organizational integration which gets everyone focused on objectives and working together to pull in the same direction”.

2.4 Framework for Designing Mission statements

Mission statements contents and its length differs; some can be “broad others narrow. Fundamentally Vision statements include and capture a myriad of stakeholder values and expectations; more importantly how the organization creates value for its stakeholders”“(Johnson *et al.*, 2008)”.

“According to Mullane (2002)” a typical Mission statement

Identifies key stakeholders and states the organization’s commitment to meet these stakeholders’ needs. He went on to suggest the concept of measurable as key to the practical application of the Mission: These measurable are hybrid of goals and objectives. He observed in a study of the casket making subsidiary of a

diverse US corporation that these corporate “measurable” were used to create the company Mission statement (p. 448-455).

Forbes and Seena (2006) have categorized “the components into broad strategic imperatives of financial objectives, geographic scope, and distinctive competence”. Different specialists and analysts appear to meet on some normal subjects that a regular and viable Mission statement incorporates or ought to incorporate (see Table I).

Table I.1: Common Mission Themes

Theme	Advocates
“Overriding purpose of the organization”	“(Johnson <i>et al.</i> , 2008; Sufi and Lyons 2003; Want, 1986; Karami, 2001; Rarick and Vitton, 1995)”
“Basic beliefs, philosophies, tenets,	“(Fred 1996; Campbell and Tawadey, 1992; Pearce,

principles, values, aspirations of the organization”	1982; Want, 1986; Ackoff, 1996; Raynor, 1998; Baetz and Bart, 1996)”
“Defining organization’s customers”	“(Abell, 1980; Pearce, 1982; Fred 1996; Campbell and Tawadey, 1992)”
“Organisation’s scope and boundaries in terms of products, markets and geography”	“(Johnson 2008; McGinins 1981; Pearce, 1982; Campbell and Tawadey, 1992; Fred,1996; David 1993; Baetz and Bart, 1996)”
“Organisation’s commitment to financial and economic objectives”	“(Pearce, 1982; Want, 1986; Fred, 1996, Baetz and Bart, 1996)”
“Organisation’s commitment to long term survival and growth”	“(Campbell and Tawadey, 1992; Fred, 1996; O’Gorman and Doran,1999)”
“Organisation’s identity, distinctive capabilities and basis for competitive advantage “	“(Johnson et al. 2008; Lynch, 2000; Pearce, 1982; McGinnis, 1981; Ackoff, 1986, Want, 1986; Baetz and Bart, 1996)”
“How the organization aims to create value for stakeholders including shareholders, employees, customers etc”	“(Johnson <i>et al.</i> ,2008; Abell, 1980; Ackoff, 1986, McGinnis, 1981; Campbell and Tawadey, 1992; Baetz and Bart, 1996 O’Gorman and Doran,1999)”

Source: (Forbes and Seena, 2006)

Mission statement components found in literature are clear and unmistakable about the utmost common features utilized generally. However, Sufi and Lyons (2003), in a study included that “some of the largest global hospitality enterprises introduced an industry context - appreciating the peculiarities of different industries”. Sufi and Lyons (2003), for example, proposed that “managers in the hospitality industry must keep the components of the mission statements simple because of these peculiarities- much of the industry is composed of small units, even if large

firms own them; being an international industry, mission statements must translate into many languages and cultures; also, the level of franchising requires a simple, widely understood and shared mission”.

2.5 Effect of Mission Statement on Target Attainment

Bart & Tabone, (1998) established that a composed formal record that looks to catch an association's one of a kind and enduring reason and practice alludes to statements of purpose. Simply, a missions statement "tells two facts about a company: who it is and what it does" (Fasly, 1989). Likewise, Cochran et al., (2008) assert that missions statement "is a declaration of an organization's businesses or reason for being". In forthright words, "a mission statement reveals what an organization want to be and whom it wants to serve" (Fred, 2003). With respect to the early explanations, mission statements can be explain as a “ Statement that justify and specify the reason for an organization existence”. Also, mission statements can “convey that the scope of operations and activities are customers, products or services, location, values and philosophy”. In summary, Palmer and Short (2008), show that these aspects of mission statement reflect "how firms see themselves and how they want others to view them".

Numerous research have been undertaken to discover the expected relationship between mission statement of organizations and target attainment of employee“(Stone 1996)”. “David and David (2003)”said that “Mission statements influence the performance of the organisation as well employee performance. However, study of the “impact of mission statement on performance is still rare and quite problematical” (Kirk & Nolan, 2005). Moreover, realistic result shows conflicting result“(Atrill et al., 2005; Palmer & Short, 2008)”. Again, “small number of studies

has sought either to establish a direct linkage between existence and non-existence of mission statement and organizational performance, or between the components of mission statement and performance”“(Alavi & Karami, 2009; Bart & Baetz, 1998; Kirk & Nolan, 2005; Pearce & David, 1987)”.

“Alavi and Karami (2009)” study conducted shown that “72% of the assess CEO's believes in the existence of formal and written mission statement has a positive impact on increasing organizational performance”. “Gharleghi et al., (2011)” has indicated “a positive relationship between mission statement characteristics (clearness, completeness, reality, practically, the number of employees and managers awareness, the amount of the acceptance, flexibility, attention to stakeholders, and distinctiveness of the mission statement) and organizational performance.” “Dermol (2012)” explained “the relationship between mission statement and performance in 394 Slovenian companies; the results showed that value added performance as a measure of performance is the only measure associated with existence of mission statement, while the other measures ROA and ROE did not have relationships with mission statements' components”.

“Palmer and Short (2008)” investigated mission statements of “Association to Advance Collegiate School of Business (AACSB) schools in USA ”.The genuine ,results demonstrate that mission of business college needed of exhaustiveness. They reasoned that the distinctions in execution in business colleges were ascribed to mission parts. Also, “the presence of mission statements is related with organizational performance” Alavi and Karami (2009).The examinations of Collins and Porras (1991), demonstrated that organizations that uncovered

mission statements and corporate way of thinking show improvement over companies without. They presumed that mission statements has a huge positive effect on motivating workers and accomplishing competitive advantages.

Similarly, a “significant positive relationship between the financial performance and the quality and completeness of mission statements was estased by , Green and Medlin (2003). For that reason, they concluded that mission statement has a significant impact in improving financial performance”. Although some research has shown “a relationship or weak between mission statement's components and target attainment”. For example a research conducted by Bartkus et al., (2006) shows that “there is no positive relationship between most components of mission statements and firm performance. However, the only component among others that have a positive association with firm performance is values and philosophy component”.

Bart et al. (2001) acknowledged that “while there is a positive relationship between mission statement and non-financial measures of performance representing by satisfaction, behavior, commitment and mission – organizational performance, there is no relationship between financial performance and mission statement” A study conducted by Sufi and Lyons (2003) also “revealed a significant positive relationship only between mission statement and annual turnover among other measures of performance (return on equity and net profit margin)”.

Desmidt et al., (2011) A first ongoing systematic review study secured the most recent 20 years of experimental study of missions statement and execution. The consequence of meta-study

procedure of 14 studies has demonstrated a little constructive outcome of missions statement on money related execution. They likewise discovered dependent on the content analysis of mission statement and execution, that there are no distinctions in the presentation of organisation that consist of missions statement and organisation' that do not, where the good relationship is restricted to exist between missions statement and non-monetary procedures.

2.6 Effectiveness of Mission statements

Micro and macro elements has been suggested to have impact on organization as far as mission statements is concern. While trying to incorporate the various go between through which mission statements produce results, Bart et al. (2001) “combined potential influence factors into an integrative model that demonstrates the process by which mission statements exert their influence”. Continuing along the proposed model, this investigation review studies analyzing the effect of individual impact factors on organisational result criteria.

Furthermore, we broadened the model by including further variables concerning the improvement and usage procedure of mission statements, as research substantiates their significance for mission statement viability (e.g., contribution of various partner bunches in the advancement of mission statements; Alavi and Karami, 2009).The model was carefully chosen and incorporated as a focal part to direct our precise literature review. To start with, this model is the essential endeavor in mission statement literature to give a comprehensive view, not just on mission statement content (e.g., Palmer and Short, 2008), yet in addition on auxiliary perspectives like their execution in an organisation..

Second, its procedure viewpoint goes well beyond prior methodologies (Bart, 1996). That is, the model proposes progressive advances driving at last to wanted impacts of mission statements. Third, the model experienced starting experimental testing with agreeable outcomes that underline the significance of focal model segments (Bart et al., 2001).

As established by the model by Bart et al. (2001), the beginning stage of a effective mission statement is the administration's justification for its advancement and execution. The hidden basis at that point impacts the mission statement's substance, which thus impacts (1) Attitudinal factors (e.g., fulfillment with the mission statement), and (2) Structural factors (e.g., arrangement with organisational reward frameworks). These factors impact singular conduct, which, in the total, prompts an elevated organisational productivity.

2.7 Empirical related Studies

2.7.1 Mission Statement as Management Tool

Mission statement are said to be a basic vital strategic management device use in recent years of late (Mullane, 2002), caused the consideration of enterprise and other benefit companies. However, “Theory and practice proved that mission statements play more important role in nonprofit organizations than profit organizations” (Allison and Kaye, 1997). Get Profit is “the only one highest purpose of profit organizations, the existence and development of nonprofits are based on mission” (Moore, 2000). Compare “with corporation, the mission statements of

nonprofit are more significant” (Oster, 1995). The most significant things of not-for-profit organization presence is make social worth. More study are center around how to positive the mission statement in past studies, their worry is the creation of mission statements content, what angle substance shaped a successful mission statement, which basic factors or content ought to be in mission statements. In another sentence, the impact of mission and vision statements on organisational profitability depends on the quality, reasonability and legitimacy of mission and vision statements. A few specialists propose that “we should do more work on the relationship between mission statements and organizational productivity, Appropriate introduction of mediate variation can better understand the mechanism between them” (Sheaffer et. al, 2008).

2.7.2 Mission Statement as a standard for behavior in organizations

Andrew Campbell Points out that the “Mission is constituted of the purpose, strategy, a set of values, Standards and behaviours of the organization” (Andrew, 1989).

And he also considered that

the reason for organization's existence is to meet various interests of stakeholders. Organizational strategy described organizational activities and the position of organization in this field. The organization management style is based on Organizational values. A Mission statement is a Statement of the organization’s reason for being, its purpose – what it wants to accomplish in the larger settings Missions Statement is a transitory explanation of the features different from other institution (p.3-9).

Statement of purpose is the base of organisation procedure, objective, strategy, planning, result, etc (Jean, 1994). Drucker maintain that a “Mission statement is a formal short written Statement of the purpose of a company or organization. The mission statement should guide the actions of the organization. Mission statement is to answer the question of organization is being, should being and will being in the future. Mission and vision statements are very important for organization’s survival and development and the basic function of which is setting organization direction, guiding decision-making and incentive organization members” (Drucker, 1974).

2.7.3 Mission Statement as determinant of organizational Goal and Direction

Mission statements determine the organizational goals and direction, organization existence, and provide strategy plan content for the organizational development and successful implementation. Mission statements can be viewed as a communication instrument as they “are clearly written with a view not only to the expression of something fundamental about the organization, but with a view to achieving it as well. That is, the act of communicating this Mission message to certain parties is assumed to further the ends expressed in it (Bartkus et. al., 2006p.eg 86 - 94)

Mission and vision statements develop data stream, which makes information sender and beneficiary achieve an agreement. This accord makes organization's pioneer increasingly certain about their subordinates, and furthermore make worker works uninhibitedly. Mission and vision

statements of organization are the base of organization objective and approach making (Bart, 1996). Stone argue that “Mission statements are the starting point of the organization entire planning process. The starting point has directional and practical significance. It serves as the basis for development of goals, objectives, and strategies appropriate to the organization’s overall purpose. In turn, the mission derived goals are intended to inform operational decisions regarding resource allocation, organizational structure, and programming” (Stone and Brush, 1996). Krug and Weinberg prescribe a multidimensional structure for basic managers in not-for-profit associations in the unpredictability of the not-for-profit condition, and they consider the most significant thing is communicating the mission statement unmistakably (Krug K and Weinberg, 2004). Weiss think about that association mission statement has significant critical in that it has motivating force for representatives to buckle down. As a hierarchical information structure, Mission statements make Organization inside and outside part continually inspect, reflect and think about association circumstance and assignment. Always thinking association Mission help association individuals work inside the enormous association mission, additionally advance the arrangement of expansive accord and Shared qualities. Mission statement demonstrates that the goals of the association and center, which will help to designed better correspondence inside the organizational members (Weiss and Piderit, 1999).

Campbell and Yeung (1993) maintain that “the Mission statement was an important management tool in defining an organizational culture that is attractive to employees, potentially affecting employee recruitment, satisfaction, motivation, and retention. Some other researchers consider organizational attitudes were influenced by mission attachment, a suite of factors that include employee awareness, agreement, and alignment with the Mission. They argued that mission

attachment is a good predictor of job satisfaction, a correlate of retention". Kim and Lee found similar "result i a nonprofit human services agency. They observed that in public federal agencies, employees were more likely to transfer to new jobs after radical changes to organizational mission. They attributed this phenomenon to the link between mission and job satisfaction. Mission attachment was associated with job satisfaction "(Kim S and Lee, 2007). Additionally, different researchers believe that organisations mission and vision statements sway non-benefit organisation execution from two viewpoints: One is the interior impact, which including sway on organisation's directon , supervisors, workers, etc; the other is outer impact, which allude to pass on authoritative data to outside partners (Gary and Shabnam, 2010). Balser and McClusky (2005) focused on that organisation's mission statement is essential for improving not-for-profit organisation's notoriety, and affecting its apparent viability and authenticity.

From the above discourse, it tends to be said that a effective sensible mission and vision statements produce certain impact on organizational productivity. Not just pass on organization directions and controlling collective choice, yet in addition impetus arrange representative improve association individual's fulfillment, High quality organization's mission statements influencing the procedure, objectives, activity and the executives influences the association profitability.

2.7.4The effect of Mission Statement on Decision Making

In view of the above studies, this scientist has motivation to accept: successful, high caliber, sensible organisation Mission statements assume a critical job in passing on the organisation's Mission, directing collective choice making, impetus compose representative. Passing on

organisation direction to inside and outside assistance partner gatherings better comprehend and character organisation's presence and improvement. This can influence the financing condition, speak with clients and improve their fulfillments outside. Inside this can improve organisation individuals' mindfulness, fulfillment, shaped a propensity for working intentionally activity, encourage worker to learn and develop, focus with an unmistakable bearing to frame increasingly reliable interior procedure, improve the organisation work process. Guide organisation basic leadership can enable organisation to frame a sensible arrangement of basic leadership premise in the inner administration framework, asset designation, the staff the executives, additionally can improve the nature of administrations, advancing staff advancement, brush interior administration stream, etc. Effective administration is additionally raising the outside monetary administration of the significant methods and improves budgetary execution. As per inner showcasing view, Incentive association individuals can expand worker fulfillment, encourage the client execution and budgetary execution. Workers with high fulfillment structure effective inward administration framework likewise are useful for Optimization representatives' structure.

COMPONENTS OF MISSION STATEMENT

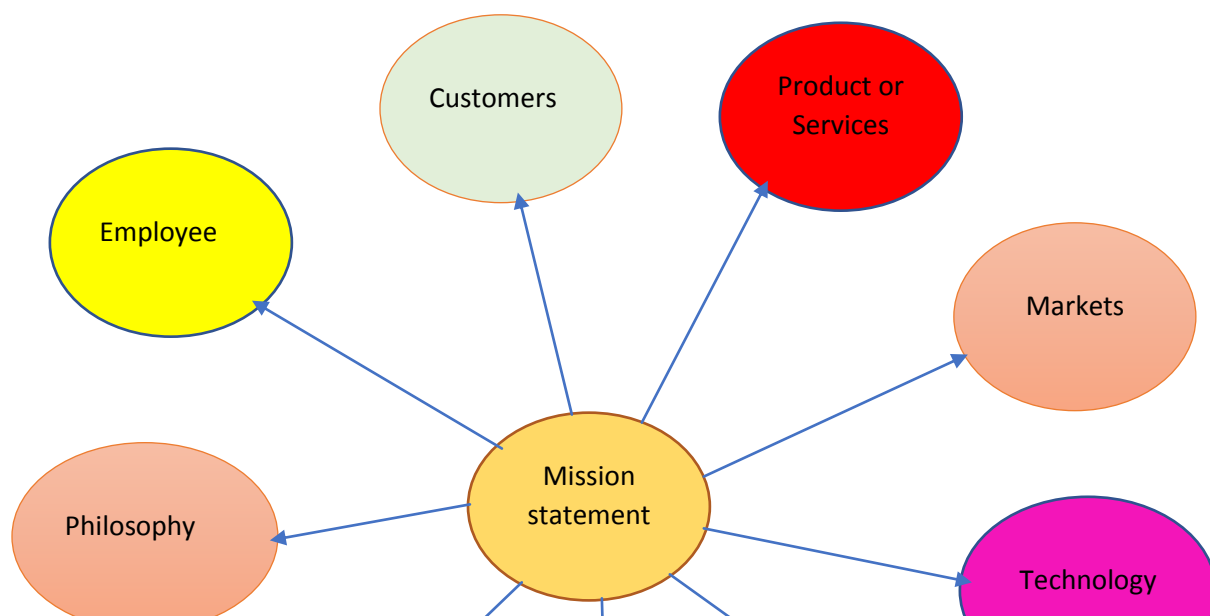


Fig 2.1 The effect of Mission Statement on Decision Making. Source: Wang and Lin, 2011

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the methodology used to conduct the research. It presents the step-by-step approach used in choosing the study population, the sample and the study design. It likewise

defines the instruments that was used to collect the data and how their psychometric properties were determined through a pilot study. There is also a presentation of the procedure that was followed in collecting data, how the various instruments were scored and finally the ethical issues that the researcher considered during the conduct of this study.

3.1 Research Design

In general, this study basically used the correlational research method since the intent was to establish relationships between the variables under study. The Cross – Sectional Survey design was the specific research design adopted. Because this design falls within the quantitative methodology, and it allows the researcher to collect data from a large sample of employees from a range of work and educational backgrounds in a relatively short time. The design also allowed for the collection of data from employees with varying socio-demographic characteristics. The self-report nature of the design also allowed for the collection of first-hand data from respondents' own viewpoints. As noted by Bartlett (2005), this design improves the reliability of data collected as respondents themselves report their opinions and feelings. Basically, questionnaires were given out to available respondents who provided responses from their own will.

3.2 Research Sampling Frame

The researcher used non-probability convenient sampling technique. This technique allowed the collection of data from all employees of the companies who were available and willing to respond to the instruments. This way, as many respondents as possible were obtained until the

targeted sample size for the study was reached. The procedure therefore entailed all cases on hand that suited the purpose of the study.

3.3 Research Population

The institution that was studied in this research is “a corporate body with both financial and administrative autonomy. SSNIT is a statutory public Trust charged under the National Pensions Act, 2008 Act 766 with the administration of Ghana’s Basic National Social Security Scheme. Its main mandate is to provide for the First Tier of the Three-Tier Pension Scheme. The Trust is presently the principal non-bank financial institution in Ghana”.

This organization was preferred in this research mainly due to the fact that “it provides an exclusive model for exploring the topic having witnessed a change in mandate from a purely management of the Social Security Scheme as a Provident Fund Scheme until 1991 when it was transformed to a Social Insurance Pension Scheme formerly administered by the PNDC law 247. The scheme was reformed by an Act of Parliament, Act 766 of 2008 and was implemented in January 2010 to replace all pension schemes in Ghana including Cap 30. In 2014, the National Pensions (Amendment) Act 883 was passed to amend portions of Act 766”.

This study’s population was One hundred and twenty (120) employees of The Tema Area of SSNIT which included Harbour, Community 2, Tema East, Nungua, Somanya and Denu branches. the organization. The various departments under each branch in the Area was selected as Operations, Benefits, Data, and Other Staff. The researcher intentionally excluded top management from the study because to the nature of the study and the expected outcome. The

researcher utilized “stratified purposive and judgmental testing approach”; initially to empower the consideration of each staff class and to help comparisons among the various classifications. Also, the specialist required some degree of judgment in picking the size of the example, each staff classification to reflect an acquaintance and understanding of the subject and issues within reach as the instance of Vella et al. (2009) who utilized this structure in a linked survey of worker points of view.

3.4 Data Collection Procedure

The preeminent research instrument utilized in this study was an overview poll which included dominantly shut yet some open-ended inquiries. The shut inquiries were fundamentally as five-point Likert scale while the open-ended left clear spaces for extra remarks from respondents. These considered a blend of quantitative and qualitative analysis. Analui and Karami (2002) in a past and linked studies utilized this exploration tools. The notoriety of study survey here of research has been certified by a later report (Forbes and Seena, 2006) who inquired about the impact of bringing a solitary Statements of mission into a relationship of 18 not-revenue driven hospitality by examining the perspectives on various gatherings of workers. The research polls were by and by appropriated to participants of the study by the researcher with the help of some Supportive staff of the foundation. An introductory letter which explicated the points and destinations of the examination and furthermore confirmations of privacy of data and their sources went with the poll. To produce intrigue and empower support, they were educated on the prospective advantages of the consequences of the exploration of their organisation. The research questions that was planned to accomplish the goals of the study were taken into three classifications "mindfulness issues", "proprietorship issues" and "effect issues". This

classification is a form of Bart et al. (2001), who were seemingly one of the principal researcher who endeavored to ponder the affiliation amongst different mission builds, (for example, Contents of mission, Mission fulfillment, Organizational mission arrangement) and their impact on employees conduct and above all, their aggregate association with budgetary results. The second purpose behind the general arrangement of the matters is approach suggestions. Information was gathered from January 2019 through May 2019.

3.5 Instrument used for Data Collection Instrument

The foremost tool used for collecting the data was the research questionnaire. The questionnaire was divided into four (4) main segments. Section - A dealt with the demographics, Section B – the State of staff Awareness regarding Mission Statements, Section C – Employees’ understands the contents of Missions Statement D – The extent of how Mission Statement reflect the targets of employees.

3.6 Sampling Technique and Size

In every one of the expressed staff class, share inspecting was connected; the quantity of workers assigned for every classification relied upon the probability of nature and appreciation of the subject under the examination. Shepherd and Mathews (2000), suggested that the primary concern is the understanding of the inquiries. A sum of one hundred and twenty (120) polls were appropriated. Grounded on the inspecting criteria presented above, Operational representatives were focused with 40 polls while 30 were sent to Middle Managers. 25 were disseminated to the departmental heads and 25 to other care staff.

This example size is supported for the motivations behind the study since regulatory staff who are required to give greater quality reactions as a result of their better comprehension of the current issues got the most astounding number of surveys when their absolute populace is contrasted with those of the other staff classifications. A sum of 100 reactions is relied upon to be gotten and broke down as a delegate test of the representatives; a high and agreeable reaction rate of 75% is to be recorded.

3.7 Social Security and National Insurance Trust (SSNIT)

The Social Security and National Insurance Trust (SSNIT) is “a statutory public Trust charged under the National Pensions Act, 2008 Act 766 with the administration of Ghana’s Basic National Social Security Scheme. Its mandate is to cater to the First Tier of the Three-Tier Pension Scheme. The Trust is currently the largest non-bank financial institution in Ghana”.

"The primary responsibility of the Trust is to replace part of lost income of workers in Ghana due to Old Age, Invalidity or Death of a member where dependents receive lump sum payment. It is also responsible for the payment of Emigration benefit to a non-Ghanaian member who is leaving Ghana permanently. The Pension Scheme as administered by SSNIT has a registered membership of over 1,471, 564 million as at June 2018 with over 190,079 pensioners who regularly receive their monthly pensions from SSNIT”.

“The Trust was established in 1972 under NRCD 127 to administer the National Social Security Scheme. Prior to 1972, the Scheme was administered jointly by the then Department of Pensions and the State Insurance Corporation. The Trust administered the Social Security Scheme as a

Provident Fund Scheme until 1991 when it was converted to a Social Insurance Pension Scheme then governed by the PNDC law 247. The scheme in Ghana was reformed by an Act of Parliament, Act 766 of 2008 and was implemented on January 2010 to replace all pension schemes in Ghana including Cap 30. In 2014, the National Pensions (Amendment) Act 883 was passed to amend portions of Act 766”.

VISION is “To be the model for the administration of Social Protection Schemes in Africa and beyond”. MISSION is to “To provide income security for workers in Ghana through excellent business practices”. They have a center capacity to Register businesses and employees, Collect commitments, Manage records on individuals, Invest the assets of the Scheme and Process and pay advantages to qualified individuals and designated dependents. The Core values of SSNIT include “Professionalism, Leadership, Integrity, Customer focus, Commitment, Innovative and Teamwork”.

3.8 Data Analysis

The raw data as collected from the field work was captured using “the Statistical Package for Social Sciences (SPSS), presented and analyzed using descriptive statistics such as frequency distribution and percentages. The researcher used these methods because they provided better explanation of the data collected succinctly. The data collected was analyzed statistically using the SPSS. Findings were represented in charts and tables”.

3.9 Ethical Considerations

During the course of this study, steps were taken to ensure that ethical issues are not taken for granted. Consent was sought from the Area manager of the Tema SSNIT as well as the recruited participants before the commencement of the study. In recruiting participants, an information sheet detailing who the researcher is was made available to participants or read out to the participants. They were given details as to what is expected of them during the study and were given the opportunity to join the study at their own free will and to quit anytime they wanted to. Confidentiality, privacy and anonymity was assured.

CHAPTER 4

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

It is broadly accepted that missions and statement of vision impact on strategy and most parts of organizational performance. Majority of organizations possess missions and statement of vision. This study was persuaded by the way that Ghanaian - explicit cases are woefully inadequate. The investigation is led among the workforce of a novel association - a Ghanaian open establishment, SSNIT to find out the viewpoints of representatives on whether the foundation's missions and statement of vision impacts their practices and mentalities towards organizational productivity.

The main objective of this study was to examine the influence of mission statements on employees' target attainment. More precisely, the objective of the researcher aimed to: examine the state of staff awareness regarding Mission statements, determine how employees understand the content of mission and ascertain the extent to which the content of mission reflects the target of the employees.

4.1 Demographic Information

4.1.1 The Gender of Respondents (Participants)

The table 4.1 below indicates the Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid		98.0	98.0	98.0
Male	55	46.0	34.0	2.0

Female	65	54.0	48.0	100.0
Total	120	100.0	100.0	

Table 4.1 Gender of respondents. Source: field survey, 2019

The data collected showed that 55 of the respondents representing 46% were male while 65 of them representing 54% were female.

The figure 4.1 below illustrates the graphical presentation.

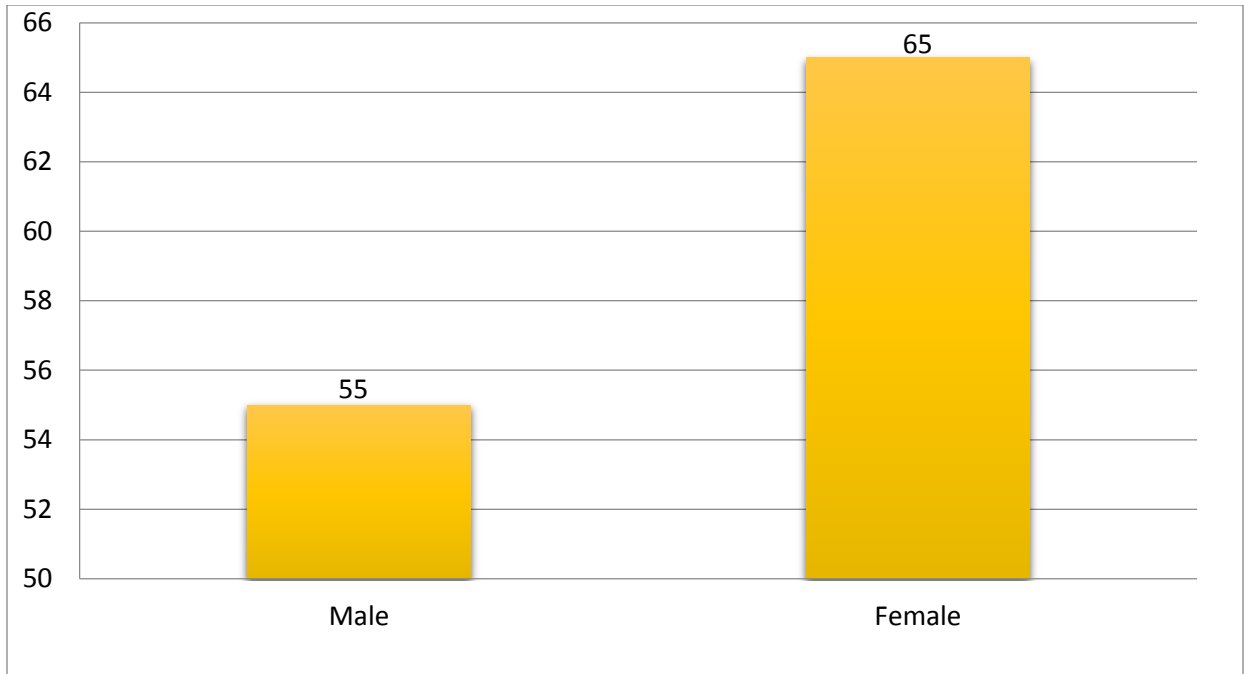


Figure 4. 1 Gender of Respondents. Source: Field Survey, 2019

4.1.2 Age of Respondents

The table below indicates the age of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 20	15	12.0	12.5	12.5
20-29	41	34.0	34.1	33.0
30-39	32	27.0	27.1	54.5
40 & Above	32	27.0	27.1	100.0
Total	120	100.0	100.0	
Missing System	0	0.0		
Total	120	100.0		

Table 4.2 Age of Respondents. Source: Field survey, 2019

The results of the data collected indicated that fifteen (15) of the participants representing 12% are below the age of 20 years, 41 of them representing 34% are between the ages of 20-29 years. It also shows that 32 of the participants representing 27% are between the ages of 30-39 years

and another 32 of the participants which represents 27% are 40 years and above. The figure below illustrates graphically the ages of the participants.

Figure 4.2 Age of Respondents

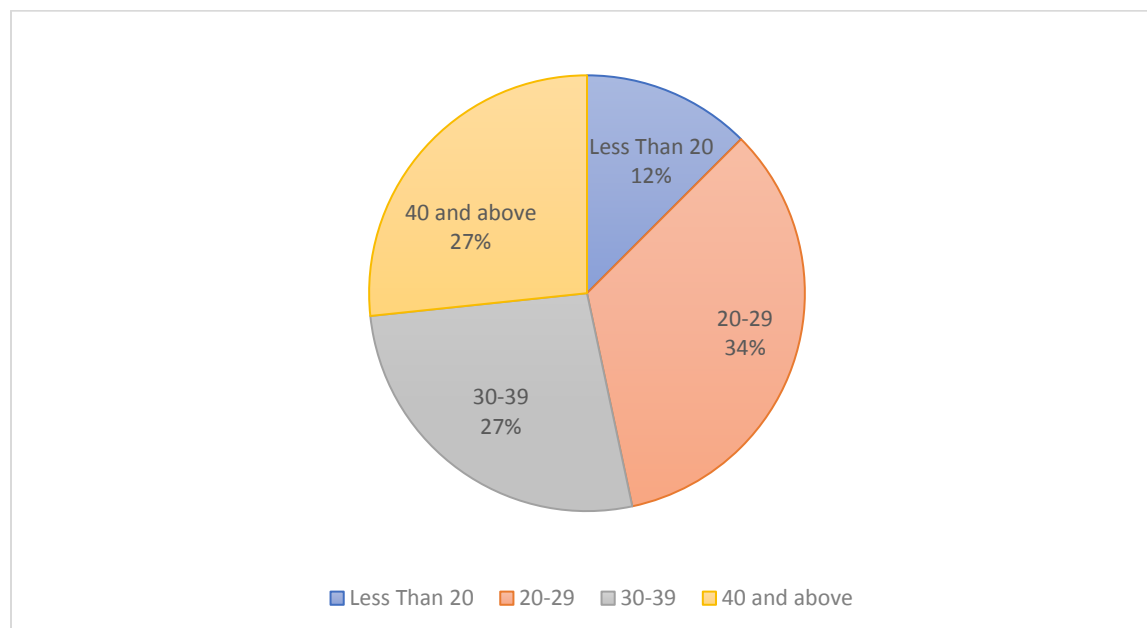


Figure 4.2 Age of Respondents. Source: Field Survey, 2019

4.2.3 Staff Category

The research sought as part of the field work to investigate the categories of the staff that responded to the research questionnaire in terms of the area of work within the SSNIT corporate governance. That is to rate the employees by their work schedules or departments. The results of the study indicates that forty-eight (48) of the respondents representing 40% work in the operations department, 24 of the participants representing 20% also work in the Benefits department, 30 of the participants representing 25% work within the Data department while 18

of the respondents representing 15% work as other support staff – this includes areas like cleaners, security etc. The results of the departmental analysis are shown in the figure below graphically.

Figure 4. 3 Staff Category

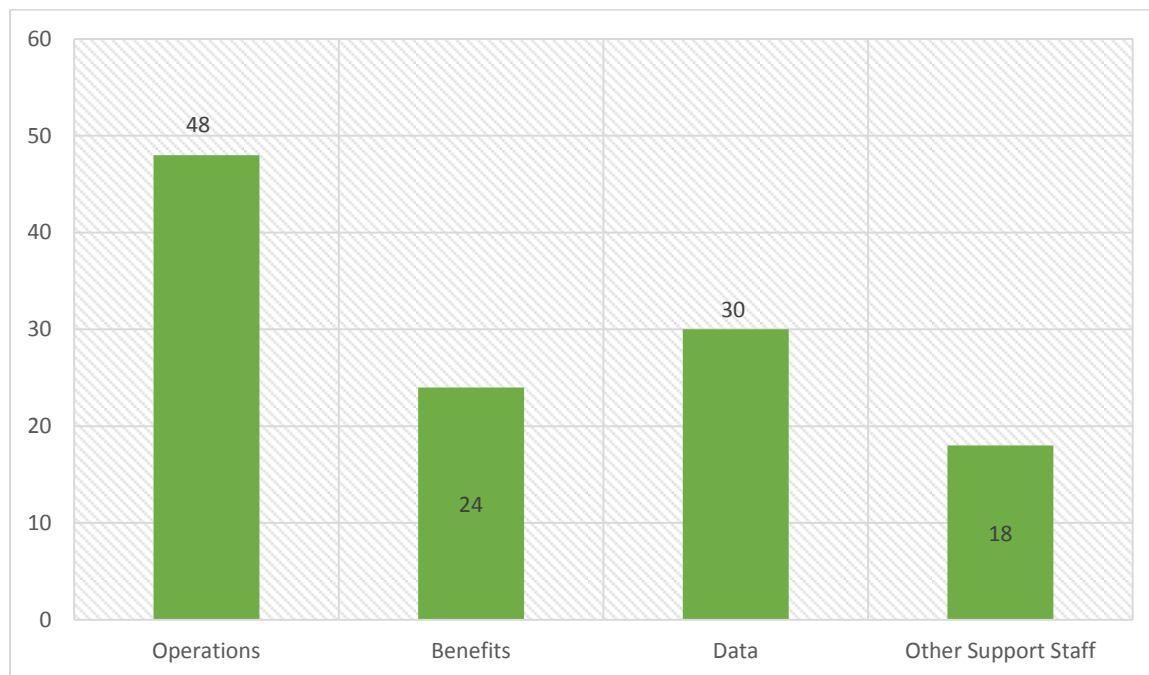


Figure 4. 3 Staff Category. Source: Field Survey, 2019

4.4 Years of Working in SSNIT

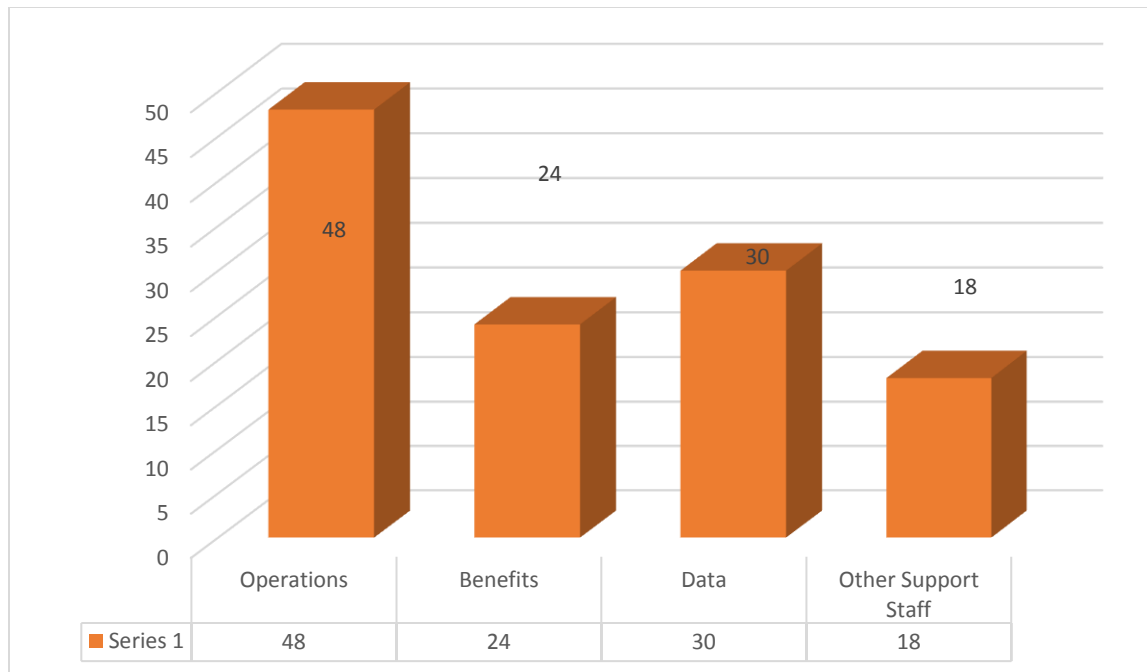


Figure 4.4 Years Respondents have worked with SSNIT. Source: Field Survey, 2019

The figure 4.4 above illustrates the graphical presentation on the responses of the respondents about the years they have worked as staff of the “Social Security and National Insurance Trust (SSNIT)”. The results indicates that ten (10) of the respondents representing 8% have worked with SSNIT less than five years; fifty-four (54) of the respondents representing 45% have worked with SSNIT between 5-8 years; twenty-five (25) of the respondents representing 21% have worked with SSNIT between 9-14 years; and thirty-one (31) of the respondents representing 26% have worked with SSNIT for 15 years and over.

4.2 The State of Staff Awareness regarding Mission Statements

In this section, the researcher sought to investigate the state of awareness of the respondents to the research who are staff of SSNIT and have worked with the firm for a period of time. The table 4.3 below illustrates the results of the study on the state of awareness of the staff from various discussions as the questions sought to understand from their perspective as staff of SSNIT.

Respondents were asked to indicate their level of agreement to the following statements concerning the state of staff awareness regarding mission statements. The respondents were

asked on the statement “I am aware that SSNIT has a Mission and Vision statements” two (2) of the participants representing two percent (2%) strongly disagree, eight (8) of the participants representing seven percent (7%) disagree, ten (10) of the respondents representing eight percent (8%) were neutral; a majority of eighty-five (85) of the respondents representing seventy percent (70%) strongly agrees and fifteen (15) of the respondents representing thirteen percent (13%) strongly agrees to the statement of the fact that SSNIT has mission of statements. Majority of the respondents are aware of the existence of the mission statement in the organization. Andrew Campbell Points out that the “Mission is constituted of the purpose, strategy, a set of values, standards and behaviours of the organization” (Andrew, 1989). Furthermore, he also assert that the purpose behind organizations presence is to meet different interested shareholders.

On the Statement made to the respondents that “My awareness of the Mission and Vision Statements is because I believe such an organization will definitely have it”, the results indicate that 22 of the respondents representing eighteen percent (18%) strongly disagree while 40 of the respondents representing thirty-three (33%) disagree. The results continuous to show that 8 of the participants to the research were neutral on the statement a representing seven percent (7%). On their agreement to the statement, the results show that 28 of the respondents which represents twenty-four percent (24%) agrees while 22 representing eighteen percent (18%) strongly agree to their awareness of SSNIT having a mission statement as a matter of natural principle that organizations have such written statements.

Participants to this research were ask whether they posses requisite knowledge in missions statement of SSNIT. On their response to the fact of the statement “I have a first-hand

knowledge of the mission and vision statements”, the results showed that sixty-two (62) of the respondents representing fifty-one percent (51%) strongly disagree to having such first-hand knowledge while twenty-eight (28) representing twenty-four percent (24%) disagree to the statement. Ten (10) of the respondents were neutral representing eight percent of participants (8%). The results of the study further revealed that twelve (12) of the participants which represents ten percent (10%) disagree while eight (8) representing seven percent (7%) of the participants strongly agree that they possess requisite knowledge in the missions and statement vision of SSNIT. Missions and statement of vision develop information stream, which makes information sender and collector achieve an agreement. This accord makes organisation's pioneer increasingly certain about their subordinates, and furthermore make worker works openly. Mission and vision statements of organizations are the base of organisation's objective and approach making (Bart, 1996). Stone contend that Missions statements are the beginning stage of the association whole arranging procedure.

In the study the levels of knowledge of the participants of the missions and statement of vision of SSNIT was also checked. The statement made of the respondents was “I know the Mission and Vision Statements of the Organization”. The results of the study as indicated in table 4.3 above indicates that thirty (30) of the respondents representing (25%) strongly disagree, forty-five of the respondents (45) representing thirty-seven percent (37%) disagree. Twenty-eight (28) representing twenty-four percent were neutral (24%). On their level of agreement to the Statement the results indicate that ten (10) representing eight percent (8%) of the participant agrees while the remaining seven (7) which represents six percent (6%) strongly agree that they know the Mission and vision statements of SSNIT. Greater number of the participates do not

know the details of the mission statement of the organization. Balser and McClusky (2005) focused on that organization mission statement is essential for improving charitable organization fame, and impacting its apparent viability and authenticity. This analyst can say that a viable sensible mission and vision statements produce certain impact on authoritative efficiency. Not just pass on organizational direction and controlling collective choice, yet additionally motivator sort out representative improve association individuals' fulfillment, High quality organization's mission statements influencing the procedure, objectives, activity and the board influences the association profitability.

4.3 The Extent of how Mission Statement Reflects the Targets of Employees

4.3.1 Knowledge of the content of the Mission of SSNIT

Participants were asked specifically if they know the content of the mission statement of SSNIT and the results are shown in the figure 4.5 below. The results showed that 79 of the staff who participated in the research representing sixty-six percent (66%) knew the content of the mission statement while forty-one (41) of the respondents representing thirty-four percent (34%) did not know the content of the mission statement even though they know it exists in the organization.

Figure 4.5 Knowledge of the Content of the Mission Statement of SSNIT

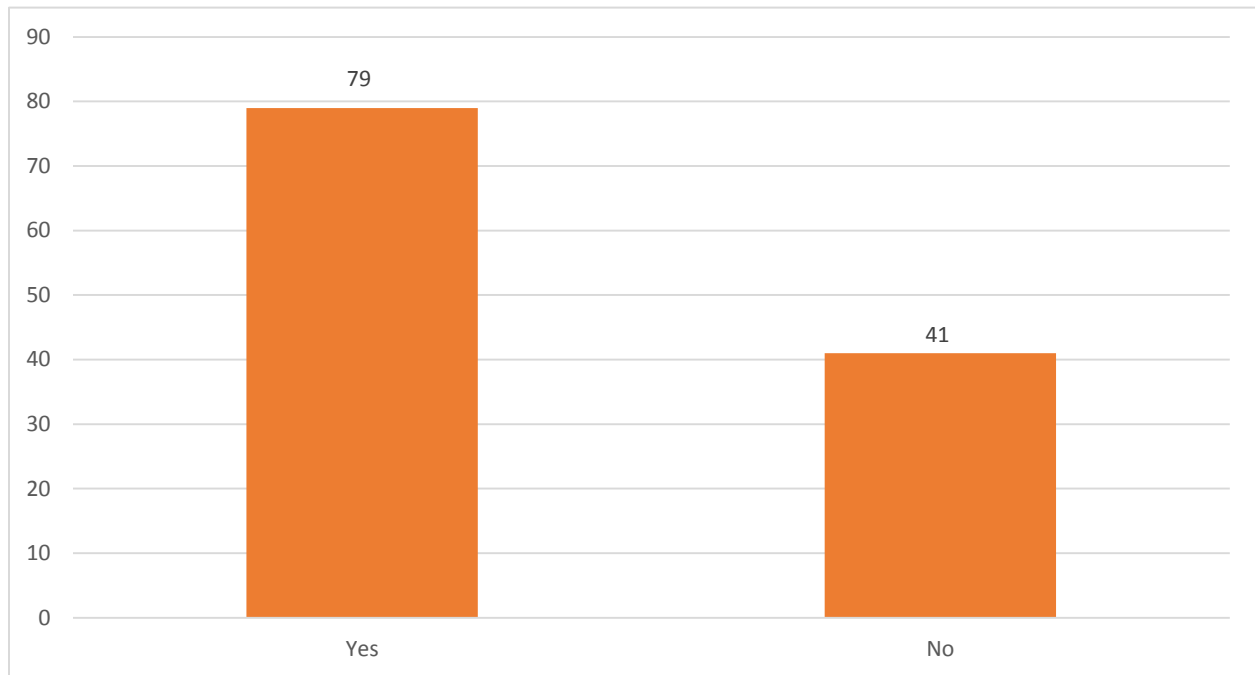


Figure 4.5 Knowledge of the content of the Mission of Statement SSNIT. Source: field survey, 2019

Wang and Lin, 2011 presume that effective, high quality, sensible organization mission statements assume a critical job in passing on the organisation's mission, managing cooperative choice making, impetus sort out worker. Passing on association course to inside and outside assistance partner gatherings better comprehend and recognize association's presence and improvement. At the point when workers become more acquainted with the content of mission statement it makes them successful.

4.3.2 Mission statement and clear deliverables or themes

The participants were asked to which extent they perceive that the mission statement of SSNIT has a clear deliverables or themes and the results is shown in the table 4.4 below.

Table 4.4 Mission statement and clear deliverables or themes

Response	Frequency	Percentage
Our services are centered on achieving the themes in our Mission statement	15	13%
It states clearly what the objective of the company is	25	20%
It has clear deliverables	35	29%
Not sure	45	38%
Total	120	100%

Table 4.4 Mission statement and clear deliverables or themes. Source: field survey, 2019

Table 4.4 above illustrates the responses of the participants to the research on the extent to which they perceive that the mission statement of SSNIT has a clear deliverables or themes. Fifteen (15) of the respondents representing thirteen percent (13%) said “Our services are centered on achieving the themes in our mission statement”. Twenty-five (25) of the participants which represents twenty percent (20%) said It states clearly what the objective of the company is; thirty-five (35) of the respondents which represents twenty-nine percent (29%) responded that “It

has clear deliverables” while the majority forty-five (45) which represents thirty-eight percent (38%) were Not sure.

4.3.3 Working with clear targets

The research as part of this section asked the participants whether they work with clear targets. The results as illustrated in the figure 4.6 below shows that ninety (90) of the respondents which represent seventy-five percent (75%) agreed that they work with clear targets while thirty (30) representing twenty-five (25%) said they do not work with clear targets by answering No to the question.

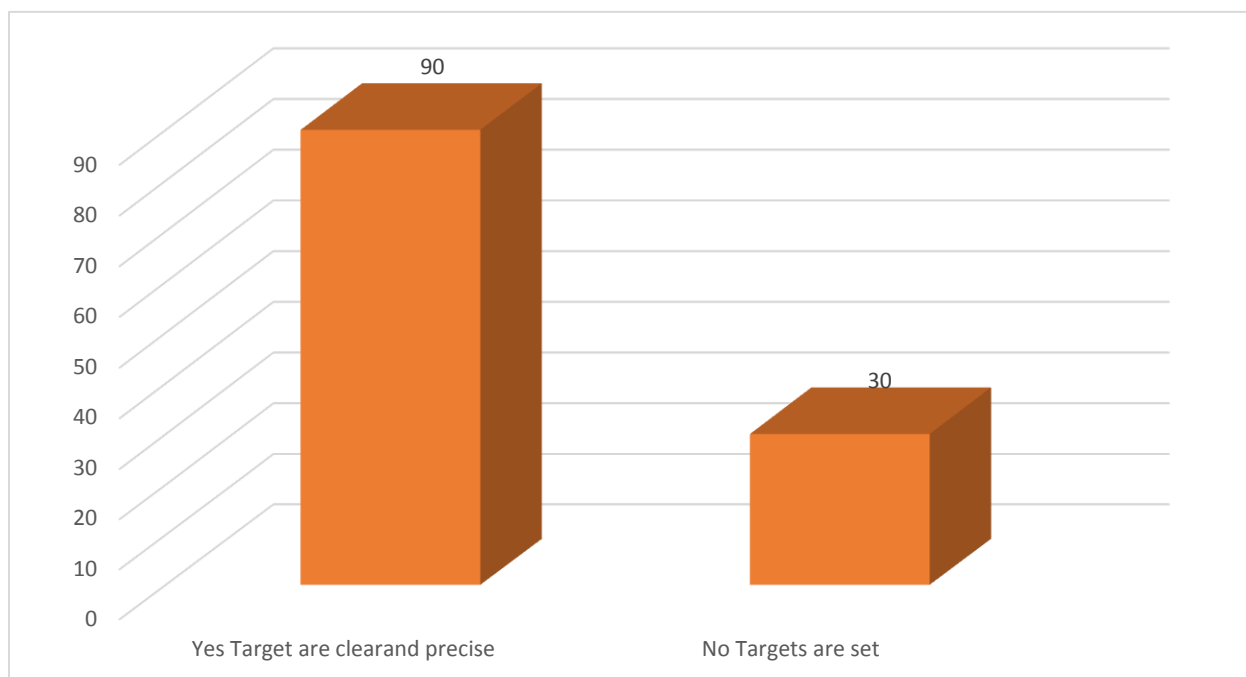


Figure 4.6 Staff working with clear targets>Source: field survey, 2019

Majority of the respondents work with clear and precise targets especially those in high and middle level management. This demonstrates what Bartkus et. al., (2006) said that mission statements decide the organization objectives and direction, organizational presence, and give procedure plan content to the organizational improvement and effective usage. Statements of purpose can be seen as a correspondence instrument as they "are obviously composed with a view not exclusively to the outflow of something key about the organisation, however with the end goal of accomplishing it also. That is, the demonstration of conveying this mission message to specific gatherings is accepted to encourage the closures communicated in it.

4.3.4 The extent of Targets based on the Deliverables in Mission Statement

The researcher in the bid to further clarify the mission statement and its effect on the target and work of the staff at SSNIT asked the respondents “to which extent do you know that your targets are based on the deliverables in the company’s Mission Statement?”. The results of their responses are shown in the table below.

Table 4.5 The Extent of Targets Based on the Deliverables in Mission statement

Response	Frequency	Percentage
Weekly targets are set for all officers to achieve	15	13%
Monthly targets are set in line with the Mission statement	20	16%
No, I do not know of anything like that	20	16%
I often do what I am told to do.	65	55%
Total	120	100%

Table 4.5 targets based on the deliverables in Mission statement. Source: Field Survey, 2019

Table 4.5 indicates the responses of each respondent to the research on “to which extent do you know that your targets are founded on the deliverables in the business’s mission statement. The results from table 4.5 shows that fifteen (15) of the respondents representing thirteen percent (13%) said “weekly targets are set for all officers to achieve”; 20 representing 16% said “Monthly targets are set in line with the mission statement”; Another 20 which represents 16% said “No, I do not know of anything like that” while majority as high as 65 representing 55% said I often do what I am told to do. Employees’ work is supposed to be based on the mission statement according to Bart et al. (2001).

This research confirms that when that is not done supervisors will have to always direct what work employees are required to do as daily tasks. They further expressed that missions statement

have been proposed to organization via micro and macro elements. While trying to incorporate the various middle people through which missions statement yield outcomes, organisations must consolidated potential impact factors into an integrative model that exhibits the procedure by which Missions Statement apply their impact.

4.3.5 Targets are based on the SMART framework

Respondents were asked if they know their targets are based on the SMART framework. The results are shown in table 4.6 below.

Table 4.6 Targets are based on the SMART framework

Response	Frequency	Percentage
Yes, SMART framework helps me to achieve my targets	15	13%
Don't know much about that	50	42%
No	55	45%
Total	120	100%

Table 4.6 Targets are based on the SMART framework. Source: field survey, 2019

Table 4.6 illustrates the responses of the participants to this research on their knowledge about their work target being based on SMART framework. The results show that fifteen (15)

representing 13% said Yes, “SMART framework helps me to achieve my targets”, fifty (50) of the respondents which represents 42% said they Don’t know much about that while fifty-five (55) which represent 45% of the participants said No, meaning their work target is not based on SMART framework. The research shows that majority of the staff do not have their target based on SMART framework. David and David (2003) argued that “Mission statement has a substantial impact on both employee's target attainment and organizational performance”.

4.3.6 SSNIT Mission statement reflecting in assigned daily work

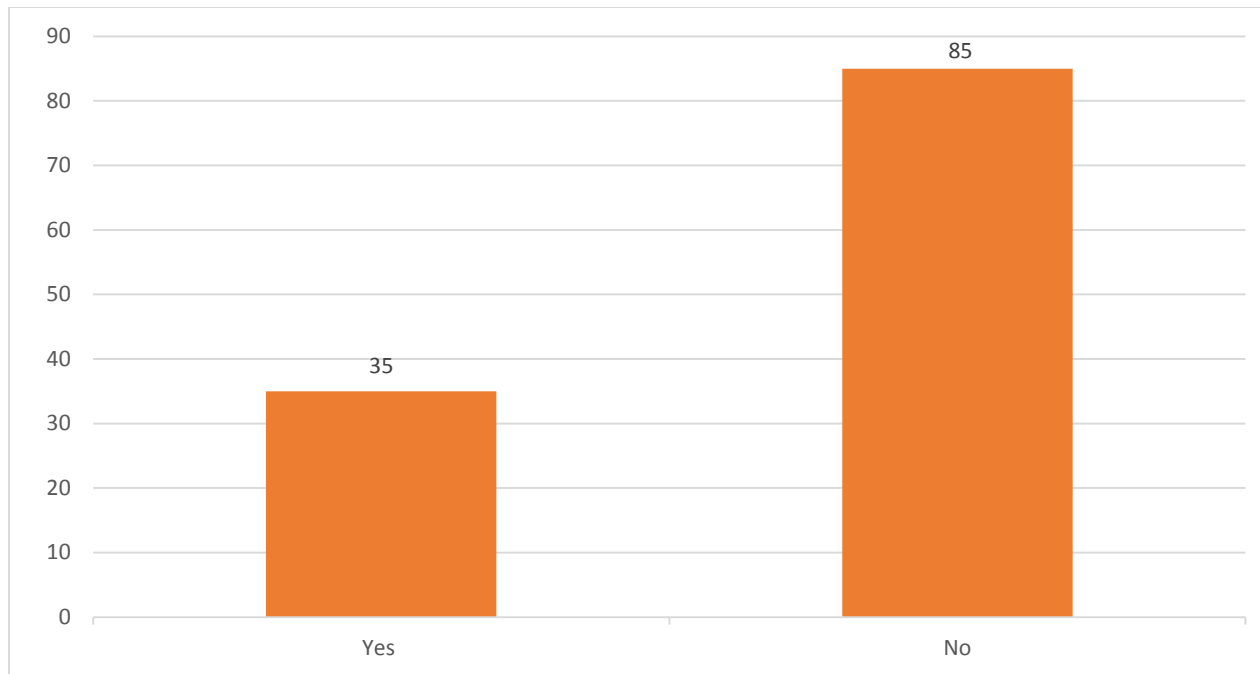


Figure 4.7 SSNIT Mission Statement reflecting in assigned daily work. Source: field survey, 2019

Respondents were also asked if SSNIT mission statement reflect in their assigned daily work. The results if the field work indicate that 35 of the respondents representing 29% said yes, the mission statement reflect their daily work while the majority 85 which represents 71% of the total participants to the research said the mission statement if SSNIT does not reflect in their daily work. The results are graphically shown in the figure 4.7 above.

Table 4.7 illustrates the results of the study on “the Influence of Mission statement on Target Attainment “. Participants were asked various questions in form of Statement to provide their level agreement or otherwise to each Statement in relation to the Influence of Missions Statement on Target Attainment.

On the matter of whether “Awareness of Mission and vision statements is not enough to influence behaviour and attitudes of employees”, ninety-five 95 of each respondent representing eighty-seven percent (78%) strongly agrees while fifteen (15) of the respondents representing thirteen percent (13%) disagree. None of the respondents were neutral to the statement. Two (2) of the participates representing two percent (2%) agree and eight (8) of them which represents

seven percent (7%) strongly agree to the fact that alertness of missions and statement of vision is not sufficient to effect behaviours and attitude of employees. Majority of the respondents are agreed that alertness of the missions statement is not sufficient to effect behaviours and attitude of workers. This affirms the study of Rigby (1994) which evaluated “Mission statements second of every single utilized tool especially on the grounds that they trust it is a helpful ingredient in organization integration which gets everybody focused on goals and cooperating to pull a similar way”.

Respondents were also asked if “Ownership of Mission and Vision statements is a necessary condition to impact behaviour and attitudes”. On this issue two (2) of the respondents which represents two percent (2%) strongly disagree while eight (8) representing seven percent (7%) disagree. Ten (10) were neutral to the statement representing 8%. On their agreement the results show from table 4.4 that eighty-five 85 of the participants to the research which represents seventy percent (70%) agrees to the Statement while fifteen (15) representing thirteen percent (13%) strongly agree to the fact that missions and statement of vision is a necessary condition to effect behaviours and attitudes of those who owns it. These was affirm by the majority of the participants. According to Bratianu, (2005) mission depicts the manner by which vision can be changed into a substantial presence for the organization. As it were, an organization exists since it must make an incentive for customers and fulfill their needs. The mission of an association speaks to the explanation behind presence and for making an incentive for society. It blends the existential law of the organization and clarifies its vision.

When participants were asked about whether “Good understanding and knowledge of mission and vision statements influences employee target attainment”, the results clearly show their strong agreement to the assertion. The results show that none of the respondents strongly disagrees to the assertion while eight (8) which represents seven percent (7%) disagree. Two (2) of the participants were neutral which represents two percent (2%). Thirty (30) of the participants representing twenty-five percent (25%) agrees to the Statement while eighty (80) of the respondents which represents a majority of sixty-six percent (66%) strongly agrees with the fact that better understanding and knowledge of missions and Statement of vision influences employee target attainment.

The researcher sought to find out also from the participants to the research whether “Employees can be motivated to achieve targets by their understanding of mission and vision statements”. The results of the field work indicate the affirmative. The results of the study according to the figures in table 4.4 indicates that two (2) of the respondents which represents two percent (2%) strongly disagree while eight (8) which signifies seven percent (7%) disagree. None of the participants was neutral to the statements. However, a majority of the respondents which is ninety-five (95) which represents eighty-seven percent (78%) agreed and fifteen (15) which represents thirteen percent (13%) strongly agreed to the statement that “Employees can be motivated to achieve targets by their understanding of mission and vision statements. Study of Rigby (1994) valued missions statement second of every solitary employed tools particularly in well-lit of the fact that they belief it is a supportive ingredient in an organizational integration which becomes everyone focused on objective and collaborating to pull a similar direction.

Lynch (2000) set forth a solid barrier for mission statements as instruments for granting organisation uniqueness with respect to possession, resource or environments conditions. The executives of Hilton lodgings acknowledge their missions statement contains parts that remember it from various organisation (Sufi and Lyons, 2003). Germain and Cooper (1990) mentioned, that statements impart open picture of the organisation to significant partners and gatherings in the company's assignment condition. Private missions and vision of statement are accepted to convey alluring mentalities, hard working attitudes, cultures, and potentials that agents can operationalize in their choice of actions and indecisions. Karami (2001) commended that a mission statements focused on client esteems can prompt making of a client administrative cultures and expands degree of consumers loyalty. As per Bartkus et al. (2004) the essential job of a Missions Statement is to impart the vital direction of the organisation to shareholders so as to control tactical plans.

4.5 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.659	.686		3.877	.000
Clear Deliverables	.069	.211	.057	.329	.744
Target based on SMART	-.244	.216	-.274	-1.127	.267
Knowledge of Mission Content	.130	.223	.138	.583	.564

Table 4.8 a. Dependent Variable: Target attainment. Source: field work, 2019

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Missions Statement have been suggested to impact organizations via micro and macro components. While trying to coordinate the various go between through which Missions Statement produce results, Bart et al. (2001) consolidated potential impact factors into an integration of model that shows the procedure by which Missions Statement apply their impact.

The main objective of this study was to examine the influence of Mission statements on employees' target attainment. More specifically, the objectives of this research aimed to: examine the state of staff awareness regarding Mission statements, determine how employees understand the content of Mission and ascertain the extent to which the content of Mission reflects the target of the employees.

5.1 Summary of the Findings

Despite the fact that most of study in the field of mission statements in any event halfway exhibited their utility for organizational purposes, researchers and professionals stay distrustful about this apparatus. This methodical literature survey explains a portion of the irregularities of prior research and, on an experimental premise, features important preconditions of utilizing Mission statements as a compelling key administration device. At the point when these preconditions are tended to altogether, mission statements hold huge potential to add to complex organizational result criteria, not exclusively to monetary achievement. Based on the field work

and the analysis from the previous chapter the researcher comes out with the following finding from the study.

5.1.1 The State of Staff Awareness Regarding Mission Statements

Majority of the staff who were respondents to the research are aware that SSNIT has a mission statement and they have first-hand information about the mission statement. However, from the results of the research greater number of the participates do not know the details of the mission statement and its effect on their work as staff. When it comes to the content of the mission statement the staff especially those in top and middle level management know6 the content of the mission statement.

The knowledge about Mission statement help organizations as a tool to commutate the image of the organization to both internal and external members. Lynch (2000) put forth a strong defense for Mission statements as instruments for conveying organizations uniqueness as far as possession, resources or environmental conditions. As per Germain and Cooper (1990)

“Mission statements impart public picture of the firm to significant partners and gatherings in the company's undertaking condition. Inside Mission statements are accepted to convey alluring frames of mind, hard working attitude, societies, and qualities that representatives can operationalize in their selection of activities and inactions”.

Rigby (1994) evaluated mission statements “second of every single utilized instrument especially in light of the fact that they trust it is a helpful fixing in organizational integration which gets everybody concentrated on targets and cooperating to pull a similar way”.

5.1.2 The Extent of how Mission Statement Reflects the Targets of Employees

The results of the study showed that majority of the staff at SSNIT work with clear targets. The results show also from the responses of the participants that majority of the staff are not familiar with the link between their work schedules and its connection with the Mission statement, hence they only do work as they are assigned by supervisors or departmental heads. The results further reveal that majority of the staff do not have knowledge about SSNIT SMART frameworks as a link to their work target. David and David (2003) contended that Mission statement substantially affects both worker's objective achievement and organizational objective. Gharleghi et al., (2011) in their exploration uncovered a positive connection between Mission statement attributes (clearness, fulfillment, reality, for all intents and purposes, the quantity of workers and directors mindfulness, the measure of the acknowledgment, adaptability, thoughtfulness regarding partners, and peculiarity of the Mission statement) and organisational performance.

5.1.3 The Influence of Mission statement on Target Attainment

The results of this research reveal that majority of the staff at SSNIT disagree with the assertion that Alertness of Missions and Statement of vision is not sufficient to impacts behaviour and attitudes of employees. This confirms what Andrew, (1989) said that “the Mission is constituted of the purpose, strategy, a set of values, Standards and behaviours of the organization”. A

Mission statement is a Statement of the organisation's explanation behind being, its purpose – what it needs to achieve in the bigger condition Mission statement is a short portrayal of the qualities unique in relation to different organisations. Statement of purpose is the base of organisation procedure, objective, strategy, panning, result, etc (Jean, 1994).The research has revealed by the majority of the respondents that Missions and Statement of vision is a necessary condition to effect behaviour and attitudes of those who owns it. From the results of the study, it showed that greater number of the participates strongly agreed to the fact that Good understanding and knowledge of Mission and vision statements influences employee target attainment. The research further revealed according to majority of the respondents that Employees can be motivated to achieve targets by their understanding of Mission and vision statements. Campbell and Yeung (1993) maintain that “the Mission statement was an important management tool in defining an organizational culture that is attractive to employees, potentially affecting employee recruitment, satisfaction, motivation, and retention”.

5.2 Conclusion

The researcher draw conclusions in reference to the findings:

5.2.1 The state of staff awareness regarding Mission statements

1. The staff of SSNIT are aware that SSNIT has a Mission statement and they have first-hand information about the Mission statement
2. The staff do not know the details of the Mission statement and its effect on their work
3. When it comes to the content of the Mission statement the staff especially those in top and middle level management know the content of the Mission statement.

5.2.2 The extent of how Mission statement reflects the targets of employees

1. The staff at SSNIT work with clear targets.
2. Staff are not familiar with the link between their work schedules and its connection with the Mission statement, hence they only do work as they are assigned by supervisors or departmental heads.
3. Staff do not have knowledge about SSNIT SMART frameworks as a link to their work target.

5.2.3 The Influence of Mission statement on Target Attainment

1. Consciousness of “Mission and vision statements” is key to impact employees behaviour and attitudes.
2. “Mission and vision statements” have an influence on the behaviour and attitudes of those who owns it.
3. Good understanding and knowledge of Mission and vision statements influences employee target attainment.
4. Employees can be motivated to achieve targets by their understanding of Mission and vision statements

5.3 Recommendations

1. Management should organize a special training program for the staff at all levels on the content of the Mission and vision statements
2. As part of a regular training schedule, final content of “ the mission statements” should be introduce in detail
3. Lower level staff should be exposed to a good understanding of the Mission statement
4. Staff should be trained on the connection between their daily work schedules and the Mission statement
5. The staff should be given a good understanding of the SMART framework and how it influences their work at SSNIT

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UNIVERSITY OF GHANA

RESEARCH QUESTIONNAIRE

My name is Sandra Agyapong a graduate student of University of Ghana. I Am writing a research on the topic “The Impact of Mission and Vision Statements on Employee Productivity” Case study of SSNIT Tema Area. Kindly take time off your busy schedules to answer this few questions to assist my research. The research is for academic purposes only hence all information provided shall be treated as confidential.

Thank You

Section A – Demographic Information

7	I have a first-hand knowledge of the Mission and Vision Statements					
8	I know the Mission and Vision Statements of the organization					

Section C: The extent of how Mission Statement reflects the targets of employees

9. Do you know the content of the Mission of SSNIT? Yes No

10. To which extent do you perceive that the Mission Statement of SSNIT has a clear deliverables or themes?

- a. Our services are centered on achieving the themes in our Mission Statement
- b. It states clearly what the objective of the company is
- c. It has clear deliverables
- d. Not sure

11. Do you work with clear targets?

- a. Yes targets are clear and precise b. No targets are set

12. To which extent do you know that your targets are based on the deliverables in the company's Mission Statement?

- a. Weekly targets are set for all officers to achieve
- b. Monthly targets are set in line with the Mission Statement
- c. No, I do not know of anything like that
- d. I often do what I am told to do.

13. Do you know your targets are based on the SMART framework?

- a. Yes, SMART framework helps me to achieve my targets
- b. Don't know much about that
- c. No

14. Does SSNIT Mission Statement reflect in your assigned daily work? Yes No

Section D – The Influence of Mission Statement on Target Attainment

From the points kindly, tick which one best fits your choice of answer where Strongly disagree = 5; Disagree = 4; Neutral = 3; Agree = 2 and Strongly Agree = 1

No	Statement	1	2	3	4	5
15	Awareness of Mission and Vision Statements is not enough to influence behaviour and attitudes of employees					
16	Ownership of Mission and Vision Statements is a necessary condition to impact behaviour and attitudes					

17	Good understanding and knowledge of Mission and Vision Statements influences employee target attainment					
18	Employees can be motivated to achieve targets by their understanding of Mission and Vision Statements					

Thank you

Table 4.3 The state of staff awareness regarding Mission Statements

Statement	Strongly disagree	Disagree	Neutral	A
	F (%)	F (%)	F (%)	F
I am aware that SSNIT has a Mission and Vision Statements	2 (2%)	8 (7%)	10 (8%)	85
My awareness of the Mission and Vision Statement is because I believe such an organization will definitely have it	22(18%)	40(33%)	8(7%)	28
I have a first-hand knowledge of the Mission and Vision Statements	62 (51%)	28 (24%)	10(8%)	12
I know the Mission and Vision Statement of the organization	30(25%)	45(37%)	28 (24%)	10

Table 4.3 Staff awareness regarding Mission Statements. Source: Field survey, 2019

4.4 – The Influence of Mission Statement on Target Attainment

Statement	Strongly disagree	Disagree	Neutral
	F (%)	F (%)	F (%)
Awareness of Mission and Vision Statements is not enough to influence behaviour and attitudes of employees	95 (78%)	15 (13%)	0 (0%)
Ownership of Mission and Vision Statements is a necessary condition to impact behaviour and attitudes	2 (2%)	8 (7%)	10 (8%)
Good understanding and knowledge of Mission and Vision Statements influences employee target attainment	0 (0%)	8 (7%)	2 (2%)
Employees can be motivated to achieve targets by their understanding of Mission and Vision Statements	2 (2%)	8(7%)	0 (0%)

Table 4.7 Influence of Mission Statement on Target Attainment. Source: Field survey, 2019

