

Effect Of Mission Statement On Organizational Survival Using Selected Manufacturing Firms In Delta State.

UDUEZUE E. Jude¹, KIFORDU A. Anthony², ORISHEDE Felix³

¹Business Administration Department, Delta State University, Abraka

²Business Administration Department, Delta State University, Abraka

anthony.kifordu@yahoo.com, aakifordu@delsu.edu.ng

³Business Administration Department, Delta State University, Abraka

Abstract: *This study investigates the effect of mission statement on organizational survival, focusing on selected manufacturing firms in Delta State, Nigeria. The research explores how elements such as strategic intent, organizational culture, and strategic planning contribute to the long-term sustainability and performance of these firms. Using a quantitative research design, data were collected from a sample of 112 respondents drawn from various manufacturing firms across Delta State through structured questionnaires. The study is guided by three key research questions: (1) To what extent does strategic intent affect organizational survival? (2) What is the effect of organizational culture on organizational survival? and (3) How does strategic planning influence organizational performance? Findings from the analysis reveal that a clearly defined strategic intent significantly influences organizational survival by aligning operational goals with long-term vision. Additionally, a strong, adaptive organizational culture was found to foster resilience and cohesion, thereby enhancing survival prospects. Strategic planning emerged as a critical factor in improving organizational performance, serving as a bridge between mission clarity and measurable outcomes. The study concludes that mission statements, when effectively crafted and operationalized through strategic intent, culture, and planning, play a pivotal role in enhancing the sustainability of manufacturing firms. The research recommends that manufacturing firms in Delta State continuously revisit and align their mission statements with strategic practices to ensure long-term viability in a competitive environment.*

Keywords: Mission Statement, Organisational Survival, Strategic Intent, Planning, organizational culture

Introduction

The mission statement is becoming an integral part of firms operating plans for both public and private firms within and outside Nigeria. Indeed, many modern organizations prepare a simple or small draft documents that bear what their mission statements or their equivalents for a certain period of time. Specifically, for firms with a profit motive, the vision and mission statement constitute their preambles of what they want to achieve and how to achieve them when preparing business plans, strategic and operating plans, and even when they draft letters to apply for loans from commercial banks. At the same time, pundits of strategic business management claim that well-defined vision and mission help organizations to align individual employees' objectives with corporate plans.

It is in this regard that strategic plans, which articulate business missions and objectives as well as the creation of business departments including marketing and customer care, have been given due weight in the past (Dorrian, 2022; David, 2021). In fact, the inclusion of mission statements in business documents almost appears there to stay in formally operating businesses even if its contribution to the marketing and customer care activities in business entity remains unclear. Mission statements have been overwhelmingly accepted as an indispensable part of the strategic management process for organizations of all types; be it public sector, not-for-profit, private, for profit, a multinational or a small and medium scale enterprise. It is widely believed that mission and vision statements impact on strategy and most aspects of organizational performance. Most firms have mission and vision statements. In the worst case scenario, mission and vision statements are implied implicitly.

Campbell and Yeung, (2023) have delineated how mission 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 statements tend to motivate, shape behaviours, cultivate high levels of commitment and ultimately impact positively on employee performance (Mullane, 2022)

Strategic management expert Toffler (2020) writes that a firm without a strategy is like an airplane weaving through the skies, hurled up and down, slammed by winds and lost in the thunder heads. If lightning or crushing winds do not destroy it, it will simply run out of gas. In a similar line of thought, Ross, Rosenberg, Schewe, and Perry (2019) note that, without a strategy an organization is like a ship without a rudder. It goes round in circles and like a tramp, has no specific place to go. Clearly, these statements emphasize the importance and the need for a comprehensive, systematic and dynamic mission planning for every firm which seeks to survive competition in the ever changing global competitive business environment. Ansoff (2017) argues that planning generally produces better alignment and financial results in companies which are strategically managed than those which are not. This suggests an apparent correlation between strategic planning and the ultimate performance of a firm in terms of its growth, profits, attainment of objectives and sustained competitiveness (Strickland, 2018).

Though these assertions are largely true, exceptional situations also arise when some companies gain not because they had in place any strategy but because they just benefited from some sudden conditions in the external environment. Nonetheless, and still consistent with the need for evolving and constantly reviewing strategy, it is important to note that having a sound strategy in itself does not necessarily translate into desired performance goals if it is not properly implemented. Both strategy and implementation must be good and timely to achieve positive results. As for a firm driven by wrong strategic planning, Malamud (2004) likens it to a train on a wrong track saying, every station it comes to is the wrong station.

These fundamental principles essentially hold true for all industries globally and as should be expected, management is subject no less to the dynamics of these tendencies. It is assumed that strategic planning, like other management initiatives developed basically for business, can be adapted in spite of the differences between profit and not-for-profit organizations. Vision and mission statement provides the basic direction and rationale for determining the focus of an organization; and also provides the specification against which any organization may best decide what to do and how to do it. Simply put, it is a process for creating and describing a better future in measurable terms and the selection of the best means to achieve the results desired. It is important to note that not all planning is actually strategic even though they may be termed so. It is said that failure to plan leads to planning to fail.

Mission statement provides the basic direction and rationale for determining the focus of an organization; and also provides the specification against which any organization may best decide what to do and how to do it. Simply put, it is a process for creating and describing a better future in measurable terms and the selection of the best means to achieve the results desired. It is important to note that not all planning is actually strategic even though they may be termed so. It is said that failure to plan leads to planning to fail. Strategic planning standardizes the processes of goal/objective setting, situation analysis, alternative consideration, implementation and evaluation that enable an organization to attain its goals and objective. Sarason and Tegarden, (2023) asserted to the positive correlation between strategic planning and performance achievements as very beneficial for organizations.

Problem Statement

Management lead role requiring strategic thinking, planning, decision-making and ultimate implementation could also have much to contribute to the fortunes or otherwise of the various organizations in their respective industries. Much as the differences in the performance levels of various organizations are to be expected, it is still strongly believed that the mission pursued by each organization are largely accountable for the outcome of their survival. Mission is a difficult process which requires that people think and act creatively. In an increasingly competitive business environment, manufacturing firms face numerous challenges to survive and thrive. The effectiveness of a company's mission statement in guiding its strategic direction and influencing its survival has become a subject of interest among business scholars and practitioners. The mission statement is expected to serve as a foundational element that clarifies an organization's purpose, goals, and approach to achieving them, yet in many cases, this mission may lack the specificity or alignment needed to drive organizational resilience. Manufacturing firms, particularly those in economically volatile sectors, the relationship between a well-defined mission statement and actual organizational outcomes remains unclear. Despite the strategic importance attached to mission statements, it is uncertain how effectively these statements support long-term survival, whether through fostering employee alignment, shaping corporate culture, or guiding strategic decisions.

The problems that most firms faced in Nigeria is as a result of vision and mission statement and it has brought upon many firm's failure to meet yearly demands, profits etc. Hence, there is need to examine the effect of vision and mission statement on firms' survival.

Many organizations invest considerable time and resources in crafting mission statements, assuming that a well-articulated mission will lead to enhanced performance, employee engagement, and ultimately, long-term survival. However, empirical evidence on the effectiveness of mission statements in ensuring organizational survival is mixed. Some organizations with strong mission statements have thrived, while others have failed, raising questions about the true influence of a mission statement on an organization's ability to sustain itself in a competitive environment.

Moreover, many manufacturing firms lack empirical insights into whether their mission statements are realistic, actionable, or impactful on survival-related metrics, such as profitability, adaptability, and market retention. Therefore, this study seeks to address the problem by investigating the connection between mission statements and organizational survival in the context of selected manufacturing firm.

Research Questions

- i. To what extent does strategic intent have effect on organizational survival of selected manufacturing firms in Delta State?
- ii. What are the effect of organizational culture on organizational survival of selected manufacturing firms in Delta State?
- iii. What are the effect strategic planning on organizational Performance of selected manufacturing firms in Delta State?

Research Hypotheses

The following null hypotheses have been developed to guide the research objectives

H₀₁: strategic intent has no significant effect on organizational survival of selected manufacturing firms in Delta State

H₀₂: there is no significant effect of organizational culture on organizational survival of selected manufacturing firms in Delta State

H₀₃: strategic planning has no significant effect on organizational survival of selected manufacturing firms in Delta State

Literature underpinnings

2.1 Conceptual Framework

2.1.1 Concept of Mission Statement

Mission statement is seen as an enduring statement of purpose that distinguishes one organization from the other similar enterprises (Achua and Lussier, 2016). It describes the business the organization pursues, and it is well explained and designed to provide many benefits to an organization, including providing direction and focus, forming the basis for objectives and strategies, inspiring positive emotions about the organization, ensuring unanimity of purpose, and helping resolve divergent views among managers (Yazhou, & Jian, 2011). There are two components in the mission statement that is, the core values and the core purpose. It should be noted that mission and vision sets the stage for an organizational foundation.

Crafting a compelling mission statement is expensive consuming relatively large quantities of institutional resources. The chances of crafting an effective mission increases when employees possess a strong focus of ethical standards that guide their behaviors as they strive to help the firm achieve its vision (Davis, Ruhe, Lee & Rajadhyasha, 2007). Any organization without a proactive mission and vision is doomed in the light of competitive environment. Universities need very specific mission and vision statements which reflect the aspirations of their leaders aimed at achieving the objectives and goals as guided by the regulators. As some researchers argue, company mission statement should also address interests of “management, employees, customers or clients, shareholders, and other residents of the communities, countries, and world where it does business» (Stallworth Williams, 2008). Nevertheless, some authors think that the best mission statements simply define company’s business and suggest future products and market objectives.

The role of a mission statement in a company

In Bain and Company 1996 research (Bart et al., 2001) managers perceive mission statements as one of the most important managerial tools, while in Bain & Company 2003 worldwide Management Tools Survey (Rigby, 2003) values and mission statements rank among top managerial tools. In one more recent study (Iseri-Say et al., 2008) no less than 84 % of managers cite mission statements among the most important management tools they have adopted. Different studies have found that up to 85 % of Western profit oriented companies have their missions written in a form of a statement (Desmidt & Heene, 2006) while in Slovenia a recent study finds mission statements reported in 44 % of top performing firms’ annual reports (Biloslavo & Lynn, 2007).

It seems that managers, practitioners and also researchers consider that clearly stated company missions are important management tools since many companies explicitly write them in a form of statements. They expect a variety of possible implications of the creation and introduction of a mission statement. Different authors (for detailed list see Musek Lešnik, 2008) list numerous roles of such statement in a company which might be related to improvement of company’s present and future situation. Some key mission statement roles related to e.g. strategy implementation, internal and external communication, management and leadership, and organisational climate influences are presented in hereunder. Accordingly, we can expect that mission statement relates to company performance as we

Strategic Intent

The concept of strategic intent is viewed as an obsession of winning at all levels in the firms which is persistent for a long time. The definition failed to indicate the strategic intent variables thereby using broad terms to defined strategic intent. Strategic intent is the indication of the general direction in which the firm is going (Sneddon, & Mazzarol, 2018). The definition showed that strategic intent gives members of the organization direction and these directions are in the form of vision, mission, and objectives of which each member’ are expected to meet. Strategic intent is said to be brief and inspiring words of what the firm wants to be in the future and how to achieve it in the future which is in competitive terms (Anthony & Adams, 2015) and to them, Strategic intent is the planned direction to be pursued by members of the firm.

According to Opusunju and Nwaiwu (2016) strategic intent is what the firm wish like to become and it is made-known public by mission, vision, and objectives statement which are subject to meetings of strategic management, functional and operational management. American Marketing Association (AMA) define strategic intent as a vision from a leader that promotes the mission, sharing the vision to employees, and aligning the firm processes to the vision and goals of the organization (AMA, 2017). The objective is a measurable benchmark in which a firm must be met to attain the vision, mission, and goals of the firm.

Strategic Planning

The concept of strategy is worthy of note because of its relevance to the study of management in organization. Strategy is a word with many meanings and all of them are relevant and useful to those who are charged with evolving strategies for their corporations, businesses, or organizations. Mintzberg (1994) in his book, *The Rise and Fall of Strategic Planning*, declared that strategy have several meanings, all of which were useful. He indicated that strategy is a plan, a pattern, a position, a perspective, a ploy, or a maneuver intended to outwit a competitor. Bryson (1995) defines strategy as “a pattern of purposes, policies, programs, actions, decisions, or resource allocations that define what an organization is, what it does, and why it does it.”

A strategy of a business organization is a comprehensive master plan stating how the organization will achieve its mission and objectives. Aremu (2000) submits that strategy is needed to focus effort and promote coordination of activities. Without strategy an organization becomes bunch of individuals, hence strategy is required to ensure collective actions and concentration of efforts toward

achieving organizational plans and objectives. Strategy is a broad based formula for how business is going to compete and what policies will be needed to carry out the goals in order to achieve success (Kazmi, 2006). In other words, strategic management is involved in deploying a firm's internal strengths and weaknesses to take advantage of its external opportunities and minimize its external threats/problems (Thompson and Strickland 2003; Adeleke, Ogundele and Oyenuga, 2008).

Organizational Culture

The organizational culture is defined as “the collaborative process of creating shared awareness and understanding out of different individuals’ to help and orient its members to “reality” in ways that provide a basis for alignment of purpose and shared action (Watkins, 2013). Schrodt (2022), for example, describes that “the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and, even thinking and feeling.” In all, this jointly shared description turns to create a unique social and cultural environment within the group, which later, if it succeeds, manages to direct what an individual employee normally behaves based on a sense of collective values, beliefs and principles, as the so-called group's styles, visions, and norms.

What's more, the organizational cultures provide not only a shared view of “what is” but also of “why is”. In this view, an organizational culture is about “the story” in which people in the organization are embedded (Watkins, 2013), which means an organizational culture can be learned and shared to eventually guide employees’ decision makings and daily behaviors. For example, in the beginning a new-arriving member of an organization usually will, besides be introduced the values, visions, and norms of the company, be required to participate in some internal induction orientations, namely team-building activities, which they would have the chance to personally experience why the current organizational culture is. Therefore, an organizational culture is dynamic and shifting constantly in response to external and internal changes, and never monolithic, including many sub-cultures that drive internal variations in the culture of business functions and units (Watkins, 2013). For instance, the organizational culture forms a social norm or an acceptable group conduct inside the organization, which always rewards a “right” doing, and sanctions a “wrong” thinking and behaving.

For instance, the evolution of organization's induction programme can be considered as the best example to display the influence of the organizational culture. In the past the induction programme was generally held to ensure new employees to familiarize with their position and job requirements. On the contrary, nowadays it is emphasized to define the organizational approaches during the supportive introductory stage for new employees to settle quickly into their job (Dragomiroiu, Hurloiu, & Mihai, 2018).

The Organizational Culture's Effect on Individual-Level

Watkins (2013) once compared the organizational culture to the human immune system, controlling the protection system and preventing “wrong thinking” and “wrong people” from entering the organization in the first place. For example, a culture within teams or organizations constructs a social control system based on shared norms and values in order to show how a shared normative order or culture can influence members' focus of attention, shape interpretations of events, and guide attitudes and behavior (O'Reilly, & Chatman, 2016). Under this social control system, a mutual agreement is well accepted, and any employees who do not appreciate organizational values or share a similar belief will be automatically ruled out. Furthermore, under the social influence of an organizational norm, a culture also directs the behaviors and decision making abilities of employees in their daily workplace. And this cultural influence is grounded in strategy supportive values, practices and behavioral norms adds to the power and effectiveness of a company's strategy execution effort (Muthoni, 2019). For example, new technology companies, such as Apple or Google, which highly appreciate technological innovation, would prefer a technological orientated strategies and focus on exhibiting creativity, embracing change and talents seeking. Generally speaking, apart from the impacts on individual level to employees, organizational cultures also find its influences everywhere in an organization, from structure to strategic implementations. For instance, Towers (2006) used Google as the typical example of a hugely successful firm with a very strong culture. The fruit of this organizational culture are motivated employees who live the Google brand calling themselves “Goolgers”.

The Organizational Culture Effect On Organizational-Level

In addition, in the organization-level, there is a correlative relationship between the organizational culture and the communication: communication creates and recreates organizational reality, on the other hand, communication in an organization is also constrained by the prior reality and also shapes the existing reality (Keyton, 2011). For instance, Brown and Starkey (1994) presented a theoretical and empirical examination of the effects of culture on communication and information in organizations. In particular, they found out that attitudes to communication and information that had their roots in a dominant organizational culture. On the other way around, communication helps individuals to coordinate their activities to achieve goals. Moreover, in a broader picture, the organizational culture also generates its impact on organizational structure both through its design and its implementation. The culture creates a frame of reference in which the organization management's considerations and reasoning circulate in the process of decision-making concerning the organizational structure model (Janićijević, 2013). In order to good accord with its organizational culture, the top-level management always selects a structure model, which is able to best interpret and represent their company's culture. For instance, a company with a strong dictatorship culture would not select a loose and decentralized structure model. Particularly, researchers conducted a study to measure organizational capabilities to horizontal strategy implementation (Verma, Sharma, & Chen, 2020). The data were drawn from a sample survey of 122 firms in India, which identifies a significant influence of leadership styles

and interactive control system on horizontal strategy implementation, and organizational capabilities that play a critical role in the implementation of horizontal strategy.

The 3-Dimensional Review of Organizational Culture

This 3-dimensional review of organizational culture is attributed to Burke and Litwin (2007). The first dimension considers the organizational distinctions in structure, workplaces, clothing/ dressing styles and office furnishing, as well as how members of the organization interacted with one another and with the external members (Burke & Litwin, 2007). Organizational building which is the workplace for employees is situated right at the Central Business District to facilitate easy access by the Treasury and other key government institutions, as well as the customers (the public). Available information shows that the staff rules and regulations spell out the requirements that the employees need to adhere to with regard to most of the above considerations. For instance, because of the credibility of the institution and the critical role that it plays in the economy, employees are required to appear as presentable as possible; commanding respect from the clients of the organization. Financial integrity is emphasized more where employees are required to show good example to the rest of the banking sector employees by not engaging in corrupt dealings, theft or issuing of bouncing cheques. Procurement of office furniture and other facilities calls for adherence to government procurement rules as well emphasis on high quality standards to match the status of the institution. Generally, workers are required to adhere to good ethical standards and always act professionally (Kenya School of Monetary Studies (KSMS, 1998).

The second dimension covers organizational mission, vision and personal values that are mainly communicated inside of the organization. Available information shows that organizational mission statements as well as the core values are strategically portrayed on the walls of the workplaces for all workers to see and remind themselves. The assumption is that workers would internalize them and develop personal values in line with the organizational values. In addition, the vision, mission and values are also displayed on the official KSMS website. This is intended to create awareness among its clients of the values to uphold while dealing with KSMS (KSMS, 1998). The third dimension considers elements of culture that are typically forbidden to talk about. More often, a large portion of these "unspoken rules" exist without the awareness of the membership.

Organizational Survival

The survival of a firm depends on its ability to survive with its internal and external environmental factors. Drucker (2018) says that corporate performance should portray how effective and efficient is in terms of its profitability, growth, cost minimization and productivity. Schumpeter argued that innovation lays a key role for the survival of firms, innovation "strikes not at the margins of the profits and the out of the existing firms but at their foundations and their very lives" (Schumpeter, 2019). The nature of technology also shapes the likelihood of survival, as revealed by a classification of firms according to Paritt (2018). Every organization works towards survival. As survival is the major goal of most of most organization (Barnard, 2017). Paying attention to this goal contributes to the satisfaction and execution of other organizational goal. Organizational survival has been the most interesting topics for organizations over the years. Organizations exist to survive in the midst of environmental factors that tend to encroach on business performance. Organizations attempt to

maintain the existing state of affairs, but essentially the larger part of their efforts is tilted toward survival (Mindy, 2018). The competition in the industry is getting stronger and firms are adopting different strategies to be competitive in the industry. Surviving in the global struggle to meet with increasing demand on firms in the market place has seen many researchers and academicians having a resort to pay attention to the individual employees in the organization since adaptation in product and services are brought about by these individuals.

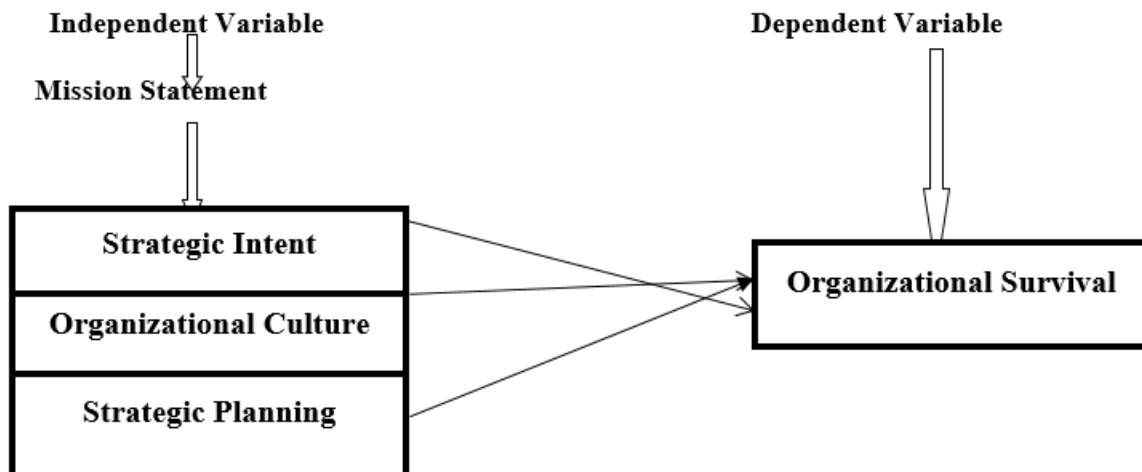
Measures of Organizational Survival

Adaptability

Adaptability is the degree to which an organization has the ability to alter behavior, structures; and systems in order to survive in the wake of the environmental change (Denison, 2017). Adaptability entails translating the demands of business environment into action. Organizations as open systems exist in environment that is complex and uncertain. To survive and make profit, organizations need to adapt continuously to the different levels of environmental uncertainty (Amah and Baridam, 2018).

2.1.6. Conceptual Framework

This framework was developed based on an extensive review on the past literatures as discussed above. As shown below, influencing factors namely; strategic intent, organizational culture and strategic planning. These practices are subsequently perceived to affect the organizational survival of selected manufacturing firms in Delta State.



Source: Researcher's Conceptualization (2024)

2.1.6.1 Strategic Intent and Organizational Survival

Muriithi (2022) examined the link between mission culture and Kenyan Christian Faith-Based Hotels performance and the study utilized cross-sectional survey research design. Aspects of Sustainable mission culture were strategic direction and intent, goals and objectives and vision and they significantly influenced performance. This study had strategic direction as an aspect of mission and it influenced performance.

Gabow and Kinyua (2018) investigated the relationship between strategic intent and performance of Kenya commercial Bank in Nairobi City County, Kenya. In this study strategic intent was measured using vision, mission, objectives and policies. In addition, performance was measured using customer retention, effectiveness, efficiency and new processes. The study relied largely on primary data that was collected using a questionnaire. Results of bivariate correlation analysis showed that strategic intent has a strong positive linear relationship to performance.

Eze et al. (2020) studied effect of strategic intent on performance of small and medium scale printing press in Abuja, Nigeria, and found that strategic intent had a positive and significant effect on the growth of small and medium scale printing press firms in Nigeria. They also found that finance (collateral, access to finance, and insufficient finance) had negative insignificant effect on growth of small and medium scale printing firms in Nigeria. Their study further implied that small and medium printing firms in Abuja should communicate their vision, mission statement and objectives to their employees. Also, the microfinance banks in collaboration with the Central Bank of Nigeria should minimize collateral conditions in obtaining microcredit from microfinance banks.

Odita and Bello (2015) investigated the strategic intent and organizational performance; A study of Banks in Asaba, Delta State. The study was conducted using cross-sectional survey with a self-report questionnaire as an instrument. The sample size consists of 132 (65.5%) male and 69 (34.5%) female. The respondents ranged between 25 and 58 years. Data analysis rejected all the hypotheses tested. It was observed that strategic intent and its dimensions (mission, vision and objectives) significantly and positively relate with organizational performance.

Monroe (2002) empirically investigated strategic intent in New Zealand firms and found a relationship between the possession and utilization of strategic intent and organizational performance. Successful firms were characterized to hold strategic intent by varying degrees. Those with high levels of strategic intent also possessed high levels of emotional connection to their employees.

Organizational Culture on the Performance

One of the main aims of this study is to establish the effects of organizational culture on organizational performance. According to Pettigrew (2003) an organizations culture is based on the systems that help to define how employees make decisions and think. Culture is based on a set of beliefs, values and assumptions and it generally helps to define ways in which an organization conducts its business. In fact, Nelson and Quick (2011) identified four roles that an organization's culture play, including: providing a sense of identity to members, enhancing the employee commitment, strengthening organizational values and shaping behaviour through a central mechanism.

Muya et al., (2012) conducted a survey of Kenyan State Corporations on the relationship between corporation culture and organizational performance. Using a Pearson-product moment correlation analysis, the findings revealed that an organization's values and the resultant performance were strongly related with a value of +0.743. Organizational culture was measured by several indicators including: employee confidence on an organization's future, internal communication, the management getting to share its business strategies and performance results with all its employees (and if applicable with its clients), a highly disciplined management, use of employees' performance feedback and appraisals and management encouraging and rewarding specific

workplace behaviour and workplace harmony. They concluded that an institution's culture could be made very strong and cohesive by sticking to an explicit and clearly set-out principles and values. They also argued that having an influential leader who establishes desirable values, and possesses sincere and desirable commitment to run an organization according to the desirable values and expression of genuine concern for the well-being of an institution's stakeholders can positively and significantly influence an organization's performance.

Njugi et al., (2014) found out that an organization's culture had a great influence on the organization's performance. This is because it dictates how things are done, the organization's philosophy, available work environment, its performance targets and stability of the organization. They mainly focused on competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture. They conclude that most employees prefer the entrepreneurial culture since it maximizes on their ability thus exploiting their innovativeness, creativity and independence from being micro-managed. In line with employee behaviour, Oduol (2015) argues that a good organizational culture instills brawny employee behaviour, which provides a conducive environment for formulation of good policies and implementation of strategies. However, she cautions that an organization's culture ought to be compatible with its intended strategies if it is going to make the organization's performance improve (Hofstede 2010; Burke & Litwin, 2007).

Strategic Planning and Organizational Survival

Evidence from the literature suggests that appropriate strategic planning is one of the factors that can improve business performance. According to O'Regan & Ghobadian (2004), the setting of the strategy is based particularly on the conviction that it has a positive effect on organizational performance.

Several researchers have defended the idea that the impact of strategic planning on organizational performance is generally positive due to different contexts of the studies carried out statement (O'Regan and Ghobadian (2004); Kraus, Harms, & Schwarz (2006); Glaister, Dincer, Tatoglu, Demirbag, & Zaim(2008); Elbanna(2010); Aldehayyat(2011); Aldehayyat & Al Khattab(2013); Baltar(2013); Mbengue & Ouakouak (2012)). However, some studies have confirmed the opposite hypothesis (Yusuf & Saffu (2005); Falshaw, Glaister, & Tatoglu(2006); Ghobadian, O'Regan, Thomas, & Liu, (2008); Gica & Negrusa(2011)). On this, Sosiawani, Bin Ramli, Bin Mustafa, & Bin Yusoff (2015) explain these inconclusive results by the fact that the lack of uniformity in the choice of dimensions and variables to be studied could influence the inconsistencies in the results on the relationship between strategic planning and business performance.

Theoretical Framework

This study was anchored on Resource Based View (RBV) (Penrose, 1959) which rests on the assumption that firm resources include all assets, capabilities, organisational processes, firm attributes, information, knowledge, and so on, that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness (Barney, 1991, Barney 2002). Numerous RBV researchers argue that resources impact an organization's capacity to implements its strategies and achieve set goals. RBV therefore, demonstrates the connection between strategy, internal resources, and success.

The idea that an organization's resources might help it gain competitive edge differs from earlier suggestions of strategy, which tended to emphasize the external environment (Barney, 1991, 2002). Organizations compete based on their resources and talents. Researchers (Rumelt, 1984; Wernerfelt, 1989; Barney, 2002), support this view. RBV is primarily utilized in organizational performance studies to highlight the role performed by resources that belong to the company in helping it stand out from its sector competitors (Barney, 1991, Barney 2002).

This explains that inter firm partnerships as a means of accessing and combining resources across firm boundaries (Eisenhardt and Schoonhoven, 1996). This is to say that the fundamental principle of Resource Base View theory is that the basis for a competitive advantage of a firm lies in accumulating valuable resources and capabilities at the firm's disposal (Wernerfelt, 1984). Resource Base View perspective further suggests that differences in firms' performance is related to the variances in firms' resources. This is because, strategic resources are heterogeneously distributed across companies, and these differences are stable overtime (Barney, 1991). This perspective stresses on resources of the company whether are tangible such as, financial assets and technology or intangible assets such as such as brand name, customer loyalty, reputation, research and development capabilities, and managerial skills among others.

In order to understand the source of competitive advantage, it is then assumed that a firm's resource is heterogeneous and immobile. The firm must first have resources that must be valuable in executing organization strategy efficiently and effectively. Resources should also be rare and not possessed by current and future competitors. These resources cannot be copied and there are no alternative options with other firms. Spender, (2006) questions the usefulness of the resource based view in the strategic management literature. For this reason, it is helpful to begin with understanding of how the resource-based view is positioned. The focus on competitiveness in the resource-based view has emerged as an important part of the competitive strategy in the field of strategic leadership and the focus of leadership is influenced by the corresponding paradigms they are set in.

Barney, (1991) developed a model that showed the interaction between firm's immobile resource and sustainability of firm's competitive advantage. The model can be used by an organization to analyze resources with the potential of generating a sustainable competitive advantage. An aggregated view of strategic leadership is derived from concepts which encompass decisions, actions, dealings and investments all of which determine a firm's performance (Wheelen and Hunger, 2004). This theory therefore, is related to the execution of strategic intent as it tends to tie to performance of organizations with the way they tap into their internal resources in order to create a sustainable competitive advantage.

Empirical Review

Monye and Ibegbulem, (2018), examined the Effect of Strategic Planning on Organizational Performance and Profitability in Nigeria. The main objective of this study is to re-evaluate the planning performance relationship in organization and determine the extent to which strategic planning affects performance in an organization, of which Zenith Bank plc Warri was used as case study. Based on the above objective, relevant literatures were thoroughly reviewed and three hypotheses were formulated and tested in this study. A survey technique was used with the administration of questionnaires to 100 respondents (of which 80 was retrieved) comprising of both the senior and junior staff in various Zenith Bank branches in Warri metropolis. The data collected were analyzed using the statistical package for social sciences (SPSS). Also, T-Test and Chi-square statistical methods were used in testing the hypothesis using the SPSS. The three hypotheses were confirmed, for the purpose of testing for reliability of the instrument. "The Split-Half Technique" from SPSS was used. The implication of this study is that strategic planning enhances better organizational performance, which in the long run has impact on its profitability and that strategic planning intensity is determined by managerial, environmental and organizational factors.

Biriowu and Ofurum (2020), examined Employee Engagement and Organizational Survival. The paper examined the association of employee engagement and organizational survival, with organizational culture as the moderating variable. The paper is a theoretical review of extant literature on employee engagement, organizational culture and organizational survival. To achieve its objectives, the paper adopted teamwork, empowerment and participation as the dimensions of employee engagement while innovativeness, adaptability and situation awareness were chosen as the measures of organizational survival. The finding of paper showed that when employees were given the power to participate in the decision making, they feel valued, trusted and will go beyond the demands of the job and ensure that organizational goals are accomplished. However, the paper also found that effective leadership, communication, reward, recognition and atmosphere of fairness among others are the drivers of engagement. The paper concluded that employee engagement predicts organizational survival, while organizational culture influences both variables. The paper recommended that managers should keep their employees engaged in order to reduce cost of recruiting new employees for the same job. In addition, since organizational culture influences employee engagement, management of organizations should ensure that employee engagement is crafted into their strategic intent in order to have engaged employees that will help the organization achieve its goals. Lastly, organization can utilize the exit interview with departing employees to determine the level of engagement in the organization if properly handled.

Nasratullah (2022), examined Impact of Strategic Planning on Organizational Performance in private Higher educations and institutions in Nangarhar, Afghanistan. The main aim of the study was to determine the impact of strategic planning on organizational performance in private universities and higher education institutions working in Nangarhar, Afghanistan. Data was obtained from university chancellors, vice chancellors, and provosts. Faculty Deans, Faculty Deputies, and Lecturers the Z score formula used 172 questionnaires given to the respondents. SPSS was used and the OLS method with its relevant assumptions was checked. Dimensions for strategic planning were mission and vision statements, SWOT analysis, cooperation agreements, R & D, and the existence of a data base. Whereas dimensions for organizational performance included inclination to cooperation, experience exchange, reward of good work, market share, growth, profit, and innovations and sought to know whether formal and informal education exist regarding these dimensions, researchers used adopted questions to gain the answers for each dimension, and the questions were used collectively to give the meaning of each variable. The result of the study finally indicated that strategic planning has a strong positive impact on organizational performance.

Tools and Methods

A cross sectional survey design method was used for this study. The population of this study is total of 157 employees of three selected manufacturing firms in Delta State. Since it is not possible to study the entire population of manufacturing firms in Delta State due to finance and geographical constraints, the researcher have selected only three manufacturing firms located in Asaba, Warri and Ughelli in Delta State with a population of 157 employees.

Table 1: Population Distribution of Selected Manufacturing Firms

Firm	Location	Staff Strength	Percentage
Asaba Aluminum	Asaba	53	34
Beta Glass	Ughelli	25	16
Penaflux Global resources limited	Warri	40	25
Hprime Chemicals	Ughelli	39	25
		157	100

Source: Human Resource Department of Selected Manufacturing Firms (2024)

The sample size of 112 employees was derived using Taro Yamani's formula of three selected manufacturing firms in Asaba, Warri, and Ughelli in Delta State. The probability sampling method was employed in this study using the stratified random sampling technique. Questionnaire was the main instrument employed in this for data collection.

This study adopted the use of Cronbach alpha to test the reliability of the research instrument. As propounded by Nunnally (1994) but cited in Kifordu (2024) that suggests 0.70 (70% of variance reliable) and above while some authors suggest that it is acceptable

if it is 0.67 (Cohen et al, 2008). Data were collected from original sources in order to answer the research questions. In this study the researcher made use of company profiles and documents, textbooks as well as other researcher's reports. The hypotheses stated for this study were tested using multiple regression analysis. The Ordinary Least Square (OLS) model was used.

OSur = F(SI, OC, SP)

$$\text{OSur} = \alpha + \beta_1\text{SI} + \beta_2\text{OC} + \beta_3\text{SP} + \varepsilon$$

Where: **OSur**: Organizational Survival, **SI**: Strategic Intent, **OC**: Organizational Culture, and **SP**: Strategic Planning, ε : error term, β_0 : Constant and $\beta_1 - \beta_3$: Coefficient of the various independent.

Results and Discussion.

Data Presentation

The data presented and analyzed in this study is categorized into three parts; the first is the descriptive analysis of respondent's profile with percentage weighting attached. The second is the regression analysis of the research questions and their respective variables. The third is the discussion of findings. Out of the 112 copies questionnaire administered to the respondents, 110 (one hundred and ten) were useable. Therefore, the analysis in this chapter is based on the usable sample size of 110 members.

Regression Analysis

Table 2: Regression for Effect of Mission Statement and Organizational Survival

Variable(s)	Coefficient	Std. Err.	Z	p>/z/	(95% conf.)	Interval
OS	1.662174	1841849	.087	0.02	.287088	1.01726
SI	1.637681	0.6195183	2.64**	0.009	2865674	.4096884
OC	5	.0.2405853	2.13**	0.003	.0347055	.9652945
SP	1.724638	.195107	8.8***	0.000	2.111375	.1.3379
Constant	3.188406	.7258878	4.39	0.000	1.74957	4.627241

Source: Field Survey, 2024 ** Significant at 5% *** Significant at 1%

Number of Obs: 100

F (11, 108): 88.92

Prob. > F: 0.0000

Pseudo R2: 0.9006.

Hypotheses Testing

The Regression analysis was employed as an analytical tool for testing the hypotheses. Hypotheses' testing is really a systematic way for testing claims or ideas about any given parameter in a population using data measured in a sample. The p-values reported in the regression coefficient table are used for testing the study hypotheses.

The Decision Rule

The null hypothesis is central in research and is the hypothesis that is usually tested. If the probability value calculated is greater than the critical level of significance, then the null hypotheses will be accepted while the alternate hypotheses is rejected and vice versa. If the probability value of 0.00 is smaller than the critical value of 5% (i.e. $0.00 < 0.05$), the conclusion will be that the given parameter is statistically significant. In this situation, it is accepted that there is need to reject the null hypotheses and to accept the alternate hypotheses.

Asika (1991) cited in Berebofa (2019) observed that when we reject null hypotheses, we automatically accept the alternate hypothesis. This means that our results are statistically significant and vice versa, because both hypotheses are complementary. In addition, it is left to the researcher to make decisions as regarding whether to accept or reject the hypothesis at a given value.

The p- value (probability value) is also known as the observed or exact level of significance or the exact probability of committing a type 1 error. More technically, the p-value is the lowest significance level at which a null hypothesis can be rejected (Gujarati & Porter, 2009). Thus, the p-value is at 0.05 (5%).

Hypothesis One

H_{01} : Strategic Intent has no significant effect on organizational survival of selected manufacturing firms in Delta State

Since the p-value established is at 0.05 (5%) i.e. the level of significance which is the tolerable error in estimation is greater than the critical level of significance ($.009 < 0.05$), the null hypothesis is rejected while the alternate is accepted implying that there is a significant effect between strategic intent and organizational survival of selected manufacturing firms in Delta State.

Hypothesis Two

H_{02} : there is no significant effect of organizational culture on organizational survival of selected manufacturing firms in Delta State

The level of significance that was calculated in table 3 above is less than the established p-value ($.003 < 0.05$), therefore the null hypothesis is rejected to accept the alternate which states that there is significant effect between organizational culture and organizational survival of selected manufacturing firms in Delta State.

Hypothesis Three

H_{03} : Strategic planning has no significant effect on organizational survival of selected manufacturing firms in Delta State

The level of significance that was calculated in table 3 above is less than the established p-value ($.0000 < 0.05$), therefore the null hypothesis is rejected to accept the alternate which states that there is significant effect between bonus based strategic planning and organizational survival of selected manufacturing firms in Delta State.

Discussion of Findings

Table 3 shows regression of dimensions of mission statement and organizational Survival. The result of regression model shows coefficient of 3 variables that were statistically significant at 1%, and 5% probability levels. The variables were strategic intent, organizational culture and strategic planning (2.64) positively affects organizational Survival. This result implies that an increase in strategic intent will result in greater productivity; which invariably, will result in increased organizational Survival. It findings also shows in Monroe (2002) that strategic intent in New Zealand firms and found a relationship between the possession and utilization of strategic intent and organizational performance. Successful firms were characterized to hold strategic intent by varying degrees. Those with high levels of strategic intent also possessed high levels of emotional connection to their employees. The findings align with the report of Muriithi (2022) that strategic direction and intent significantly influence performance. The findings also support that observation of Gabow and Kinyua (2018) that strategic intent has a strong positive linear relationship to performance; as well as the report that strategic intent had a positive and significant effect on the growth of small and medium scale printing press firms in Nigeria (Eze et al., 2020). More so, our findings are corroborate the view of Oditia and Bello (2015) that strategic intent significantly relate to organizational performance and the view of Laquinto (2011) that intended strategies impact firm's performance. Similarly, our report supports the position of Richard (2013), Monroe (2002) that a relationship exists between the possession and utilization of strategic intent and organizational performance; and that strategic intent account for 34% variance in organizational performance (Oditia & Bello, 2015).

Table 3 also shows that organizational culture has positive influence on organizational Survival (2.13). In fact, Nelson and Quick (2011) identified four roles that an organization's culture play, including: providing a sense of identity to members, enhancing the employee commitment, strengthening organizational values and shaping behaviour through a central mechanism. It is in line with Oduol (2015) that argues that a good organizational culture instills brawny employee behaviour, which provides a conducive environment for formulation of good policies and implementation of strategies. However, she cautions that an organization's culture ought to be compatible with its intended strategies if it is going to make the organization's performance improve.

The results further show that strategic planning (8.8) also have positive effect on organizational Survival. This is in line with findings of Bearnish (2021) which indicates that strategic planning and performance have concluded that firms having a formal strategic planning process out perform these that do not. Furthermore, firms taking a proactive strategic approach have better performance than those taking a reactive strategic approach. This evidence demonstrates the usefulness and, in fact, necessity of having a formal, proactive strategic planning process in an organization, whether it be large or small.

Summary, Conclusion and Recommendations

Summary

The study was carried out to investigate the effect of mission statement and organizational Survival of selected manufacturing firms in Delta State. The results showed that mission statement as an incentive positively enhances the achievement of organizational strategic goals and Survival. The study established that the main objectives of a mission statement are to align reward practices with both organizational strategic goals and employee values. Thus, the findings from the result of the study are highlighted:

- i. Strategic intent does have significant effect on organizational Survival in the Nigerian manufacturing sector
- ii. there is significant effect between organizational culture and organizational Survival in the Nigerian manufacturing sector
- iii. strategic planning does have significant effect on organizational Survival in the Nigerian manufacturing sector

Conclusion

There is no doubt that the mission statement is one of the important parts in strategic planning process. Being indication of firm purpose, the mission statement is determining firm's aims. Furthermore, the mission statement includes guidance values in firms. Because, in case firm have aims that never include purpose and value, the firm cannot provide necessary resources The study highlights that an effective compensation management strikes a good balance between pay and work, thereby impacting organizational Survival. Mission serves a beacon for organization and its employees therefore, it becomes imperative to remain focus to its element like goals and objective, strategic intent and direction and vision. This study has shown strong positive relationship between mission and organization survival: hence organizations inspiring to enhance their performance should take into account mission and its elements for improvement. Organization mission needs to be grilled in work environment. Organizations inspiring for growth and development are to take benefit from the results achieved in this study. This study has revealed that orientation towards mission significantly enhances organization performance.

Based on the findings of this study, the study concluded that for the manufacturing sector, all variables adopted in this study have a strong relationship with organizational Survival. The study also reveals that it is critical for employers and workers in the manufacturing industry to understand this. The only solution is for the organisation and its members to be dedicated to unity.

Organizational culture in the manufacturing sector should keep pace with changes in the external environment and have cultural features that are consistent with the internal environment to have a beneficial influence on performance.

Also institution's culture could be made very strong and cohesive by sticking to an explicit and clearly set-out principles and values. They also argued that having an influential leader who establishes desirable values, and possesses sincere and desirable commitment to run an organization according to the desirable values and expression of genuine concern for the well-being of an institution's stakeholders can positively and significantly influence an organization's performance also organizational culture including goal oriented measures, work oriented measures, employee oriented measures, open culture system, and professional work culture enhance organizational performance. This is due to the fact that organizational culture not only establish beliefs and attitudes, but how work is organized, monitored and performed. To this end, organizational culture as established by this study, has a statistically significant relationship with organizational performance.

Recommendations

- i. The management of manufacturing organizations most especially, with higher caliber of qualified manpower should consider promoting their staff, whenever the meet criteria that qualified them to be promoted to the next level of position or rank with higher remuneration package.
- ii. Management should be aware of the leadership qualities they display since it has been demonstrated that an organization's culture is a reflection of the examples it sets, which ultimately decides if the culture produced is one that promotes company productivity and profitability.
- iii. Having discovered that organizational performance and survival is a function of strategic planning, Organizations should accord priority attention to the elements of strategic planning for example; having a documented mission statement, a future picture (vision) of the organization, organizations should establish core values i.e., organization's rules of conduct, set realistic goals, establishment of long term objectives (this has to be measurable and specific) and the development of action (strategic) plans and its implementation and adequate follow-up.

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