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Shared Mission and Organizational Effectiveness: A Study of the Nigerian Banking Industry

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Abstract
The study examined the effect of shared mission on organizational effectiveness in the banking industry. A total of 388 managers were randomly drawn from a population of 13,339 managers of all the 24 banks in Nigeria. The instruments used for data collection were questionnaires and oral interview. A total of 320 copies of the questionnaire were retrieved and analyzed. Spearman's Rank Correlation Statistical tool was used to test the hypotheses. The findings revealed that shared mission is significantly related to profitability, productivity and market share. Based on these findings we concluded that shared mission has significant influence on organizational effectiveness. We therefore recommend that organizations' mission should be shared amongst employees to enable them contribute effectively to the achievement of organizational goals.

Key Words: Shared mission, organizational effectiveness, profitability, productivity, market share

1. Introduction

There is an increasing demand for committed employees who need little or no supervision to carry out their jobs efficiently for the good of the organization. Employees, who know what to do and desire to do them without being told, are in high demand. Managers desire an alternative control system that is reliable for the achievement of effectiveness in the organizations. Organizations need to be productive, profitable and increase their market share even with the challenge of coping with changes in the environment. Organizations experience poor corporate productivity, grapple with low profitability; they struggle to maintain their market share, and suffer difficulties in expanding their market share. They strive for effectiveness and efficiency; the all time basics of all business problems. The need to achieve their goals has made managers seek for cultural means of motivating employees to be productive. Whereas structure is important in defining individual responsibilities within the workflow process, a congruent culture ensures that individuals carry out these responsibilities with minimum resistance. Shared mission relates to goals that should be pursued. Shared mission can be defined as the reason for the existence of the organization. It describes the range of activities the organization intends to embark on; what it hopes to achieve.

Several researches on how to improve organizational effectiveness have taken place in the past two decades. The difference in performance is often related to the strategy adopted by an organization to achieve its objectives. The mission provides clear direction and goals that serve to define an appropriate course of action for the organization and its members. The ability to put these goals in place in organization tends to determine the firms success. Mission has been identified as an important dimension of corporate culture that influences organizational effectiveness (Gordon and DiTomaso 1992; Denison and Mishra 1995; Denison 1990).

Globalization, information availability (speed and volume) and increased competitiveness have changed the way organizations function and respond. It exerts pressure on relationship between the leaders and followers. Shared mission is highly relevant within this context as it can fuel, energize, or derail the change process. People today want increasing work-life balance and holistic approach to life. Managers in Nigerian banks do not focus properly on people management issues as they manage through the rules, systems and procedures. Consequently, unrealistic targets are set and effect on staff feelings and moral climate is often ignored. This results in increased resignations, poor customer services, unethical practices that lead to poor assets quality and loan losses, faulty recruitment and placement processes. Over the past decades, a great deal has been written about mission and the important role it plays in successful performance of organizations (Neilsen, 1972; Calfee, 1987; David, 1989; Denison 1990; Denison and Mishra 1995; Daft 2003, Denison 2007, Zheng *et a*l 2010, and Nickels *et al* 2011). Despite this growth of scholarly publications on shared mission and organizational effectiveness, little empirical evidence exist in developing countries especially Nigeria. To bridge this gap in literature, this study examines the relationship between shared mission and organizational effectiveness in the Nigerian banking industry. The purpose of this study therefore is to examine the relationship between shared mission and organizational effectiveness.

2 Literature Review

Mission refers to the existence of a shared definition of an organizations purpose. Bateman and Snell (1999) defined mission as an organization's basic purpose and scope of operations. This means that the mission expresses the reason for the existence of the organization and the range of activities it intends to embark upon; what it hopes to achieve. It is often written in terms of the general clients it serves. Depending on the scope of the organization, the mission may be broad or narrow. In diagnosing culture, corporate mission statements and official goals tend to be the starting point as they express the firm's desired public image. Mission defines a meaningful long-term direction for the organization. A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides clear direction and goals that serves to define an appropriate course of action for the organization and its members.

Daft (2003) defined mission, as the overall goal for an organization. To him, the mission describes the organization's vision, its shared values and beliefs and its reasons for being. Goals are broad, long-term accomplishments an organization wishes to attain (Nickels et al 2011). They are very important and need to be mutually agreed upon by workers and management. They have a powerful impact on the organization (Calfee, 1987; David, 1989). The ability to put these goals in place in organizations tends to determine the firms' success. The mission is also referred to as official goals, which are the formally stated definition of business scope and outcomes the organization intends to achieve. It defines business operations and may focus on values, markets and customers that distinguish the organization. It is often written down in a policy manual or annual report. It entails the purpose and philosophy of the organization. Operative goals explain what the organization is actually trying to do (Perrow, 1967). Operative goals describe specific measurable outcomes and are often concerned with the short-run. Operative versus official goals represent actual versus stated goals. Both goals are important to the organizations. Official goals provide legitimacy while operative goals provide employee direction, decision guidelines, and criteria of performance. A mission statement (or official goals) communicates legitimacy to external and internal stakeholders (Daft, 2003). The mission describes the purpose of the organization so that people will know what it stands for and accept its existence. Goals give a sense of direction to organization members. The stated end, towards which organizations strive, and strategies on how to get there, defines what employees are working for. Goals also act as guidelines for employee decision-making. Goals provide a standard for assessment. The level of organization performance, whether in terms of profits, units produced, or number of complaints, needs a basis for evaluation. One can say that official goals and mission statements describe a value system for the organization while the operative goals represent the primary tasks of the organization.

Neilsen (1972) identified shared mission and super-ordinate goals as one of the strategies for conflict management in organizations. He stated that it fosters cooperation among departments. This implies that organizations with strong, adaptive cultures, where employees share a larger vision for their company, are more likely to have united, cooperative workforce. Recent studies have shown that when employees from different departments see that their goals are linked together, they will openly share resources and information. A sense of mission allows an organization to shape current behaviour by envisioning a desired future state. Being able to internalize and identify with an organizations mission contributes to both short and long-term commitment to the organization (Denison, 1990). Company survival seems to be the most powerful super-ordinate goal that has improved relationships among groups in organizations. Success is more likely when individuals and organizations are goal-directed. Denison (1990) identified three indices for the mission trait – Strategic direction and intent, goals and objectives, and vision. Clear strategic direction and intent convey the organizations purpose; make it clear how every one can contribute and "make their mark" in the industry. This is important because it will enable employees to be committed to the achievement of the organizational goals. It makes employees know what to do to contribute their quota to the organizations success.

Organizations are created and designed to achieve some end, which is often decided by the chief executive officer and/ or the top management team. Kotter (1982) stated that "the primary responsibility of top management is to determine an organizations goals, strategy and design, therein adapting the organization to a changing environment". There are two broad schools of thoughts on how the process works: the coalitionists and the top-down theorists. The coalitionists argued that a firm strategy is the end result of a series of struggles among competing interest groups or coalitions. By contrast, the top-down theories argue that strategy formulation follows a three-step process, generally referred to as SWOT (strength, weakness, opportunities, and threats) analysis. In this process, senior management (1) examines the environment and assesses the financial, programmatic and other signals- both positive and negative, (2) Compares these environmental signals with the firm's strengths and weakness and incorporates the firm's values into the analysis; and (3) Selects a strategic direction (Young, 2000).

In line with the top-down theories Daft (2003) stated that the direction setting process typically begins with an assessment of the opportunities and threats in the external environment, including the amount of change, uncertainty and resource availability. Top management also assesses internal strength and weakness to define the company's distinctive competence compared with other firms in the industry (Snow and Hrebiniak, 1980). The next step is to define overall mission and official goals based on the correct fit between external opportunities and internal strengths. Specific operational goals or strategies can then be formulated to define how the organization is to accomplish its overall mission. A clear set of goal and objectives can be linked to mission, vision and strategy and provide everyone with a clear direction in their work (Denison, 1990). The organization has a shared view of desired future state- the vision. It embodies core values and captures the heart and minds of the organizations members while providing guidance and direction.

Effectiveness is a broad concept and is difficult to measure in organizations (Daft, 2003). It takes into consideration a range of variables at both the organizational and departmental levels. It evaluates the extent to which the multiple goals of the organization are attained. Organizations are large, diverse and fragmented and tend to perform many activities simultaneously with various outcomes (Weick and Daft, 1982). It is difficult for managers to evaluate performance on goals that are not precise or measurable (Blenkhorn and Gaber, 1995). However, performance measurement that is tied to strategy execution can help organizations reach their goals (Rose, 1991). Daft (2003) has identified two major approaches to measurement of organizational effectiveness – the traditional and contemporary approaches. The traditional approaches include the goal approach, the system resource approach and the internal process approach**.** The goal approach to organizational effectiveness which this study considers is concerned with the outputs, whether the organization achieves its goals in terms of its desired level of outputs (Strasser *et al.*, 1981). It is based on the fact that organizations have goals they are expected to achieve. This means that this approach identifies the organization's output goals and assesses how well they have been attained. The approach tends to measure progress towards attainment of goals. It is based on the fact that organizations have goals they are expected to achieve. Hall and Clark, (1980) argue that the important goals to consider are the operative goals and not the official goals. The official goals tend to be abstract and difficult to measure while the operative goals reflect the activities the organization is actually performing. The goal approach is used in business organizations because output goals can be readily measured (Daft, 2003). Top managers can report on actual goals of the organization since such goals reflect their values (Pennings and Goodman, 1979). Once goal are identified, subjective perceptions of goal achievement can be obtained if quantitative indicators are not available.

Profit has been defined as the money a business earns above and beyond what it spends for salaries expenses, and other costs (Nickels et al, 2011). Profit is one of the major reasons for venturing into business. Profitability therefore, means a state of producing a profit or the degree to which a business is profitable. Profitability is the primary goal of all for-profit business ventures (Amah, 2006). Without profitability the business will not survive in the long run. Conversely a business that is highly profitable has the ability reward its owners with a large return on their investment. According to Thompson and Strickland (2001:9, 42):

> "Achieving acceptable financial result is crucial… Achieving acceptable financial performance is a must, otherwise the organization's financial standing can alarm creditors and shareholders, impair its ability to fund needed initiatives and perhaps even put its very survival at risk".

This makes measuring current and past profitability and projecting future profitability a very important issue. Profitability has been identified as criteria for organizational effectiveness by many authors (Friedlander and Pickle, 1968; Child, 1974 and 1975; Negandhi and Reimann, 1973; and Maheshwari, 1980). Profitability reflects the overall performance of for-profit organizations (Daft, 2003). It is therefore an important parameter for business managers as it can show how well they are performing. Managers tend to look for ways to change their business to improve profitability. Profitability seems to be one of the most important tasks of business managers (Amah, 2006). Companies are evaluated by their level of profitability.

Productivity is basic to organizational effectiveness. Productivity can be defined in two basic ways, the most familiar is labour productivity, which is simply output divided by the number of workers, or more often by the number of hours worked (Nasar, 2002). Productivity is defined by Amah (2006) as "the measure of how efficiently and effectively resources (inputs) are brought together and utilized for the production of goods and services (out puts) of the quality needed by society in the long term". This implies that productivity is combination of performance and economic use of resources. High productivity indicates that resources are efficiently and effectively utilized and waste is minimized in the organization. Productivity balances the efforts between different economic, social, technical and environmental objectives (Amah, 2006). High productivity provides more profit for investors and promotes the development of the enterprise. Productivity measurement indicates areas for possible improvements and shows how well improvement efforts are fairing. It helps in the analysis of efficiency and effectiveness. It can stimulate improvement and motivate employees (Prokopenko, 1987).

Productivity is related to the concept of efficiency. While productivity is the amount of output produced relative to the amount of resources (time and money) that go into the production, efficiency is the value of output relative to the cost of inputs used. Productivity is expressed in terms of cost for a unit of production; "units produced per employee" or "resource cost per employee" (Daft, 2003). Productivity improves, when the quantity of output increased relative to the quantity of input. Efficiency improves, when the cost of inputs used is reduced relative to the value of output. Efficiency refers to the accomplishment of goals with minimum resources or waste. It includes measures such as time minimization, cost minimization and waste minimization. Speed and time are important resources, organizations seek to maximize speed and minimize time. The way they do these indicates how efficient and productive they are.

Market Share refers to the company's sales as a percentage of the sales in its target market (Czinkota et al, 1997). This means that in strategic management and marketing, market share is the percentage or proportion of the total available market or market segment that is being serviced by a company. It can be expressed as a company's sales revenue (from that market) divided by the total sales revenue available in that market. It can also be expressed as a company's unit sales volume (in a market) divided by the volume of units sold in that market. Market share (or brand share) is the share of overall market sales for each brand. Market share can be quoted in terms of volume (e.g. the brand has a 10% share of the total number of units sold) or in terms of value (Czinkota et al, 1997). According to Czinkota et al (1997), the measure of share and concept of prospects are important because they describe the extra business that a producer can reasonably look for, and when to obtain it. Increasing market share is one of the most important objectives used in business. The main advantage of using market share is that it abstracts from industry-wide macro environmental variables such as the state of the economy or changes in tax policy. According to the national environment, the respective share of different companies changes and hence this causes change in the share market value; the reason can be political ups and downs, and disaster, any happenings or mis-happening.

Market share has the potential to increase profits. Small market share increases, mean very large sales increases. Studies have shown that, on average, profitability rises with increasing market share (Kotler and Armstrong, 2009). Because of these findings, many companies have sought to expand market shares to improve profitability. Kotler and Armstrong (2009) argue that higher market shares tend to produce higher profits only when unit costs fall with increased market share, or when the company offers a superior quality product and charges a premium price that more than covers the cost of offering higher quality. Market share is important because it enables one to know the strength of the organization whether they are leaders or minor players and also if the organization is still holding, gaining or losing share of its target market (Kotler, 1999). According to Kotler and Armstrong (2009), organizations need to protect their current business against market attacks while trying to expand by first, fixing weaknesses that can provide opportunities for their competitors, second, keeping costs down and its prices in line with the value the customers see in the brand, Third, by continuous innovation and finally by increasing its competitive effectiveness and value to customers. From the foregoing the following hypotheses were derived.

The research hypotheses are:

Ho_1: There is no significant relationship between shared mission and profitability.

Ho_2: There is no significant relationship between shared mission and productivity.

Ho_3: There is no significant relationship between shared mission and market share.

3. Research Methodology

This correlational study was conducted as a cross-sectional survey. The study units for data generation were managers in the banks and the micro-level of analysis was adopted. The population of the study was 13, 339 managers of all the 24 banks in Nigeria and the sample size of 388 managers was determined using the Yaro Yamen's formula (Baridam, 2001). After cleaning, 320 copies of the instrument were used for the analysis. In selecting the respondents the simple random sampling technique was adopted. The independent variable, shared mission has the following dimensions; strategic direction and intent, goals and vision. A nine-item mission scale was developed for this study based on the Survey of Organizations questionnaire, which was also used by Denison (1990). The dependent variable, organizational effectiveness was measured by profitability, productivity and market share. . A five-item profitability scale was developed for this study. A two-item productivity scale and a seven-item market share scales were also developed for the study. They all used a 5-point Likert scale- (ranging from 1-strongly disagree to 5-strongly agree). For test of reliability of the scale, the following Cronbach's alpha coefficients were obtained: Shared mission (0.70), Profitability (0.72), Productivity (0.76), and Market share (0.73). In accordance with Nunnaly (1978) model, which recommends a bench mark of 0.70, the reliability levels of the study scale are acceptable Spearman's Rank Correlation Statistical tool was used to test the hypothesis. The results as presented were obtained

4. Research Results and Findings

Frequencies and descriptive were used in our primary analysis which focused on the study demographics and univariate analysis respectively. The results show that 57.1% of the respondents were males while 42.9% were females. 23.8% of the respondents have spent 0-9 years on their jobs while 30.6% have spent between 10 and 20 years. 46.6% of the respondents have spent over 20years on their present employments. On educational qualification, we had the following distribution: 60.3% HND/B Sc., 39.7% Masters. 23.1% were single while 76.9% were married. The result of the univariate analysis is shown in Table 1. The mean scores (x) obtained for Shared mission in Nigerian banks is weighty (x= 3.99). This means that employees in the banks have a high level of shared mission. They are therefore committed to their banks. The mean score of profitability (x= 4.40) also shows that the high level of shared mission in the banks is associated with the high level of profitability. In other words, the high level of shared mission among the employees, have led to a high level of profitability in the banks in Nigeria. The mean score of productivity (x=4.24) also shows that the high level of shared mission in the banks have positively impacted on the banks level of productivity. Similarly, the mean score of banks market share is high (x=3.9) as a result of employees' level of shared mission which may have enhanced customer satisfaction. Satisfied customers help to advertise their respective banks leading to increase in market share**.**

4.1 *Hypothesis One: Relationship between Shared Mission and Profitability*

This hypothesis states, "There is no significant relationship between shared mission and profitability". The hypothesis sought to examine the relationship existing between shared mission and profitability. The Spearman's rank correlation coefficient statistical tool was used to test the hypothesis. The result (Rho = 0.216 $P < 0.05$) (see Table 2) shows that there is significant positive relationship between shared mission and profitability. This means that profitability will increase with increase in shared mission among the employees in the banks studied.

4.*2 Hypothesis Two: Relationship between Shared Mission and Productivity*

"There is no significant relationship between shared mission and productivity". The hypothesis sought to examine the relationship between shared mission and productivity. Again, the Spearman's rank correlation coefficient statistical tool was used to test the hypothesis. The result (Rho = 0.125 $P< 0.05$) (see Table 3) shows that there is positive relationship between shared mission and productivity and the relationship is significant. This implies that the more employees share the organization's mission, the more their productivity will increase in the Nigerian banks.

4.*3 Hypothesis Three: Relationship between Shared Mission and Market Share*

The third hypothesis states, "There is no significant relationship between shared mission and market share". The hypothesis sought to examine the relationship between shared mission and market share. The Spearman's rank correlation coefficient statistical tool was used to test the hypothesis. The result (Rho = 0.127 $P< 0.05$) (see Table 3) shows that there is positive significant relationship between shared mission and market share. This means that an increase in shared mission is positively associated with increase in market share in Nigerian banks.

From the results we have the following findings (1) employees in Nigerian banks have a high level of shared mission (2) the high level of shared mission is associated with the increase in the banks' profitability (3) the high level of shared mission is associated with the increase in the banks' productivity and (4) the high level of shared mission is also associated with the increase in the banks' market share.

5. Discussion and Implications

The discussion of the findings will be done in relation to the hypothesis tested.

7 5.1 *Hypothesis One: Relationship between Shared Mission and Profitability*

We found that there is significant positive relationship between shared mission and profitability in the banks studied. This finding confirms an earlier report of Denison and Mishra (1995) that mission is correlated with return on investment. Mission refers to the shared definition of an organization's purpose. It provides a clear direction and goals that serves to define an appropriate course of action for the organization and its members. Bateman and Snell (1999) defined mission as an organization's basic purpose and scope of operations. Mission has powerful impact on the organization (Calfee 1993; David, 1989). The ability to put these goals in place in organizations tends to determine the firm's success. In other words, success is more likely when individuals and organizations are goal-directed. The impact at the organizational level may stem from the coordination that results from defining a common goal as well as the definition of objective, and external criteria. Both factors seemed to have a positive effect on performance.

The stated end, towards which an organization is striving, and the strategies on how to get there, tells employee what they are working for. Goals provide a standard for assessment. The level of organization performance, whether in terms of profits, units produced, or number of complaints, needs a basis for evaluation. Thus, official goals and mission statements describe a values system for the organization. This implies that organizations with strong, adaptive cultures, where employees share a larger vision for their company, are more likely to have united, cooperative workforce. Studies have shown that when employees from different departments see that their goals are linked together, they openly share resources and information (Neilsen 1972). Being able to internalize and identify with an organization's mission contributes to both short and long term commitment to the organization (Denison, 1990). Company survival and growth, which are the most powerful super-ordinate goals, tend to have improved relationships among groups in banks. Success is more likely when employees are committed to the achievement of the bank goals. Mission makes employees know what to do to contribute their quota to the organization's success.

Most banks ensure their employees know their mission and know what to do to contribute their quota to the success of the organization. This could lead to increased profits and reduced number of complaints from customers. The mission culture is characterized by emphasis on a clear vision of the organization's purpose and on the achievement of goals such as sales growth, productivity and profitability. Kotter (1982) stated "the primary responsibility of top management is to determine an organization's goals, strategy and design, therein adapting the organization to a changing environment". Management shape behaviour, by envisioning and communicating a desired future state for the organization. Mission embodies core values and captures the heart and minds of the organizations members while providing guidance and direction. Mission culture tends to reflect a high level of competitiveness and a profit-making orientation (Daft 2003). Thus mission is significantly related to profitability. People tend to work towards the achievement of a mission they share in. From our interviews we realized that banks in Nigeria have captivating and compelling visions and missions that employees are aware of. They have vision to be at the top in Nigeria and Africa and to be among the best in the world. They also have mission to satisfy their customers and shareholders. This vision and mission propel employees and management to work hard and this result in effectiveness. Thus appropriate corporate mission promotes organizational effectiveness.

5.2 Hypothesis Two: Relationship between Shared Mission and Productivity

We found that there is significant positive relationship between shared mission and productivity. This implies that increase in shared mission is associated with increase in productivity in the banks studied.

A mission provides purpose and meaning by defining a social role and external goals for an organization and defining roles with respect to the organizational role. Through this process, behaviour is given intrinsic, or even spiritual, meaning that transcends functionally defined bureaucratic roles. Denison (1990) argued that this process of internalization and identification contributes to short and long-term commitment and leads to effective performance. This is in line with our finding that mission is significantly and positively related to productivity. It is possible for employees that are goals directed to use resources efficiently and effectively, minimize waste in the organization. Goals tend to motivate employees to be more productive. When employees are aware of the organization's goals, they tend to be committed towards the achievement of such goals. Operative goals provide employees direction, decision guidelines and criteria for performance (Daft, 2003).

The stated end, towards which an organization strives and the strategies to get there, tell employees what they are working for. When employees know what they are working for, they tend to be more focused and motivated towards achievement. This in turn improves productivity. Goals provide a standard for assessment. Employees with goals to achieve tend to be more productive than those with no definite goals to be achieved. Denison and Mishra (1995) also reported that mission is correlated with productivity. Neilsen (1972) identified shared mission and super-ordinate goals as one of the strategies for conflict management in organizations. He stated that it fosters cooperation among departments. This implies that organizations with shared mission are more likely to have united, cooperative workforce. A workforce that is cooperative tends to be more productive than one that is saddled with conflict. The banks are characterized with cooperation amongst members and this has positively influenced their effectiveness.

5.*3 Hypothesis Three: Relationship between Shared Mission and Market Share*

We found that there is significant positive relationship between shared mission and market share. This implies that increase in shared mission is associated with increase in market share in the banks studied. Organization's mission defines its business operations and may focus on values, markets and customers that distinguish it. It entails the purpose and philosophy of the organization. Operative goals explain what the organization is actually trying to do (Perrow, 1967). Operative goals describe specific measurable outcomes and are concerned with the short-run. If the mission includes increasing the organization's market share, the tendency is that all hands will be on deck to achieve it. Most banks have increase in market share as part of their goals; this has made them embark on all forms of promotion and marketing to achieve just that.

Some people are employed to market the organization and its various products. Such people are promoted based on the deposits they have brought to the bank. In Nigeria, banks use a lot of target setting, which is related to goals and mission, and this has also influenced the increase in their market share. It is therefore correct, as the study has proven that mission is positively related to market share. In the banks employees tend to know what is expected of them as regards the achievement of the organization's overall mission. All the banks tend to have goals and objectives that are both clear and reasonable. Shared mission enable different functions and units in organizations to work together well to achieve common goals. Shared mission tend to provide the direction and control that is necessary to manage the rapidly growing banks. High value for customers shared by employees tends to make the banks have more satisfied customers who have impacted on their increase in market share.

6. Conclusion and Recommendations

8 The study on shared mission and organizational effectiveness reveal that first, success is more likely when individuals and organizations are goal directed. Having strong mission changes behaviour by forcing people to monitor their current behaviour against a preferred future state. Second, shared mission increases employees' commitment towards the achievement of organization's goals. Third, positive association between shared mission and profitability as established by the study is applicable to work organizations the world over including African based organizations like the ones that make up our study population. Fourth, the results also reveal that shared mission impacts on organizational productivity and market share. Finally, we conclude that shared mission impact on organizational effectiveness.

It is therefore recommended that management should let their employees share in the organization mission so that they can effectively contribute to the achievement of the mission. To be highly productive organizations need to have shared mission and vision that is expressed in the policies and practices of the management. To have a large market share the banks need to be responsive to their customers through their employees. Managers will have less work of supervision to do in organizations where there is high level of shared mission. It is suggested that further research on shared mission and organizational effectiveness should be carried out in other sectors of the Nigerian economy to compare with what has been revealed in the banking sector. The study could also be carried out in the banking sector of European countries whether some cross-cultural comparisons may reveal some better processes and practices of mission-led organizations in the banking sector.

7. Limitations of the Study

The fact that this is a study of the banking industry, limits the extent to which generalizations of any outcome of this study can be applied to all other sectors and industries in the Nigerian economy.

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TABLE 1

DESCRIPTIVE STATISTICS OF STUDY VARIABLES.

	N	MEAN	STANDARD DEVIATION	SKEWNESS	
	Statistics	**Statistics**	**Statistics**	**Statistics**	**Standard error**
Shared Values	**320**	**3.9916**	**.60377**	**2.795**	**.136**
Profitability	**320**	**4.4012**	**.45070**	**-.352**	**.136**
Productivity	**320**	**4.2438**	**.44039**	**.291**	**.136**
Market share	**320**	**3.9232**	**.49134**	**-212**	**.136**

Source: SPSS Output on the analysis of Research Data

Source: SPSS print out of the Research data.

9 **TABLE 2**

10 **SPEARMAN RANK CORRELATION BETWEEN SHARED MISSION AND PROFITABILITY**

			Existence of shared definition of organization purpose	Degree to which a business is profitable
Spearman's rho	Existence of shared definition of organization purpose	Correlation Coefficient	1.000	.216**
		Sig. (2-tailed)	.	.000
		N	320	320
	Degree to which a business is profitable	Correlation Coefficient	.216**	.000
		Sig. (2-tailed)	.000	.
		N	320	320

**Correlation is significant at the .01 level (2-tailed).

Source: SPSS print out of the Research data

11 **TABLE 3**

12 **SPEARMAN RANK CORRELATION BETWEEN SHARED MISSION AND PRODUCTIVITY**

			Existence of shared definition of organization purpose	Total output over total input at a given time
Spearman's rho	Existence of shared definition of organization purpose	Correlation Coefficient	1.000	.125*
		Sig. (2-tailed)	.	.026
		N	320	320
	Total output over total input at a given time	Correlation Coefficient	.125**	.000
		Sig. (2-tailed)	.026	.
		N	320	320

*Correlation is significant at the .05 level (2-tailed).

Source: SPSS print out of the Research data.

TABLE 4

13 SPEARMAN RANK CORRELATION BETWEEN SHARED MISSION AND MARKET SHARE

			Existence of shared definition of organization purpose	Company's sales as percentage of sales in target market
Spearman's rho	Existence of shared definition of organization purpose	Correlation Coefficient	1.000	.127*
		Sig. (2-tailed)	.	.023
		N	320	320
	Total output over total input at a given time	Correlation Coefficient	.127*	.000
		Sig. (2-tailed)	.023	.
		N	320	320

*Correlation is significant at the .05 level (2-tailed).
Source: SPSS print out of the Research data.

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