

PROJECT ABSTRACT

Master of Business Administration
Management Option

Adventist University of Africa

School of Postgraduate Studies

Title: INSTITUTIONAL MISSION EFFECTIVENESS ON EMPLOYEES'
COMMITMENT IN THE CENTRAL AFRICAN UNION MISSION OF THE
SEVENTH-DAY ADVENTIST CHURCH

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The drafting and adoption of a mission statement by both for-profit and not-for-profit organizations have become widespread in the corporate world. An effective mission statement is crucial to driving the organization's goal and is a motivational tool to bring about employees' commitment within an organization. Nevertheless, the institutional mission is often adopted but then forgotten by both managers and personnel. Consequently, the individuals within the organizations know very little about the mission statement and how it can affect employees' commitment. More so, in the context of faith-based institutions, there is a dearth of research focusing on the effectiveness and impact of mission statements on employees. Therefore, the aim of this study was to examine the effect of institutional mission statement effectiveness in light of its relevance, quality, and management's ability to communicate the

mission statement to employees within the Central African Union Mission of Seventh-day Adventist church. The present study also determined the relationship between institutional mission statements and employee commitment.

A self-designed questionnaire was used to collect data from 77 respondents. The study revealed a significant relationship between institutional mission statement relevance, quality communication, and employees' commitment. The findings show that the mission statement is relevant (mean = 3.57; SD = .49) and of high quality (mean = 3.18; SD = .53). However, the respondents also indicated that the mission statement is not communicated as fully as it should to the stakeholders (mean = 2.89; SD = .52). The findings show that the employees have a high level of commitment to their organization with a mean of 3.36 and a standard deviation of 0.50. Pearson correlation analysis was performed and the result indicated a moderate but significant correlation between relevance and commitment ($r=.45, p<0.01$); quality and commitment ($r=.49, p<0.01$); communication and commitment ($r=.47, p<0.01$). The results from the regression analysis showed that relevance of the mission statement has an effect on employees' commitment, with an adjusted R square = .20; $F(1, 75) = 20.050, p < 0.05$. The results also show that the quality of the mission statement has an effect on the employees' commitment: adjusted R square is 0.235, $F(1, 75) = 24.344, p < 0.05$. Third, there is a statistically significant effect of communication of the mission statement on the employees' commitment. The results show an adjusted R-square is 0.228, $F(1, 75) = 22.163, p < 0.05$. The findings were used as a basis to propose practical strategies to the Seventh-day Adventist church leaders in the Central African Union Mission on how to use the mission statement to promote employees' commitment.

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EFFECT OF INSTITUTIONAL MISSION EFFECTIVENESS ON EMPLOYEES'
COMMITMENT IN THE CENTRAL AFRICAN UNION MISSION
OF THE SEVENTH-DAY ADVENTIST CHURCH

A project

presented in partial fulfillment
of the requirements for the degree
Master of Business Administration

by

Guy Germain Mihindou Kanda

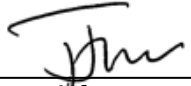
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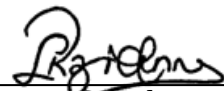
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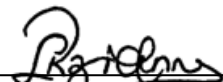
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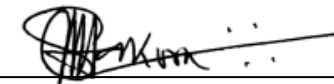
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CHAPTER 1

INTRODUCTION

Background of the Study

In today's modern society, public and private entities have been conventionally accepted as moral persons established to accomplish a specific purpose in a given environment. Thus, many organizations (for-profit and not-for-profit) have adopted what is commonly called a mission statement or an institutional mission to spell out their purpose. Sotunde (2012) stated that the mission statement is the guiding light that shines and gives direction and inspiration in all organizational activities. It clearly states what an organization is in existence for or its *raison d'être*.

The role played by a mission statement is pivotal for the survival of any organization. No organization can be established without drafting down clearly and precisely its mission statement. Also, a mission statement goes a long way in selling out the organization's image to both internal and external stakeholders to have them take part in one way or the other in the success of the organization (Leuthesser & Kohli, 2015).

Factors contributing to an employee's level of commitment are so complex that it becomes difficult to figure out what drives employees to work in an organization. Often employees join an organization for several reasons. Some join because of job security, job learning, development opportunities, growth and development, good pay and benefits, work-life balance, belief in company mission and future vision, solid sense of purpose, transparency, justice and steadiness,

involvement and belonging, and good relationships with managers. Others join because of the organization's mission and vision identification (they see their values reflected in its mission and vision).

Mission-driven employees present more advantages to organizations than a job or career-motivated employees. According to Herman et al. (2011), a mission-focused employee is highly intrinsically motivated and has greater job satisfaction. Job satisfaction can be defined as the level of contentment employees experience with their job. Those employees go beyond their typical day-to-day duties.

After a mission statement is drafted and adopted, the great task of leadership is to make the mission statement understood and accepted by organizational employees (from top managements to non-managerial employees) in order to make it a reality through their commitment (Bart, 2002). When employees can know, understand and accept the institution's mission, they get passionate about displaying it in every bit of their daily transactions, not for the short term only, but for the long term since the mission is an intrinsic principle that hardly dies out.

According to Cochran et al. (2008), a mission statement content can affect an organization's performance. A poorly designed institutional mission will badly impact the organization's performance, whereas a rich content mission statement will have a significant impact. In other words, a well-rounded mission statement will give a clearer picture of the organization's direction, further enhancing the organizational objectives (Rahman and al., 2020). Most experts and scholars in strategic management suggest that an effective mission statement contains nine characteristics that help make the organization visible to the public and help ensure its success (Rajasekar, 2013).

Unlike profit-oriented organizations that primarily exist to make a profit, not-for-profit organizations such as church organizations exist to fulfill a unique mission. This mission is related to a non-material goal. It revolves around the values and principles that foster physical, psychological, and spiritual wellbeing. A church organization is being put in place by individuals who join the religious organization based on intrinsically oriented values such as faith, purity, obedience, integrity, love, and success to the glory of God. Thus, the mission statement holds special significance for church organizations (Hilder, 2021).

Unfortunately, it appears that institutional missions have not always been effective in getting employees committed to their tasks, even in church organizations. The mission statement has become a mere statement drafted and an advertising document to fulfill the administrative requirements (Foley, n.d).

Statement of the Problem

Institutional mission statements describe the purpose of organizations and their activities. Despite the strategic importance of having an effective mission statement, many organizations, including church institutions, do not take time to emphasize their mission statements to give employees a sense of meaning and commitment to their work. Often, the institutional mission is left as a sign on the walls, websites, or documents. Furthermore, while most organizations have formally established mission statements, there is little empirical evidence showing how these statements impact employees' levels of commitment (Darbi, 2012).

Therefore, the aim of this study was to examine the effect of the organizational mission statement effectiveness as defined by its relevance and quality, as well as management's communication of the mission statement on the employees' commitment to the organization.

Research Questions

1. To what extent is the mission statement of the institutions in the Central African Union Mission:
 - a) effective as measured through their relevance and quality?
 - b) communicated to the employees?
2. What is the level of employees' commitment in the Central African Union Mission?
3. Is there any significant relationship between institutional mission statement relevance, quality, communication and employees' commitment
4. What is the effect of the institutional mission statement effectiveness and communication on the employees' commitment?
5. Based on these findings, what strategies can be recommended to church leaders to make better use of the mission statement in their respective entities?

Conceptual Framework

Figure 1 presents the conceptual framework of this study. A mission statement is an important tool for not-for-profit organizations. It is hypothesized that a mission statement goes a long way to guide organizational stakeholders and influence employees' level of commitment within an organization. If the mission statement is poorly designed, it can negatively affect employee commitment. Therefore, it has to be relevant and of good quality. Furthermore, commitment can be impacted by the way an organization communicates its mission statement.

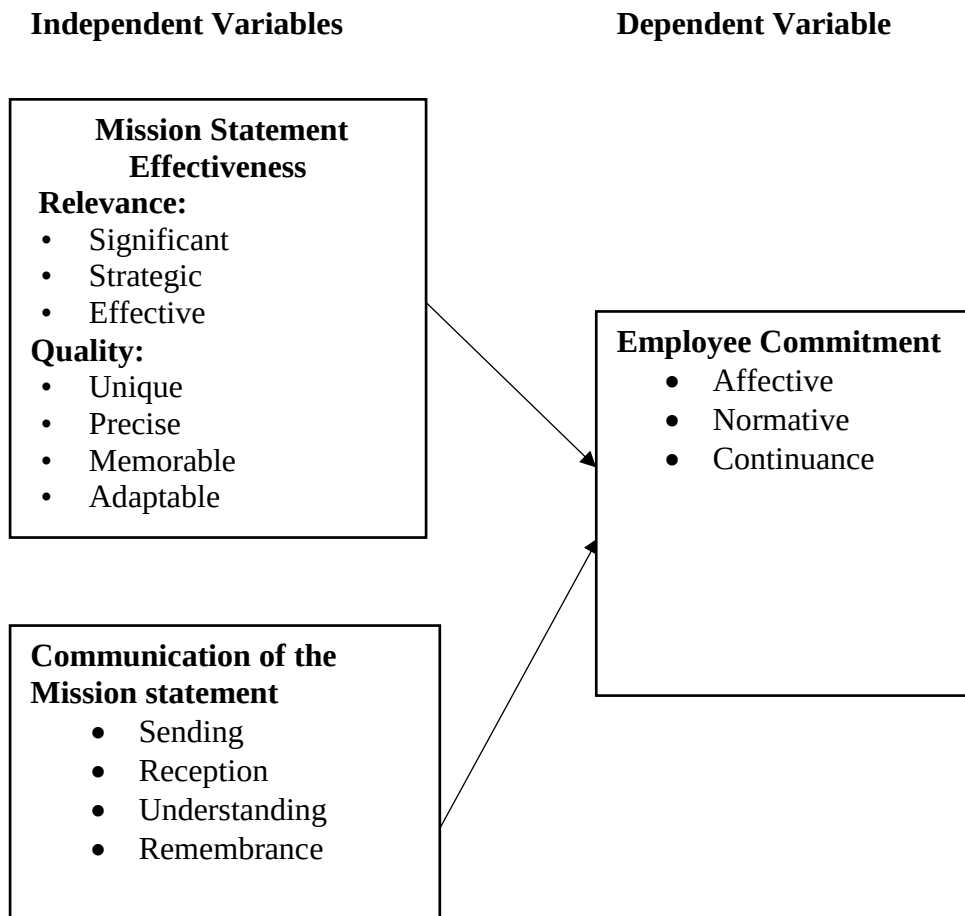


Figure 1. Conceptual Framework for the study

Significance of the Study

The study will be useful to several individuals and entities. The findings will create an awareness and it can be used as a basis for improvement regarding the use of mission statement in the Central African Union Mission. In particular the study will be useful to:

Church Administrators

Church administrators may perceive the study as an opportunity to have guidelines to make their mission statements work effectively and match the

organization's activities through good communication. Hence, this will help workers get committed to their various tasks. Thus, the community would be satisfied with the church's method of rendering its services. The church administrators can use the findings as a basis for their guidelines in designing the effective use of mission statements. The study can also make the church leaders more aware of how to communicate the mission statements to their employees more effectively.

Workers in Church institutions

The study's findings will help other church institutions, such as hospitals and schools use the proposed recommendations and ensure that commitment is enhanced through the mission statement. For workers in these institutions, it can be an eye-opener for better organizational performance.

Researchers

Researchers will benefit from this research's findings to expand their studies for further research on associated issues.

Contribution to Knowledge

This study will contribute to the wealth of knowledge on the topic.

Scope and Limitations of the Study

The study sought to determine the effect of the mission statement on employees' commitment within the Central African Union Mission consisting of five counties (Gabon, Congo, Chad, Equatorial Guinea, and Central Africa Republic). All five Central African Union Mission fields were selected for this study. The study considered the following variables: relevance and quality of the Seventh-day Adventist Church mission statement, communication of the mission statement within

the Central African Union Mission, and employees' commitment. The entire Central African Union Mission comprises one hundred and thirty-six (136) workers (pastoral and non-pastoral).

This study has several limitations. Some of these constraints included the failure of some respondents to return completed questionnaires due to the distance of various missions where respondents were located (each country was a mission on its own). Time was another limitation for some of the respondents. However, to mitigate the constraints, I constantly stayed connected with each worker through e-mail and other media to obtain the maximum number of respondents.

Operational Definition of Terms

- **Affective commitment:** This refers to the fact that some employees become committed to their organization due to emotional bonds.
- **Continuance commitment:** employees feel obliged to remain committed to the organization because of the lack of other work substitutes and compensation.
- **Employee commitment:** A psychological condition of an employee that creates a sense of attachment and loyalty towards their organization. As a result, employees are more loyal to the organization and less likely to leave it.
- **Institutional Mission statement:** An official document encompassing a publicly displayed statement that discloses the justification for a particular organization's purpose of existence.
- **Meaningful Work:** Meaningful work is experienced when an employee perceives an authentic connection between employment and a broader superior life purpose that goes beyond one's ego.

- Mission statement quality: It is the distinctive attributes of a mission statement, such as its preciseness, memorability, and adaptability.
- Mission statement Relevance: Refers to the organization's mission statement significance about its strategic direction.
- Normative commitment: Employees feel glued to the organization because they are afraid of causing any harm to the organization. They are afraid of feeling guilty if they leave.
- Organizational Communication: The means of sharing information about the institutional mission statement to stakeholders to ensure understanding and remembrance.

CHAPTER 2

LITERATURE REVIEW

This chapter reviews related literature and studies on the mission statement and employee organizational commitment. It provides an overview of the study's main variables of the study to gain a deeper understanding of how institutional mission statements relate to employees' organizational commitment.

Institutional Mission Statement Importance

A business identifies itself with its purpose. This purpose can be perceived through the mission. The goals of an organization are seen through the way it explicitly depicts what it stands for (Peter Drucker, 1973, as cited in Alegre et al., 2018). An organization cannot just exist without clearly defining its *raison d'être* beforehand. What makes an organization unique in theory and practice is its mission statement.

A mission statement shows the organization's uniqueness and contributes to its identity. This point came to the forefront in the early 1980s, when academics, managers, and consultants realized the relevance of the mission statement in an organization. According to Alegre et al., (2018), whose research concentrated on different types of mission statement content. The grouping is classified into four categories, which include the development of mission statements, the components of mission statements, the impact of mission statements on employees, and the impact of

mission statements on performance. Indeed, one could discover that mission statements are generally used in practice but poorly explored in theory.

A mission statement is a statement of purpose that identifies the scope of an organization's operations and its contributions to the stakeholders (Bart & Hupfer, 2004). No organization can exist without clearly defining its *raison d'être* or mission. It is crucial to write down the mission of the setup organization to know what it stands for in a given environment to avoid confusion and losses in the course of its existence. In other words, a mission statement will help harmonize all efforts toward the success of the entire organization. This document, thoroughly drafted, will officially state in a few words what the organization intends to do and why.

As far as Taleghani and Liyasi (2013) are concerned, an institution's mission statement can be considered as a set of believed values that members have adopted and that influence how they behave and perform within the organization. Thus, an organizational mission bears the key elements that determine the uniqueness through which employees can feel identified, among others. Taleghani and Liyasi (2013) further stated that the mission statement is the beginning of the organization. This is because it stipulates the purpose and integrates the development and organizational culture in the business strategy. Further, it provides a specific direction for employees to avoid straying and stay focused (Lang & Lopers-Sweetman, 1991).

The mission statement for a not-for-profit organization is a useful instrument that helps in many ways. A strong and clear mission statement is used to draw staff, sponsors, and volunteers who want to engage with the organization in fulfilling its goals. The mission statement can attract attention in the organization, which will help achieve the ultimate nonprofit's noble and central purpose of fulfilling the mission (Richard, n.d). Three main aspects make the mission statement important in a not-for-

profit organization. A mission statement defines the purpose and cause of a not-for-profit organization. Without a comprehensible mission statement, stakeholders, such as donors and employees, may not have a perfect and particular set of organizational objectives. This can lead employees to disagree with their goals and strategies. Thus, it gives a point of conjunction in the sense that when all the members understand and approve of a mission statement, this will lead to the unity of purpose and action that helps achieve the organizational goals.

The fact that a mission statement defines the purpose helps in the recruitment of volunteers and funders who can come on board to help the organization. A strong mission statement to which volunteers and donors are committed can bring about the support needed for the stability and expansion of the organization. The mission statement will not only attract members, volunteers, and donors but also make them proudly spread the image of the not-for-profit mission statement. Hence, the mission statement becomes a fervent and passionate oath.

Third, not-for-profit organizations seek tax-free status, especially in developed countries such as the US. A nonprofit organization can elucidate its intention and resolution for the Internal Revenue Service (IRS) when applying for tax indemnity through its mission statement. Thus, a mission statement is significant in helping helping an NPO gain such a status (tax-free status) (Richard, n.d).

Characteristics of an Effective Mission Statement

Mission Statement Quality

A quality mission statement integrates an organization's fundamental values and echoes its personality (Genç, 2012). In other words, quality is seen in how the mission statement can capture the essence of the organization and project it to various stakeholders. A Mission statement is a key tool for determining the success of

an organization. It emphasizes and communicates the organization's value system. Setting up a mission statement constitutes the first stage of strategic planning in an organization. It describes the motives behind the presence of an organization. Thus, this strategic document must be of quality by including the sector, the geographic coverage, and the stakeholders concerned, and can play an important role along the line of operation, the goals, the typical features, as well as the purpose of the organization (Genç 2012).

Mission Statement Relevance

A mission statement is important and crucial to an organization as it serves as a compass, and prevents it from going astray. Ireland and Hitt (1992) stated that an effective mission statement describes an organization's central and unique purpose. They further stated that a significant part of this description shows how a firm is distinctive in its scope of action. In other words, a mission statement declares corporate purpose. The declaration shows what the organization aims to accomplish. A mission statement is also set to offer inspiration and an overall direction, a representation of the personality and values of a company, along with a particular style or mindset that directs its actions (Ireland and Hitt, 1992). There is no doubt that the business environment has become so complex and in turmoil. This has brought about a need for the adoption of an effective mission statement to help guide and keep the organization focused (Ireland and Hitt, 1992). Nevertheless, many organizations have not made essential direction-setting statements. Everyone in the organization must be familiar with the reasons why the organization is carrying out its activities in a particular way. A well-drafted mission statement helps managers stand when things become difficult and guides them when they put in place a strategy for the organization. It also aids employees in discovering the significance of their daily

actions, thus finding meaning in their work. This leads to greater commitment and a sense of accomplishment. A mission statement affects the customers as well as the community or society. When the management of an organization invests enough time and resources to design a well-rounded mission statement, it goes along to help better understand the impact of that organization on society (Pies, 2022).

A consistent mission statement can contribute meaningfully to high commitment and bring about many advantages that frequently results in high organizational performance, including the financial performance. The principles for the allocation of resources are quickly identified; organizational purposes are specifically broken into clear objectives and goals; fundamental strategic competence and market position are identified; and priorities, values, and the business philosophy are clearly understood (Bart & Tabone, 1998 as cited in Marjanova & Sofijanova 2014). According to Bart et al. (2001), a mission statement could affect the organization's financial performance. Several intermediating features were observed to exist with the example of commitment to the mission with regard to the degree to which an organization aligns its internal structure and policies with the mission. These were positively related to employee attitudes, leading to a direct relationship with the financial performance of the organization.

Porter examined the performance of 36 Business Horizons and found that, on average, companies divested more than half of their acquirements in new businesses and more than 60 percent of their acquisitions in completely new areas (Porter 1987 as cited in Ireland and Hitt, 1992). The findings show that it is vital for an organization to have a mission statement to help guard and keep the organization focused. Thus, the lack of an effective mission statement and the compulsion of

reorganization may have contributed to the of changes that have happened in some big firms such as Chrysler Corporation.

The fact that many companies have not developed a mission statement is not exclusive to big companies alone. Mission statements are hardly adopted in small businesses. The consequences of not drafting mission statements in small firms are similar to those of large companies. For instance, two researchers found that 20 percent of small firms that were not involved in any tactical planning experienced bankruptcy, while failures happened in only 8 percent of the firms engaging in sophisticated strategic planning (Sexton & Van Auken, 1985). Not having a clear focus for the company through a mission statement can contribute to around 50% of newly established businesses failing in their first year, and an even higher percentage of 75-80% failing within the first three to five years. Typically, small businesses tend to develop mission statement only when faced with crisis situation. The experiences of Computer-Aided Design Group (CADG) showed this propensity. Originally, Computer-Aided Design Group (CADG) was extremely successful. The CEO suggested that, because customers easily patronize the company's products, a mission statement and strategy were not needed. However, after the first three years, this situation changed, partly because of CADG's entry into diverse markets and the resulting loss of its initial focus (Ireland and Hitt, 1992).

Braun et al. (2012) stated that to have an effective mission statement, there is a need, first and foremost, to determine the motivation behind its development, the process the mission statement goes through, and its development. In addition, the mission statement content and form, as well as individual attitudes toward the mission statement, should be considered.

Certain crucial elements must appear in a mission statement. It should include the purpose (why we exist) of the organization and its values. Also, the general corporate goals should be set to help make the mission more practical. The location of the business, the apprehension for survival, the organization's consideration for shareholders and employees, the pursuit of excellence, and the concern for society are essential to help make a mission statement effective (Yazhou & Jian, 2011). The content of a mission statement provides a snapshot of all the major faces of an organization, thus making it play a major role in helping inspire employees to identify with the organization. Taleghani and Liyasi (2013) supported the view that there is a strong relationship between the characteristics of a mission statement and the output or performance of employees in an organization. This means that if the characteristics of a mission statement are not well selected and drafted, the commitment might be poor.

Furthermore, justifications for mission statement drafting should be geared toward internal as well as external stakeholders. Institutional mission development and applications are effective when key stakeholders are considered. A short and complete presentation of important content such as organizational values/philosophy and self-concept, public image, and concern for internal and external stakeholders should be emphasized when developing mission statements. Individual attitudes, as well as behaviors in organizations, should be linked to mission development and enactment to help retain and understand the mission statement (Braun et al., 2012).

According to Williams et al. (2014), the first task of management should be to obtain the entire organization in the mission statement drafting process. Representations should be formed at every level of the organization (from the functional area, marketing, and so on.). All employees must know the person

representing them in the drafting process so that suggestions can easily be communicated when needed, thus signaling that management wants everyone to own the mission. Consequently, employees are far more likely to accept what they own.

In addition to the orientation task force, it is necessary to identify the key components necessary for an effective mission statement. Pearce (1982, as cited by Cochran et al., 2008) revealed that an effectively drafted mission statement seeks to find out who the organization's present and upcoming customers are. In other words, what are the characteristics of the targeted customers, and how does the mission statement meet those characteristics? The organization needs to go further to answer questions related to its fundamental beliefs, values, desires, and philosophical primacies, as well as its core strengths and competitive benefits. The firm's public image should also be captured.

Ireland and Hitt (1992) stated that every organization has exceptional core competencies and outward prospects which are recognized when a mission statement is being developed. The procedures used to draft mission statements and the circumstances surrounding their development are related to organization. Thus according to the author, an effective mission statement brings about general signals concerning what an organization plans to be, the categories of people it intends to serve, and the philosophies and principles that will guide its planned and operational decision-making developments. This type of information needs to be specific and concrete. Hence, senior managers must take charge to articulate a mission in such a manner as to give a meaningful message to each stakeholder. Such an effort from top management will go a long way to ensure that stakeholders obtain a full and clear understanding and direction necessary to carry out their tasks. Thus, key individuals must make sure that as soon as it is adopted, the use of mission statement as a

consistent guide for all organizational decisions and actions is widely accepted. It is generally recognized that organizations are established to meet the needs of their customers. Thus, a customer could be seen as a key shareholder group and thus, should play a conspicuous role in a mission statement's focus and characteristics.

The Mission of the Not-for-Profit Organization

The mission is the driving force for any organization to achieve a set goal; this is no exception for not-for-profit organizations. According to Pandey et al. (2017), a mission statement matters for not-for-profit organizations. The mission statement attributes are directly related to improved performance for both contributory and expressive purposes. Nevertheless, the development and utilization of tools for content analysis is necessary for nonprofit contexts to ensure that the mission statement impacts the stakeholders.

A study conducted by Patel et al. (2015) found that a mission statement has a significant and positive relationship with organizational performance in not-for-profit healthcare organizations. It was found that mission statement content made a difference. The study's results suggested that hospital administrators have separate inclinations concerning the features chosen to be included in their organization's mission statement. The results reveal that the representative mission statement in the not-for-profit healthcare sector includes elements such as a statement of purpose, a statement of values or beliefs, a clear and convincing goal, specific customers (patients) attended to, product or service rendered, uniqueness in terms of identity, concern for satisfying customers (patients in this case), respect for employees, and a statement of vision.

The not-for-profit organizations need to put a lot of emphasis on their mission and can use it to anchor their performance, even their financial performance. Stanley

Corfman (former chief financial officer of the Young Women's Christian Association, WCA) stated that people who have financial responsibilities in a not-for-profit organization should know that the budget should fit the mission (Dennis, 1997, as cited in Abraham, 2006).

Research has established that not-for-profit management should craft mission statements that express the activities of their organizations. Some findings reveal that for not-for-profit performing arts organizations, and possibly for other forms of nonprofit organizations, it is important that mission statements comprise words that highlight specific achievements such as community members' growth, giving voice to people whose stories go ignored, and so on. Other results have revealed that mission statements should avoid superfluities and exaggerations (Pandey et al., 2017).

The SDA Church and its Mission Statement

The Seventh-day Adventist Church is a religious movement that originated in the 1860s in the United States of America. This religious organization membership was formed from individuals from other existing denominational groups (Methodist, Baptist, and Presbyterian) with the strong conviction of the soon coming of Jesus Christ to our world.

The church started informally and later adopted a formal organization, local as well as international, with the mission of getting the world ready for Christ's soon return. Today the membership of the Seventh-day Adventist Church is estimated to be about twenty-two million members worldwide due to its strategic plan to conquer the world with the Gospel message. The Church was registered as a not-for-profit organization. Its mission statement states that the Seventh-day Adventist Church's mission is to spread the gospel to all people, with a focus on the three angels' messages found in Revelation 14:6-12. They aim to lead individuals to accept Jesus

Christ as their personal Savior and become a part of His remnant church, while also disciplining them to serve Him and preparing them for His imminent return. (Mission Statement of the Seventh-Day Adventist Church, 2014). The Seventh-day Adventist church accomplishes this mission through four steps: Preaching, Teaching, Healing, and discipling. Winning souls to prepare them for God's kingdom is the overall mission of the church that can bring membership growth (General Conference of Seventh-day Adventists Working Policy).

Organizational Communication

Organizational communication can be defined as the insertion of all types of communication that enable organizations to use communication media to connect and communicate within the organization and with outside stakeholders (Bhasin, 2022). In organizational communication, people send messages via face-to-face, written, and media channels, supported by technological platforms (Paynton & Hahn, 2018).

Organizational communication helps accomplish duties with regard to responsibilities in an organization and assist employees become acquainted with changes and adaptations. The communication of regulations and policies helps everyone in the process line to abide by the organization's goals. As mentioned by Paynton and Hahn (2018), organizational communication develops relationships where human messages are focused on people in the organization.

Management and Organizational Communication of the Mission Statement

The communication of a mission statement should be effective as to know who should receive the information, what to communicate, and how to communicate it. A mission statement should also be readable and nothing should be ambiguous.

The connotative significances and emotional aspects of a written document are important to bring about achievement. Mission statements should raise feelings and emotions. In other words, a mission statement should inspire and motivate readers within or outside the organization to get involved in fulfilling the stated mission (Negro, 2019). The mission statement should be communicated to all as soon as possible. Efforts must be made to ensure that the message has been communicated and understood by the recipient of the message. Sending and receiving are not sufficient but understanding is also needed.

A mission statement is said to be effective (to have a considerable impact on the organization) when the communication strategies contribute to making it easily remembered by members of the organization during their daily activities at the workplace. Effective mission statements are those that work as a communication tool that can define the organization and point to goals that can be carried out (Bartkus et al. 2000, as cited in Sufi & Lyons, 2003). In other words, an organization should remember that a mission statement should not just be an official document kept in drawers; rather, it should be a document that sells out the organization at first sight. Toh et al., (2022) said that managers should refocus an understanding the mission statement as simply a management instrument for intentional positioning. Instead, managers should use of the mission statement as an active communicative tool. This document should replicate managers' words and deeds and demonstrate the philosophy of the organization. This means that managers should lead by example, since they are the first in the organization to abide by the mission statement. Their actions and words are closely and strictly analyzed by the employees. The more managers speak and live naturally by words and actions the organization mission statement, the lasting the positive impression it leaves on employees

Importance of Communicating Mission Statement

The communication should be based on a drafted statement revealing the mission and the values of the organization. This should take into account many aspects of the organization's performance as well as the competitive environment. The frequency of the communication is important for the employees to recall what has been transmitted as information. Communicating through intranet may help improve the speed at which issues can be treated within the organization, in line with the way the mission statement is communicated.

The setting of employees' annual appraisal interviews, which relate to some aspects of performance, may also help to better appreciate the need for proper communication of the mission statement. (Dermol & Širca, 2018). In other words, communication is key to make a mission statement alive and effective. Organizations should not keep on repeating and rehearsing through multiple means what the organization stands for until it sees it imbedded in each employee.

Hackley (1998) revealed some of the benefits resulting in communicating the mission statement. In particular he stated that an effective communication of the mission statement in an organization can bring about unity of purpose such that everyone in the organization looks at the same direction and avoid any distraction. A mission statement communication within an organization helps build high self-esteem in employees as they identify with the organization's purpose. The fact that employees are aware of the values and shared goals of the organization, there is a sense of psychological motivation. Workers tend to identify themselves with the organization through the mission statement.

Communication of a mission statement is key to the strategic management of the organization. Communication should be effective in the organization for a

strategic plan to be effective. When the mission statement is well communicated, employees feel involved in the strategic destiny of the organization, thus giving the necessary trust and support to management. A mission statement communication plan helps in decision making as well as recruitment. When the mission statement implicitly sets the organization's standards and expectations, potential newcomers are liable to know whether they will fit in the organization or not.

The fact that a mission statement is being communicated helps share and propagate the organizational values and culture, leading to better performance. The communication of a mission statement is an opportunity for the organization to give its true appearance and helps improve its image. A well-communicated mission statement helps outsiders and insiders to see the distinct aspects of the organization. A well-communicated mission statement can help create a distinctive competitive edge by the uniqueness and values that it promotes (Jonyo et al, 2018). Those involved in the mission statement drafting should naturally be the spokespersons to their peers and begin the communication process. Management should communicate the mission statement-related issues through written notes, face-to-face or virtual meetings, or other means to clearly specify how the mission is driving the firm's behavior (Williams et al, 2014). According to Desmidt et al. (2008), an analysis of the factors of mission statement use specified that a communication and implementation plan should consist of formal and informal actions. This means that the mission statement should be familiar to both management and employees.

Employee Commitment

According to Wainwright (2019) there are several definitions that can clarify the concept of commitment. One definition sees commitment as being bound to a goal or purpose with deference to a goal, irrespective of the source of the goal.

Commitment is a psychological condition that impasses an individual to an organization. At this point, employees are more devoted to the organization and less likely to quit. Meyer & Herscovitch (2001) citing Scholl (1981) defined commitment as a “stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function” (p. 593). Furthermore, commitment can be defined as the entire normative force that acts in a way that meets organizational interests. Organizational identification and the generalized values of loyalty and duty are regarded as direct factors (Wiener, 1982).

Private and government bodies constantly face different challenges regarding the maintainance of productivity and commitment of the workforce. An organization cannot achieve its maximum levels except when employees are committed its objectives and goals. It is so vital that the organization considers the concept of employee commitment and its benefits as well as its workable impact. Studies have investigated the elements that impact the level of dedication exhibited by employees working in private and public higher education establishments. Psychological contracts explain individuals’ beliefs about their employment relationships and direct employees’ beliefs about what they think they are eligible to obtain because of real or perceived promises from their organization. As we live in a social world, mutuality creates a normative link among people, thus reinforcing the responsibility of employees to return the benefits they receive (Sulasula et al., 2020).

Types of Commitment

Organizational commitment can be defined as the tie employees experience with their organizations. Employees who are loyal to their organization usually feel a connection with it (Al-Jabari & Ghazzawi, 2019). They feel that they understand the organization’s objectives. The extra worth of such employees is that they are willing

to invest more energy and strength in their work. There are three types of commitment in organizations: affective, normative, and continuance commitment (Meyer & Herscovitch, 2001).

Affective commitment is the type of commitment that has to do with how much employees remain attached to their organizations. Employees are emotionally committed to their organization; they do not want to leave their organization there are. They typically accept the goals of the organization. They are contented with the assigned tasks and responsibilities. They feel valued and are ready to act as representatives for their organization, and are most often important resources for organizations (Mercurio, 2015).

Normative committed employees most often feel that they should remain in their workplace. They feel that if they leave their organization distressing consequences will follow, and they feel guilty about leaving. They foresee that their departure could create a vacuum in knowledge and skills, which would subsequently increase the pressure on other co-employees (Meyer & Parfyonova, 2010).

Lastly, continuance commitment has to do with how much employees feel the requirement to stay at their organization. Employees, who are continuance committed, feel their need to remain in the organization due to the compensation they receive. They also stay because they are reluctant, or are unable to find another work to make a living (Sukanebari & Konya, 2020).

According to Meyer and Parfyonova (2010), organizations are becoming progressively more dependent on a committed staff to achieve a competitive benefit over their competitors. This situation leads to a greater need to understand the nature of employee commitment and its effect on organizational performance. Furthermore, it is becoming clear to managers that commitment with a strong moral foundation

tends to lead behavior in a way that transcends personal interest and benefits the broader cooperative interest (Meyer & Parfyonova, 2010).

Recent research investigating the concept of commitment has revealed two aspects of normative commitment. It is suggested that there may be considerably an important benefit for both employers and employees when normative commitment is perceived as a moral obligation. Indeed, the evidence suggests that the benefits resulting from commitment experienced as a moral obligation can surpass those resulting from affective commitment alone.

Sukanebari and Konya (2020) conducted a study that examined the relationship between continuance commitment and organizational performance of industrial firms in Port Harcourt, Nigeria, and that was conducted on a population of 260 employees of 10 selected manufacturing firms in Port Harcourt. This study revealed a significant relationship between continuance commitment and the organizational performance of manufacturing firms in Port Harcourt, Nigeria. The study inferred that continuance commitment is a significant predictor of the organizational performance of manufacturing firms in Port Harcourt, Nigeria. This implies that management is encouraged to provide fair salary benefits to their employees because a satisfied workforce tends to bring about hard and best work aimed at achieving organizational goals. In other words, an effective reward system meant at growing employees' job satisfaction could stimulate their continuance commitment.

Macedo et al. (2016)'s research on facilitating the role of organizational commitment in clarifying the mission-performance link showed that, although a mission statement is broadly accepted as a vital strategic tool, its effective influence on organizational performance is not firmly recognized due to a lack of reliable

results in the relevant literature. A study conducted on representative sample of 112 non-profit healthcare organizations operating in Portugal revealed that examining the impact of organizational commitment as a mediating variable is crucial to fully comprehend the connection between the mission statement and organizational performance. In other words, organizational performance is related to the level of commitment of employees through the mission statement. Thus the mission statement, commitment, and organizational performance are directly linked to organizational success (Macedo, 2016).

Factors that Influence Commitment

According to Kamau (2015), several elements affect employee commitment. The first is related to organizational causes. The author concluded that organizational factors had an essential impact on the level of employees' commitment to the organization (salary given to employees, past achievements of an organization, training and development system, leadership and management approach, working environment, team collaboration, organizational structure, and job redesign).

The second factor has to do with individual factors. Individual factors play a major role in employee commitment. These factors entail opportunities for personal development, demographic factors, employee job satisfaction, participation in decision making, level of stress caused at the workplace, aligning individual needs with organizational goals, relationship with co-workers, achievement of performance feedback, trust between co-workers and the degree to which the employee's personal values in harmony with those of colleagues. These factors need to be considered by management to ensure an employee commitment (Tatar, 2020).

Opportunities to advance one's career are genuine concerns. When there is a possibility of career growth, employees become more committed to the organization. The workers do their best to perform to the expectations of their superior. The aim is to get promoted to a higher rank in the organization. The other side of the coin implies that when there is no progress opportunity for employees, commitment will be very low and departure could be an option (Kamau, 2015).

Personal factors play a vital role in affecting the level of employee commitment in an organization. Employees who are married and have family obligations tend to exhibit higher levels of commitment towards their organization, as they have individuals who rely on them. On the other hand, single employees might not be committed to the organization if they do not have any obligations towards the family (Igella, 2014).

Job satisfaction is one of the most measured organizational variables and often refers to the global attitudinal or affective response of employees to their jobs. Kamau (2015) stated that job satisfaction is the way individuals understand and feel about their work experience. A high level of job satisfaction may encourage the employees to go beyond their daily duties to collaborate with the managers. It also implies the employees' satisfaction with organizational policies, and can even impact personal lives. Some studies have established that job satisfaction has a significant relationship and a positive effect on normative and affective commitment (Valaei & Rezaei 2016).

Job involvement as a whole includes components that influence how committed an employee can be in his/her work place (Pelkey (2017). If employees consider their job as an essential life interest, rather than just a place to gain money, job involvement will be stronger. Job involvement and organizational commitment

are directly related. It implies that workers are involved in the various activities of the organization. This shows that employees count for the organization's success.

Employee commitment is impacted by job-related features, such as turnover, absenteeism, job effort, job role, and performance. Employees who are not aware of their assigned roles may lack commitment. Promotional opportunities can also stimulate or detract the level of employee commitment (Kónya et al. 2016).

Furthermore, changes in the organizational structure cause employees to become stressed, leading to a change in morale and dedication toward work. Change is unavoidable. The only challenge is that some workers cannot cope with it. However, during employee retrenchment, the most qualified employees leave their jobs of their own free wil. Cost-cutting activities in an organization brings about stressful situations. Stress can lead employees to become aggressive and passive, with a low interest in their jobs (Kónya et al. 2016).

The availability of employment opportunities can have a major impact on an organization' commitment. Employees with strong confidence of their high employability are more likely to get other job and are less committed because they always have other alternatives. The opposite situation (lack of other employment opportunities) leads to a high level of organizational commitment (Giauque & Varone 2018).

Employees' organizational commitment can also be influenced by their personal characteristics such as age, years of service, and gender. Senior employees who are content show higher levels of commitment than others. Older people in the organization are more committed than the younger employees. Age, education level, marital status, length of service, and efficacy are important predictors of employee commitment (Keramati et al., 2013). Organizations are encouraged to retain long-

serving staff. They can be supported to further their education, support their families, and develop staff self-efficacy to enforce their commitment to the organization. (Mugizi & Bakkabulindi, 2018). When employees' personal needs and goals are associated with the opportunities in the organization, employees are more likely to be devoted. When employees observe that they can take advantage of the emerging opportunities, then they work very hard and make a positive contribute to the organization.

An organization as a workplace setting is built up of relationships between workers, and one of them is the supervisory relationship. According to the superintendent relationship can either influence organizational commitment in a positive or negative way. In other words, work-related activities such as performance management and their implementation demonstrate a level of a supervisory relationship. For example, if employees feel that a supervisory relationship is amicable, they tend to be more committed.

Teamwork and groups in the workplace affect the level of commitment in an organization. Employee commitment to the organization can be improved by exhibiting efforts to improve the organization's performance. When work relationships is facilitated and well encouraged in the organization, employees find themselves in a family type environment leading them to be more committed (Palmiano, 2019).

Employment security is one of the crucial factors influencing employee commitment to an organization. Job security plays a significant role in reducing employee turnover and enhancing employee relations in the organization (Jandaghi et al. 2011). Hence, job security contributes to reducing the hiring costs incurred when an organization recruits a new employee.

Trust is a vital element in any given working environment. Trust brings about good performance, communication links, teamwork, and an effective and efficient organization. Trust is the psychological agreement, and involves the ethical behavior of top managers. The psychological contract is a mutually agreed-upon responsibility that exists between employer and their employees (Zeffane & Al Zarooni, 2012).

From the start of the employment duration, managers and employees should be aware about each other's responsibilities. This helps remove any sort of misunderstandings. If the employees' responsibilities and roles are clearly defined, they will have an easier time at work. If their roles are set, then employees will be confident, and the level of commitment increase, leading to advanced performance. It is also important that employees are placed where their strengths are needed, which gives them a sense of independence, empowerment, and fulfilment (Bushiri, 2014).

Organizational values are those believed and accepted behaviors within a work environment. The values of an organization encompass the ethical principles that steer and limit particular employee actions. The correlation between the alignment of values and employee dedication, productivity, and attrition is apparent. When employees share the same values as those of the organization, they are more committed to it. Hence, it is crucial for business executives to effectively communicate the core values of their enterprise and ensure that every worker comprehends and endorses the entire organizational value structure (Elizur & Koslowski 2021).

Empirical Studies

Darbi (2012) conducted a survey of 120 employees to investigate their level of awareness of mission statements, their level of ownership, and whether the mission statement influences their behavior in the organization. The outcomes of the survey

showed that most employees had only superficial knowledge of the mission statements. Consequently, they have a low sense of ownership in the organization.

Forbes and Seena (2006) conducted a research in 18 not-for-profit hospitals where a single mission statement was introduced to analyze the degree to which a mission statement can aid in motivating all staff members. The results received from various groups of employees showed that mission statement can be used to motivate the personnel in the workplace.

Yazhou and Jian (2011) studied 227 nonprofit organizations in China, there is reason to consider that effective organizational mission statements as a crucial means of communicating an organizational purpose, guiding executives, and motivating employees. Conveying the organizational mission to both insiders and outsiders helps stakeholder groups better appreciate and identify the organization's presence and progress. It can improve the organization stakeholders' awareness of the mission statement and encourage them to effectively interact with the organization.

A study designed to assess the level and determinants of the use of the mission statement by nurses working in three Flemish hospitals found that the level of awareness and use of the mission statement among participating nurses was low. The results show a weakening of the possible benefits of mission statements in hospitals, as the literature indicates that the effectiveness of mission statements depends on the extent to which they are communicated to the members of the organization and their relevance to the daily practice of all employees (Williams et al., 2005). Hospitals should develop a carefully organized communication and implementation plan to encourage employees to adopt the organizational mission statement.

Desmidt and Prinzie (2009) carried out an empirical analysis of the effectiveness of a mission statement from an intra-organizational message perspective

and tested a theoretical reasoning explaining the mission statement proposal. The results showed that a mission statement motivated members in the organization to participate in the transmission of information. Further, the higher the levels of mission motivation, the higher the organizational performance.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter presents the methods and procedures as well as the tools employed in the study. It included the research design, the population and sampling technique, the instrument for data collection, instrument validity and reliability, ethical considerations, data collection procedure, and finally the method used for data analysis.

Research Design

The researcher used a causal design to determine the effect of institutional mission effectiveness on employees' commitment in various categories of workers within the Central African Union Mission. This type of research enabled the researcher to examine the characteristics of effective mission statements and how they impact employees' sense of meaningfulness resulting in their commitment across the Central African Union Mission of Seventh-day Adventists.

Population and Sampling

A population can be defined as a set of data investigated at a particular time and space. In order to have a clear and complete picture of the research, the population consisted of church workers (pastoral workforce as well as a non-pastoral workforce) within the five entities of the Seventh-day Adventist Central African Union Mission (Gabon Mission, Central Africa Republic Mission, Congo Mission, Chad Mission and Equatorial Guinea Mission). Table 1 shows the target population of

the study. Considering the fact that the population under study is small, total population sampling was chosen.

Table 1. Central African Missions' Workforce

Mission	No. of Workers
Gabon Mission	36
Congo Mission	10
CAR Mission	22
Equatorial Guinea Mission	10
Tchad Mission	58
Total	136

Source: Central African Union Mission, 2021

Instruments for Data Collection

The data was collected using questionnaires as instrument. The questionnaires were administered to all the respondents. The instrument was designed such that the required information was obtained from the respondents. The questionnaire was designed from information gathered from the literature review (Bartkus & al. 2006; Richard, n.d; Lang & Lopers-Sweetman, 1991; Pies, 2022). The questionnaire was designed in such a way that it comprised closed-ended questions. The closed questions included demographic information of the respondents and a 4-point Likert scale ranging from 1 (Strongly Agree) to 4 (Strongly Disagree).

The questionnaire was made of four parts. The first part of the questionnaire addressed the relevance of the mission statement. The second part was related to the quality of the mission statement. The third part is about the communication of the mission statement and the fourth one addressed employee commitment. The Likert scale was interpreted in the light of the independent and dependent variables used in the study, i.e effectiveness as measured by quality and relevance, communication, and commitment. Table 2 presents the interpretation of the 4-point scale.

Table 2. Likert Scale Rating and Interpretation

Scale	Responses	Mean Interval	Interpretation of scale
4.	Strongly Agree	3.50 – 4.00	Very high level of relevance/ quality/communication/commitment
3.	Agree	2.50 – 3.49	High level of relevance/ quality/communication/Commitment
2.	Disagree	1.50 – 2.49	Low level of relevance/ quality/communication/ commitment
1.	Strongly Disagree	1.00 – 1.49	Very low level of relevance/ quality/communication/commitment

Source: Researcher, 2022

Instrument Validity and Reliability

Content validity is defined as the extent to which the items in a tool reflect the content setting to which the tool would apply across the entire population (Taherdoost, 2016). The content validity ensured that the survey contained items that covered all the aspects of the construct being measured. I used the help of experts in mission statement to read the questionnaire and tell if the items used included every aspect. Corrections were brought to the questionnaire based on the comments made.

Reliability refers to the degree to which a measurement of a phenomenon provides stable and consistent results (Taherdoost, 2016). Inter-item reliability helps determine the consistency between multiple items measuring the same construct. Each variable had several items that tell something about the concept under consideration. These items are summed up to a total score. The researcher summed up the participants' responses to arrive at a single score, ensuring that all items measured the same construct (variable). To check the extent to which items match each other, for each combination of elements, the overall correlation of the items was calculated. This is the correlation between an element and the rest of the elements. Each item of

the measurement tool was correlated with the rest of the items. Cronbach's alpha was used to measure the internal consistency reliability. The resulting α coefficient of reliability ranges from 0 to 1 to provide an overall assessment of the reliability of a measure. The closer the Cronbach's alpha coefficient is to 1.0 the greater is the internal consistency of the items in the scale (Lemi, 2015). Table 3 shows the Cronbach's alpha reliability estimation coefficients.

Table 3. Lee Cronbach' Reliability Estimation Table

Cronbach's alpha	International consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: Lemi, 2015.

The table below shows the Cronbach Alpha indices for the study's variables. It can be seen that all the variables, except "relevance" had an index of close to .7 or more. Thus the inter item reliability of the variables is ensured.

Table 4. Reliability Statistics of Variables in the Survey Instrument

Variables Cronbach's	Alpha	Number of Items
Relevance of Mission Statement	.630	4
Quality of Mission Statement	.703	6
Communication of Mission Statement	.680	8
Employee commitment	.798	8
Overall	.703	26

Furthermore, a pilot study was done using the employees from the Adventist High school of Libreville in Gabon. The results were analyzed and the master questionnaire was revised accordingly.

Ethical Considerations

Since this study involved human participation, the following steps were followed to reduce any ethical misconduct.

1. The researcher sought permission from the leadership of the Central African Union Mission before collecting data.
2. Research participants were informed about the general nature and purpose of the study. A consent form indicated the purpose of the study and assured the respondents of protection of their privacy and confidentiality. For instance, respondents were not required to provide personal information such as names and the results were reported in aggregates.
3. In addition, the participants were assured of their freedom and choice to participate, decline or withdraw from the study at any time without any punitive action.

Data Collection Procedure

After I got approval from AUA, I sought permission from the Central African Union Mission to carry out the study within its territory. I administered the questionnaires physically (for the respondents who were located in the same region where I was). For those respondents who were located in other fields of the Central African Union Mission, I used e-mail, WhatsApp and Google forms to retrieve the data. The questionnaires were filled and returned over three months.

Method of Data Analysis

Statistical Package for Social Sciences (SPSS) was used to analyze the data. The results obtained were cleaned and organized for analysis. Descriptive statistics such as frequencies, means, and standard deviations were used for research questions

1 and 2. For research question number 3 I used Pearson correlation analysis.

Research question number 4 was answered using regression analysis to establish the cause and effect relationship between the independent and dependent variables.

Finally, research question number 5 was answered through a description of the strategies to be used based on the findings. I also used distributions and percentages to describe the general demographics of the respondents. Graphics and table representations were used in order to make representation and understanding of the data easier.

CHAPTER 4

RESULTS AND DISCUSSION

This chapter presents and discusses the findings based on the research questions. The data presented include the study response rate, demographic information of the respondents, respondents' perceptions of the institutional mission statements and the subsequent impact on employees' commitment.

Study Area Setting

The study was conducted across the five countries that constitute the Central African Union Mission: Gabon Mission, Central Africa Republic Mission, Congo Mission, Chad Mission and Equatorial Guinea Mission. These countries are located in the western central part of the African continent. The Gabon Mission was established in 1975 and organized in 1978. As of June 30, 2021 the mission had 22 churches with a membership of 2,636 Adventists out of a total population of 2,279,000 inhabitants. The Central African Republic was established in 1960 and organized in 1970. By June 30th 2021 the mission counted 53 churches with a membership of 6,488 in a total country population of 4,920,000 inhabitants. Formerly Republic of Congo Attached Mission Station was organized in 1972, renamed in 2017 as Congo Region and was voted as a Mission in 2021. It consists of 16 churches with a membership of 1293 in a country population of 5,657,000 inhabitants. The Chad Mission was established in 1967 and organized in 1973. It was reorganized in 1987. The Mission consists of 42 local churches with a membership of 4336; its country population is

17,413,000. Equatorial Guinea Mission was organized in 1986. It counts 9 churches with a population of 1,765. Its population is 1,450,000 inhabitants (Office of Archives, Statistics and Research, n.d).

Response Rate

The church employees under study were one hundred and thirty six (136). The entire population was selected as participants to the study. One hundred and thirty six (136) questionnaires were distributed to the respondents. However, only 77 were completed and returned by the church workers of the various missions. Therefore, the response rate of participation is 57%.

Demographic Characteristics of Respondents

This section presents the demographic characteristics of the research participants as shown in Table 5 to 8 below. Table 5 shows the gender distribution of the study respondents.

Table 5. Gender Distribution of Respondents

Gender	Frequency	Percent
Male	54	70.1
Female	23	29.9
Total	77	100.0

As shown in Table 5, the gender proportion of male respondents was 70.1% whereas that of female respondents was 29.9%. It means that males were highly represented in this study. This could be due to the fact that the majority of church workers in the full-time ministry are men (considering the restrictions of women to enter pastoral ministry in the Seventh-day Adventist Church).

According to Table 6, the age group 36-46 years was most represented in the study (44.2%), followed by the age group of more than 46 years (24.7%), then the age group 25-35 years (19.5%), and the smallest age group of 18-24 years (11.7%). This result indicates that the employees within the Central African Union Mission are, for the majority, matured in age. This means that the respondents spent more years within the organization, and therefore knew it very well, and their commitment is consequential.

Table 6. Age Distribution of the Respondents

Age	Frequency	Percent
18-24 years old	9	11.7
25-35 years old	15	19.5
36-46 years old	34	44.2
More than 46 years old	19	24.7
Total	77	100.0

Table 7 presents the number of years of work of the employees. The most represented years of service group are 6-10 years which is 37.7%. The year service group 2-5 years was 35.1%. Of the respondents, 23.4% had less than two years of service. 3.9% of the respondents represent the year of service group less more than 10 years.

Table 7. Respondents Distribution According to Years of Service

Years of Work	Frequency	Percent
Less than 2 years	18	23.4
2-5 years	27	35.1
6-10 years	29	37.7
More than 10 years	3	3.9
Total	77	100.0

Table 8 shows that 39% of respondents within the targeted population is made up of teachers, followed by pastors who consist of 28.6 % and the rest is made up to

accountant (15.6%) and others (16.9%). This shows that most of the front-line church workers were involved in the survey. This increases the relevance of the overall results of the study since pastors and teachers are the ones involved in the daily church mission reality.

Table 8. Distribution of Respondents According to their Work

Work	Frequency	Percent
Pastor	22	28.6
Teacher	30	39.0
Accountant	12	15.6
Others	13	16.9
Total	77	100.0

In order to have a deep and clear understanding of the variables at stake, an analysis of the research questions is presented with the results.

Research Question 1: Institutional Mission Statement Effectiveness

The first research question of the current study was to determine employees' perceptions of the relevance, quality, and communication of their institutions' mission statements. The survey results, based on the components of the relevance of a mission statement, are listed in Table 9.

In general, the overall mean of the relevance of the mission statement is 3.57, indicating that a mission statement is generally highly relevant in an organization. The highest mean 3.74 shows that the majority of respondents agreed that a mission statement is important for an organization, such as a church. The findings further show that knowledge of a mission statement can affect organizational performance (M=3.51). The finding confirms the study done by Mohammad and Mojtaba (2013).

The results of the survey based on the components of relevance of a mission statement are shown in Table 9.

Table 9. Perception of Mission Statement Relevance

Relevance	Mean	Std. D	Interpretation
A mission statement is relevant for an organization such as a church	3.74	.69	High relevance
A mission statement is a key element for the success of a not-for-profit organization such as a church	3.64	.68	High relevance
Knowing a mission statement can make a difference in an organization's performance	3.51	.65	High relevance
Knowing a mission statement can influence the way I perform at work	3.37	.82	High relevance
The overall mean of Relevance	3.57	.49	High relevance

Quality is a variable under study in the analysis of a mission statement in a denominational institution. The results in table 10 indicate that the overall mean is 3.18 showing that that Seventh-day adventist mission statement is of quality and can help lead the employees to a high level of commitment. The highest mean, which is 3.42, clearly indicates that respondents who read the Seventh-day Adventist Mission statement are pushed to do something in line with the Mission of the Church. Again the mean 3.33 and 3.15, respectively, reveal that respondents perceive that the Seventh-day Adventist mission statement is of good quality because of its inspiration dimension and its uniqueness. On the other hand, the mean of 2.92, analyzing the Seventh-day Adventist mission adaptability, indicates that some respondents believe that something can be done to better make it fit our contemporary society. In other words, these respondents may expect the mission statement to cover aspects of their current needs.

Table 10. Perception of Mission Statement Quality

Quality	Mean	Std. D	Interpretation
The Seventh-day-Adventist mission statement makes me feel that something needs to be done	3.42	.65	High quality
The Seventh-day-Adventist mission statement is easy to remember	3.09	.86	High quality
The Seventh-day-Adventist mission statement is unique	3.15	1.01	High quality
The Seventh-day-Adventist mission statement is adapted to our contemporary society	2.92	.98	High quality
The seventh-day-Adventist mission statement is realistic	3.15	.81	High quality
I feel inspired by the Seventh-day-Adventist mission statement	3.33	.68	High quality
Quality	3.18	.53	High quality

Communication of the Mission Statement

Communication is very important since it helps show whether the Seventh-day Adventist mission statement is properly communicated within the organization. Table 11 gives us the overall mean, which is 2.89, and is interpreted as the average. This means that the communication level is not very effective in various missions. This is confirmed by the mean of 2.45 (dealing with the visibility of the Seventh-day Adventist mission statement in institutions. Again the Seventh-day Adventist mission statement is not fully discussed among workers (M=2.46) and the Mission statement is not even known off head (M=2.53). This findings confirm the study by Phaniel and Darbi (2012) which revealed that the personnel are aware of the existence of the mission in the organization but are not completely familiar with its content.

Table 11. Mission Statement Communication

Communication	Mean	Std. D.	Interpretation
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The Mission statement describes the purpose of the Church	3.62	.62	Very high level
I am very familiar with the Seventh-day Adventist church mission statement	3.20	.81	High level
I always hear about the Seventh-day Adventist church mission statement in my field of work	3.09	0	High level
I always see the Seventh-day Adventist church mission statement in all Adventist institutions I visit	2.45	1.10	Low level
The Seventh-day Adventist Church mission statement is often a point of discussion among mission workers	2.46	1.05	Low level
I know the Seventh-day Adventist mission off head	2.53	.926	High level
I completely understand the mission of my organization	3.03	.95	High level
Church leaders often take time to explain to all employees the mission of the Church	2.77	1.02	High level
Communication	2.89	.52	High level

Research Question 2: Employees Commitment

Commitment was the dependent variable in this study. The results of the commitment survey are shown in Table 12, with an overall mean of 3.36. This means that a good number of respondents agreed that they are committed to work toward accomplishing the Seventh-day Adventist mission statement through practical efforts, such as sensitization about the mission statement and problem solving within the organization. The highest mean (M=3.68) shows that respondents agreed that they were committed to working with the Seventh-day Adventist Church because of their faith. Knowing that respondents are Seventh-day Adventist members, they see themselves working in the right place and for the right cause; hence, this goes a long way to get them more committed to the Seventh-day Adventist mission in spirit and in truth. Respondents agreed that they practically help non-Adventists when they come

to office (mean = 3.23). The respondents also indicated of their intention of staying for the rest of their careers in the organization (mean = 3.64). This shows the level of attachment, which is often related to the values and mission statements of the organization. Again, a number of respondents agreed that they reminded their colleagues about the church mission when they went astray, (mean = 3.15). A good number of the respondents think that the Seventh-day Adventist organization deserves their loyalty (M=3.37). This suggests that they are ready to abide by what the mission statement stipulates to fulfil the organization's goals.

Table 12. Employees Level of Commitment

Commitment	Mean	Std. D	Interpretation
I keep evangelistic pamphlets for visitors in my office	2.95	.96	High level
I often help non-Adventist visitors who come to the office for inquiries	3.23	.72	High level
I remind my colleagues about the church mission statement when they go astray	3.15	.77	High level
I am eager to get involved in problem solving than complaining when there is an issue at the work place	3.40	.76	High level
I would be very happy to spend the rest of my career in this organization	3.64	.66	Very High level
It would be very hard for me to leave my job at this organization right now even if I wanted to	3.46	.80	High level
I need to stay in this organization because of my faith	3.68	.69	Very high level
This organization deserves my loyalty	3.37	.88	High level
Commitment	3.36	.50	High level

Research Question 3: Relationship between the Mission Statement's Effectiveness and Employees' Commitment

A Pearson correlation matrix was used to measure the correlation between the variables. Schober et al.'s (2018) table of coefficient correlation (see Table 13 below) was used to interpret the coefficients found and to determine the strength of the relationships between the variables.

Table 13. Interpretation of Pearson Coefficient Correlation

Absolute Magnitude of the Observed Correlation Coefficient	Interpretation
0.00–0.10	Negligible correlation
0.10–0.39	Weak correlation
0.40–0.69	Moderate correlation
0.70–0.89	Strong correlation
0.90–1.00	Very strong correlation

Table 14 presents the findings of this study. There is a positive relationship between the relevance, quality, communication, and commitment of respondents with regard to the Seventh-day Adventist Mission Statement. Table 14 reveals that all three variables have a moderate but significant correlation ($r=.45, p<0.01$; quality: $r=.49, p<0.01$; and communication: $r=.47, p<0.01$).

In other words, the relevance, quality, and communication level of a mission statement are related to the level of commitment of the employees of the Central African Union Mission. This is an important finding that confirms the study of Dobrinić and Fabac (2021) who found that there is a relationship between an effective mission statement and the employees commitment to an organization.

Table 14. Correlations Matrix Of Relevance, Quality, Communication, and Commitment

		Relevance	Quality	Communication	Commitment
Relevance	Pearson Correlation	1	.411**	.358**	.459**
	Sig. (2-tailed)		.000	.001	.000
	N	77	77	77	77
Quality	Pearson Correlation	.411**	1	.519**	.495**
	Sig. (2-tailed)	.000		.000	.000
	N	77	77	77	77
Communication	Pearson Correlation	.358**	.519**	1	.478**
	Sig. (2-tailed)	.001	.000		.000
	N	77	77	77	77
Commitment	Pearson Correlation	.459**	.495**	.478**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	77	77	77	77

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

Research Question 4: Effect of Effect of Institutional Mission Statement Effectiveness and Communication on Employees' Commitment

The analysis focused on the three variables separately. The first analysis was about the impact of mission statement relevance on employee commitment. As shown in Table 15, the adjusted R-square is 0.200, meaning that relevance accounts for approximately 20 % of employee commitment within the Central African Union Mission. In Table 16, ANOVA shows that the regression model related to the present study is statistically significant, $F(1, 75) = 20.050$, $p < 0.05$, implying that the combination of the predictor (relevance) significantly impacts commitment. Table 17 shows the coefficient of the predictor. The result shows that relevance ($\beta = .459$, $p < .05$) is a significant predictor of employee commitment. This shows that relevance is a determinant of employee commitment.

Table 15. Model Summary - Relevance

Model	R	R Square	Adjusted R Sq	Std. Error of the Estimate
1	.459 ^a	.211	.200	.45520

a. Predictors: (Constant), Relevance

Table 16. ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.155	1	4.155	20.050	.000 ^b
1 Residual	15.541	75	.207		
Total	19.695	76			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Relevance

Table 17. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	1.680	.380	
Relevance	.473	.106	.459

a. Dependent Variable: Commitment

The second variable was about the mission statement quality and its impact on employee commitment. As shown in Table 18, the adjusted R² is 0.235, meaning that quality accounts for approximately 23.5 % of employee commitment within the Central African Union Mission. In Table 19, ANOVA shows that the regression model related to the present study is statistically significant, $F(1, 75) = 24.344$, $p < 0.05$, implying that the combination of the predictor (quality) significantly impacts commitment.

Furthermore, table 20 shows the coefficients of the individual predictors. The result indicates that quality ($\beta = .495$, $p < .05$) is a significant predictor of employee commitment. Thus quality (i.e. mission statement content quality) is a determinant of employee commitment.

Table 18. Model Summary - Quality

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.495 ^a	.245	.235	.44526

a. Predictors: (Constant), Quality

Table 19. ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.826	1	4.826	24.344	.000 ^b
1 Residual	14.869	75	.198		
Total	19.695	76			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Quality

Table 20. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.873	.307		6.102	.000
Quality	.469	.095	.495	4.934	.000

a. Dependent Variable: Commitment

The third variable concerned the effect of the mission statement communication on employee commitment. Looking at Table 21, the adjusted R² is 0.228, meaning that communication accounts for approximately 22.8 % of the commitment employees of Missions within the Central African Union Mission. In Table 22, the ANOVA shows that the regression model related to the present study is statistically found to be significant, $F(1, 75) = 22.163$, $p < 0.05$; implying that the combination of the predictor (communication) significantly impacts commitment. Table 23 shows the coefficients of the individual predictor. The result shows that communication ($\beta = .478$, $p < .01$) is a significant predictor of employee commitment. This shows that communication (Mission statement communication) is a determinant of employees' commitment.

Table 21. Model Summary - Communication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.478 ^a	.228	.218	.45023

a. Predictors: (Constant), Communication

Table 22. ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4.493	1	4.493	22.163	.000 ^b
Residual	15.203	75	.203		
Total	19.695	76			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Communication

Table 23. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.014	.292		.897	.000	1.432	2.595
	Communication	.467	.099	.478	.708	.000	.269	.664

a. Dependent Variable: Commitment

The adoption, the drafting as well as the communication of an institutional mission statement can go a long way to motivate employees. The Central African Union Mission can easily get their employees more committed by ensuring that the institutional mission statement is well conceived, and communicated within the organization.

Research Question 5: Strategies on how to Make Better Use of the Mission Statement in the Respective Entities

The model of strategy used for this study was adapted from the model proposed by Williams et al. (2014). These authors posited that for the mission statement to be relevant to the employees, top management must take four specific

actions: (1) identify and communicate key concepts of the mission statement, (2) involve all management levels and functional areas, (3) set specific targets related to the mission, and (4) review and revise the mission periodically” (Williams et al., 2014, p. 450). Accordingly, the model that is currently being proposed in this study is one step toward a bigger clarification of the ways in which a mission statement might become more instrumental in predicting employee commitment. Mission Statement needs the involvement of all management as well as operational workers. The first step is to make the mission statement familiar among employees. This demands sensitization to the mission statement during meetings and other programmes. The mission statement item should be emphasized at every gathering of the organization. The second step is to clarify the mission statement. Before employees fully adhere to it, they need to understand the implications of this strategic document. They need to understand its importance in the organizational success. They should not think of it as a useless document merely to decorate the offices. The third step is to communicate mission statements well. Well-designed messages about the mission’s statement should be constantly spread throughout the organization and on various occasions to create serious awareness. Thus, employees are acquainted with them. The fourth step is to ensure that employees adhere to the organization’s mission statements. It is one thing to know about something, but it is another thing to adhere to or accept. Programs and incentives are adopted to encourage employees to value, cherish, and own the organization’s mission statements. Finally, employees work in line with the mission statement. However, knowledge and understanding are insufficient. Thus, there is a need to put knowledge into practice. The objective is to see the core aspects of the mission statement transpire in every employee’s daily operations and transactions.

Table 24. Strategies to Make the Mission Statement Work

Objective	Strategies	Action	Responsible Person	Performance Indicators
1. To make the Mission statement well known	Read the Mission statment before any meeting in our insitutions	Every head of insitutions must read and remind employees under his supervision about the mission statement. A mission statement day shall be celebrated for awareness purpose	Directors of schools, President, Executive Secretary, Treasurer,	Evaluation analysis every month of the Directors, presdient, Treasurer, Executive Secretary should exceed 85%
2.To make the Mission statement understood	Organisaise meetings to intentionally read the mission statment and explain it	all heads of insitutions shall be called for special meetings every quarter to dsicuss the mission statment and evaluate actions against it	President, Executive Secretary, Treasurer,	Evaluation analysis every Semester by the adminsitration,the score should exceed 85%
3.To make the mission statement well communicate d	Make the Mission statment visible through billboards, flyers, stckers, and automated electronic messages that reminds of the Misison statement	All insitutions should write the Mission statment around his institution and share flyers to employees	Directors of schools, President, Executive Secretary, Treasurer, Communicati on Ditector of Missions	Evaluation analysis every Semester by the adminsitration,and directors.The score of employees should exceed 85%
4.To make the Mission statement accepted and adopted	Organize programmes that encourage employees to adhere to the mission statment of the Seventh-day Adventist chruch,	Prizes of the Master in Mission statement as well as mission statemnt allowances	President, Executive Secretary, Treasurer,	Evaluation analysis every Semester by the adminsitration,and directors.The score of employees should exceed 85%
5.To make employees work in line with the mission statement	Organise orientation seminars and workshops to clearly determine how each and every one's task can be linked to the missison statement	Evaluation forme shall be given and tasks shall be assed in the light of the Mission statment each end the month	President, Executive Secretary, Treasurer,	Evaluation analysis every Semester by the adminsitration,and directors.The score of employees should exceed 85%

CHAPTER 5

SUMMARY, CONCLUSION & RECOMMENDATIONS

This chapter presents a summary of the study's major findings, conclusions, and recommendations that can help the Central African Union Mission keep its employees committed.

Summary

The purpose of this study was to examine the effect of organizational mission statement effectiveness as defined by its relevance and quality, as well as its organizational communication, on employees' commitment in the Central African Union Mission of the Seventh-day Adventist Church. Five research questions were used to guide this study.

1. To what extent is the mission statement of the institutions in the Central African Union Mission effective as measured through their relevance and quality and communicated to the employees?
2. What is the level of employees' commitment in the Central African Union Mission?
3. Is there any significant relationship between institutional mission statement relevance, quality, communication and employees' commitment?
4. What is the effect of institutional mission statement effectiveness and communication on the employees' commitment?

5. Based on these findings, what strategies can be recommended to church leaders to make better use of the mission statement in their respective entities?

A descriptive research design was used in the study. Data were collected from 77 of the 136 respondents. A customized questionnaire was the only instrument used in the survey.

The study was conducted to explore the effects of institutional mission effectiveness on employees' commitment in the five Seventh-day Adventist missions which are Gabon Mission, Central African Mission, Congo Mission, Chad Mission and Equatorial Guinea Mission, all within the Central African Union Mission. Employee commitment was the dependent variable in this study. Mission statement relevance, quality, and communication were the independent variables. The correlation and regression analysis revealed that the quality of the Seventh-day Adventist mission statement and the way the statement is communicated lead to employee commitment.

There were 70% of male respondents and 30% of female respondents. The majority of the respondents were more than 36 years old (68%). Most of the respondents were either pastors (29%) or teachers (39%). More than one third of them (38%) have been working between 6 – 10 years.

In addressing the first research question, the aggregate scores of the findings show that the respondents perceive that the mission statement is relevant (mean = 3.57; SD = .49) and of high quality (mean = 3.18; SD = .53). However, they also felt that the mission statement was not communicated as fully as it should to the stakeholders (mean = 2.89; SD = .52). The second research question was related to the level of commitment of the respondents. The finding showed that the employees of

have a high level of commitment to their organization with a mean of 3.36 and a standard deviation of 0.50.

Research question number three focused on the relationship between the mission statement effectiveness (measured by relevance and quality), the extent to which it is communicated and the level of commitment of the employees. Pearson correlation analysis was performed and the result indicated a moderate but significant correlation between relevance and commitment ($r=.45, p<0.01$); a moderate but significant correlation between quality and commitment ($r=.49, p<0.01$); and, finally, a moderate but significant correlation between communication and commitment ($r=.47, p<0.01$).

Research question four was about the effect of the independent variables on the dependant variable. The results from the regression analysis showed that relevance of the mission statement has an effect on employees' commitment, with an adjusted R square = .20; $F(1, 75) = 20.050, p < 0.05$. The results also show that the quality of the mission statement has an effect on the employees' commitment: adjusted R square is 0.235, $F(1, 75) = 24.344, p < 0.05$. Third, there is a statistically significant effect of communication of the mission statement on the employees' commitment. The results show an adjusted R square is 0.228, $F(1, 75) = 22.163, p < 0.05$. Research question five used the findings to propose a strategy on how to make better use of the mission statement and how to communicate it to the employees in an endeavor to increase their commitment.

Conclusion

Based on the results of this study, it can be concluded that the level of perception and the quality or effectiveness of a mission statement are very important for employees to be committed. The fact that employees did not master their mission

statement off head and that the mission statement was not frequently discussed among them did not prevent them from committing to the Seventh-day Adventist Mission Statement. This was confirmed when the results revealed that employees were ready to remind their colleagues about the mission statement when going astray. Again, it was found that they saw the mission statement as unique and inspiring to lead to doing something.

The mission led to the establishment of the Seventh-day Adventist Church in Central Africa through various evangelistic efforts put in place by the World Church. Central African Union Mission consists of the Gabon, Congo, Equatorial Guinea, Central Africa Republic, and Chad Mission. These mission fields have encountered many challenges regarding church workers' commitment to the church's overall mission. Thus, to effectively involve everyone in this mission, there is a need for the church to make church workers better understand, accept, and passionate about the mission statement adopted. Church workers should be passionate and committed to the church's mission statement as they preach, teach, heal, and disciple. The fact that a church is a religious nonprofit-making entity (almost everybody is strongly driven by religious beliefs and convictions) should make it favorable and easy to fulfill the mission. Consequently, the Seventh-day Adventist Church can easily fulfill its mission because anyone that enters the church is potentially a member, donor, and volunteer to support the cause and work for it.

Recommendations

Based on the findings of the study, the following recommendations are proposed to improve and correct employees' commitment in the various missions of the Central African Union Mission. The major stakeholders in these organizations are

the administrators and the employees, and the recommendations mainly concerned these two groups.

Administrators/Management

1. Employees should be taught during regular seminars about the importance of mission statements in an organization.
2. The mission statement should always be a point of discussion and explanation during meetings summoned by the top managers. This is to help by repetition to help instill the mission of the organization in the minds of employees.
3. Management should make mission statements visible by pasting them on billboards, flyers, organization official documents, etc.
4. Top management should find a way to contextualize the church mission statement to make it adaptable and more useful for the context of the Central African Union Mission.
5. Top management should be a role model in terms of displaying through their lives and managing the core values of the mission statement of the organization to inspire employees.
6. Top management should be role model in terms of displaying through their lives and management the core values of the mission statement of the organization in order to inspire employees.

Employees

1. Employees must take responsibility for mastering the mission statement of the organization that employs them.

2. Employees should learn to endeavor to develop a personal relationship with God so that they can consider their work responsibilities as a call from God.
3. Employees should be brought to understand that a mission statement in a denominational organization is a sacred commitment. They should know that there is a supreme being to whom everyone should give account of the way the work was carried out.

Suggestions for Future Research

The study's small sample size may not have captured the whole situation, and further studies with larger sample sizes are needed to confirm the findings. Another study should explore whether organizational culture within the various mission fields of the Central African Union Mission moderates the relationship between mission statement quality and relevance and employees' level of commitment.

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APPENDIXES

APPENDIX A
CORRESPONDENCE



ÉGLISE
ADVENTISTE
DU SEPTIÈME JOUR

Union Mission de l'Afrique Centrale

Libreville, le 31 janvier 2022.

**À TOUS LES ADMINISTRATEURS
DES MISSIONS DE L'UNION MISSION DES
ADVENTISTES EN AFRIQUE CENTRALE**

Objet : Accès aux membres de vos Eglises pour un sondage académique.

Chers Collègues Administrateurs de Missions,

Je viens très respectueusement vous prier de bien vouloir donner accès à l'ensemble de vos membres à notre étudiant à l'Université Adventiste d'Afrique, l'Ancien MIHINDOU Kanda Guy Germain, pour lui permettre de faire un sondage académique pour son mémoire de maîtrise (master).

Que l'Éternel Dieu vous comble de ses riches bénédictions.

Fraternellement vôtre,

Pasteur Jean MOULKOKO
Secrétaire Exécutif



APPENDIX B
QUESTIONNAIRE

Informed Consent Form

Dear Participant,

You are being asked to participate in a research study entitled: ‘‘The Effects of Institutional Mission Effectiveness on Employees’ Commitment.’’ The purpose of this study is to examine the effect of the organizational mission statement on employees’ commitment in the Central African Union Mission located in the Central part of Africa.

In order to participate in the study, you will be asked to fill out a questionnaire that has 36 items. Finishing the questionnaire should take approximately ten (10) minutes. Your participation in this study is voluntary. If you sign the bottom of this Form, it means that you are giving your consent to be in the study. You will NOT write your name on the questionnaire and this Form is separate from the questionnaire—this ensures that your identity will not be revealed. No one other than the researcher and advisers will have access to the data.

If you do not want to participate in the study, do not begin filling the questionnaire or participating in other research activities. If you start to fill the questionnaire and decide you do not want to participate, stop filling it and give it to the researcher.

There is no penalty for not participating and your questionnaire will not be used.

If you participate, you will contribute to knowledge about the importance of getting an effective mission statement in an organization and how it can impact employees’ commitment. It may help us better appreciate the actual impact and importance of a mission statement in a not-for-profit organization. This may help organizations such as our church to figure out what can help boost commitment of employees in order to achieve our goals as a church organization. It will also aid in furthering knowledge to in the world of academia for another research directly or indirectly related to this topic. There are no identifiable risks in participation. The researcher will answer any questions that you have about the study and you should ask them now.

If you have complaints or concerns about this research, please contact the Director of Research: Josephine Ganu, Email:ganuj@aia.ac.ke

Thank you.

Guy Germain Mihindou Kanda, Masters in Business Administration student

By signing below, I agree to participate in this research.

Signature _____ Date _____

Data Collection Instrument

Instruction

Select one of the following response choices using the scale below

4 = Strongly agree 3 = Agree 2 = Disagree 1 = Strongly disagree

Section A: Relevance of the Mission Statement		4	2	3	1
1	1-A mission statement is relevant for an organization such as a church				
2	2-A mission statement is a key element for the success of a not-for-profit organization such as a church				
3	3-Knowing a mission statement can make a difference in an organization's performance				
4	4-An organization can be run without a mission statement				
5	5- Knowing a mission statement can influence the way I perform at work				
6	6- I don't really know what a Mission statement is all about				
Section B: Quality of Mission statement		4	2	3	1
7	7-The Seventh-day-Adventist mission statement is brief and clear				
8	8-The Seventh-day-Adventist mission statement makes me feel that something needs to be done				
9	9- the Seventh-day-Adventist mission statement is easy to remember				
10	10-the Seventh-day-Adventist mission statement is unique				
11	11- the Seventh-day-Adventist mission statement is adapted to our contemporary society				
12	12-The seventh-day-Adventist mission statement is realistic				
13	13-I feel inspired by the Seventh-day-Adventist mission statement				
Section C: Communication of the Mission statement		4	3	2	1
14	14-The Mission statement describes the purpose of the Church				
15	15-I am very familiar with the Seventh-day-Adventist church mission statement				
16	16-I always hear about the Seventh-day-Adventist church mission statement in my field of work				
17	17I always see the Seventh-day-Adventist church mission statement in all Adventist institutions I visit				
18	18-It is the first time for me to hear about the Seventh-day Adventist church mission statement				
19	19-The Seventh-day Adventist Church mission statement is often a point of discussion among mission workers				
20	20-I know the Seventh-day Adventist mission off head				
21	21- I completely understand the mission of my organization				
22	22-Church leaders often take time to explain to all employees the mission of the Church				

23	23. Most employees do not know the mission of this organization				
Section D: Employees' commitment		4	2	3	1
24	24-I feel emotionally bound to the Adventist Church organization's mission				
25	25-I feel guilty whenever I am tempted to leave the Seventh-day Adventist organization				
26	26-I am connected to the Adventist organization because of what it invested in me so far				
27	27- I am eager to get involved in problem solving than complaining when there is an issue at the work place				
28	28-I would be very happy to spend the rest of my career in this organization				
29	29-I make sure that the organization does not suffer any loss through my behavior or actions				
30	30-I do not feel emotionally attached to my workplace				
31	31-My organization has a great deal of personal meaning to me				
32	32-I sometimes feel like leaving this employment for good				
33	33-It would be very hard for me to leave my job at this organization right now even if I wanted to				
34	34-I need to stay in this organization because of my faith				
35	35-This organization deserves my loyalty				
36	36-Even if it were to my advantage, I do not feel it would be right to leave				

Section E: Demography

1. Age: 18-24 [] 25-35[] 36-46[] 46+ []
2. Gender: Male [] Female []
3. How long have you worked for the Seventh-day Adventist Church? -

4. Function held: Pastor[] Teacher[] Nurse[]
 Accountant[] Supervisor [] Elder[]

APPENDIX C

STATISTICAL ANALYSES

Descriptives

SMEAN(Gender)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	54	70.1	70.1	70.1
	2.0	23	29.9	29.9	100.0
	Total	77	100.0	100.0	

SMEAN(Age)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	9	11.7	11.7	11.7
	2.0	15	19.5	19.5	31.2
	3.0	34	44.2	44.2	75.3
	4.0	19	24.7	24.7	100.0
	Total	77	100.0	100.0	

SMEAN(Yrsofwork)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	18	23.4	23.4	23.4
	2.0	27	35.1	35.1	58.4
	3.0	29	37.7	37.7	96.1
	4.0	3	3.9	3.9	100.0
	Total	77	100.0	100.0	

SMEAN(Position)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	22	28.6	28.6	28.6
	2.0	30	39.0	39.0	67.5
	3.0	12	15.6	15.6	83.1
	4.0	13	16.9	16.9	100.0
	Total	77	100.0	100.0	

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
1-A mission statement is relevant for an organization such as a church	77	1.00	4.00	3.7403	.69590
2-A mission statement is a key element for the success of a not-for-profit organization such as a church	77	1.00	4.00	3.6494	.68376
3-Knowing a mission statement can make a difference in an organization's performance	77	1.00	4.00	3.5138	.65380
5- Knowing a mission statement can influence the way I perform at work	77	1.00	4.00	3.3766	.82779
Relevance	77	1.00	4.00	3.5700	.49475
Valid N (listwise)	77				

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
8-The Seventh-day-Adventist mission statement makes me feel that something needs to be done	77	1.00	4.00	3.4286	.65752
9- the Seventh-day-Adventist mission statement is easy to remember	77	1.00	4.00	3.0909	.86118
10-the Seventh-day-Adventist mission statement is unique	77	1.00	4.00	3.1558	1.01392
11- the Seventh-day-Adventist mission statement is adapted to our contemporary society	77	1.00	4.00	2.9221	.98363
12-The seventh-day-Adventist mission statement is realistic	77	1.00	4.00	3.1558	.81216
13-I feel inspired by the Seventh-day-Adventist mission statement	77	1.00	4.00	3.3377	.68076
Quality	77	1.50	4.00	3.1818	.53679
Valid N (listwise)	77				

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
14-The Mission statement describes the purpose of the Church	77	1.00	4.00	3.6234	.62910
15-I am very familiar with the Seventh-day-Adventist church mission statement	77	1.00	4.00	3.2078	.81657
16-I always hear about the Seventh-day-Adventist church mission statement in my field of work	77	1.00	4.00	3.0909	.90586
17I always see the Seventh-day-Adventist church mission statement in all Adventist institutions I visit	77	1.00	4.00	2.4545	1.10674
19-The Seventh day Adventist Church mission statement is often a point of discussion among mission workers	77	1.00	4.00	2.4675	1.05860
20-I know the Seventh day Adventist mission off head	77	1.00	4.00	2.5325	.92600
21- I completely understand the mission of my organization	77	1.00	4.00	3.0390	.95203
22-Church leaders often take time to explain to all employees the mission of the Church	77	1.00	4.00	2.7792	1.02114
Communication	77	1.25	4.00	2.8994	.52096
Valid N (listwise)	77				

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
24-I keep evangelistic pamphlets for visitors in my office	77	1.00	4.00	2.9595	.96572
25-I often help non-Adventist visitors who come to the office for inquiries	77	1.00	4.00	3.2338	.72359
26-I remind my colleagues about the church mission stament when they go astray	77	1.00	4.00	3.1558	.77908
27- I am eager to get involved in problem solving than complaining when there is an issue at the work place	77	1.00	4.00	3.4026	.76536
28-I would be very happy to spend the rest of my career in this organization	77	1.00	4.00	3.6494	.66424
33-It would be very hard for me to leave my job at this organization right now even if I wanted to	77	1.00	4.00	3.4675	.80434

34-I need to stay in this organization because of my faith	77	1.00	4.00	3.6883	.69320
35-This organization deserves my loyalty	77	1.00	4.00	3.3766	.88910
Commitment	77	1.38	4.00	3.3667	.50907
Valid N (listwise)	77				

Correlations					
		Relevance	Quality	Communication	Commitment
Relevance	Pearson Correlation	1	.411**	.358**	.459**
	Sig. (2-tailed)		.000	.001	.000
	N	77	77	77	77
Quality	Pearson Correlation	.411**	1	.519**	.495**
	Sig. (2-tailed)	.000		.000	.000
	N	77	77	77	77
Communication	Pearson Correlation	.358**	.519**	1	.478**
	Sig. (2-tailed)	.001	.000		.000
	N	77	77	77	77
Commitment	Pearson Correlation	.459**	.495**	.478**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	77	77	77	77

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

Impact of mission statement relevance on employee commitment

Model Summary

Model	R	R Square	Adjusted R Sq	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.459 ^a	.211	.200	.45520	.211	20.050	1	75	.000

a. Predictors: (Constant), Relevance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.155	1	4.155	20.050	.000 ^b
	Residual	15.541	75	.207		
	Total	19.695	76			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Relevance

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.680	.380		4.416	.000	.922	2.437
	Relevance	.473	.106	.459	4.478	.000	.262	.683

a. Dependent Variable: Commitment

Impact of mission statement quality on employee commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2
1	.495 ^a	.245	.235	.44526	.245	24.344	1	75

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.826	1	4.826	24.344	.000 ^b
	Residual	14.869	75	.198		
	Total	19.695	76			

a. Dependent Variable: Commitment
b. Predictors: (Constant), Quality

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.873	.307		6.102	.000
	Quality	.469	.095	.495	4.934	.000

Impact of mission statement communication on employee commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2
1	.478 ^a	.228	.218	.45023	.228	22.163	1	75

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.493	1	4.493	22.163	.000 ^b
	Residual	15.203	75	.203		
	Total	19.695	76			
a. Dependent Variable: Commitment						
b. Predictors: (Constant), Communication						

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.014	.292		6.897	.000
	Communication	.467	.099	.478	4.708	.000

CURRICULUM VITAE

Name: MIHINDOU KANDA Guy Germain

E-mail: guygermainmihindoukanda@yahoo.fr

PROFESSIONAL EXPERIENCE

2022-2023: Church Pastor of Patmos SDA church-Gabon
2019-2023: GABON MISSION TREASURER: Treasurer
2016: CENTRAL AFRICA UNION MISSION Union accountant
2012-2013: CENTRAL AFRICA UNION MISSION (6months): Yaoundé-
Cameroon Attachee in the treasury department
2012: Center for Languages and Professional Studies (CELPS) Bilingual
(English and French instructor) 2009-2011: Janitorial department
(Valley View University): student worker Accra Ghana
2010: PRUDENTIAL BANK GHANA LIMITED: internship Accra- Ghana
2007- 2008: HOME HEALTH AND EDUCATION SERVICE
INTERNATIONAL’’ salesmen Accra- Ghana

EDUCATIONAL BACKGROUND

2020-2022: Consendai Adventist University (Certification in theology) Nanga –
Eboko Cameroon)
2014-2017: currently AUA MBA final year student
2010: Valley View University (Bachelor degree in Business Administration)
Accra- Ghana 2006 : CELPS (Proficiency in English) Accra- Ghana
2005: Lycée Thuriaf Batsantsa (Baccalauréat, B) Port-Gentil – Gabon
2001: Lycée Thuriaf Batsantsa (BEPC) Port-Gentil-Gabon

LANGUAGE AND IT KNOWLEDGE

- French and English (can speak and write)
- Computer softwares : - Windows 2007 (Word, Power point, Excel, Publisher) -
SUNPLUS (Accounting software) - SPSS (statistical software)

ADDITIONAL INFORMATION

- 2011: The Chartered Institute of Marketing (Ghana Branch) Accra -Ghana
- Seminar in marketing and the oil industry 2009: Engineer Ecological Society and
Valley View University Accra-Ghana
 - Coordinator of the international Symposium on sustainable ecosystems 2006 :
Association of Certified Entrepreneurs (ACE, Ghana) Accra –Ghana
 - Seminar in Entrepreneurship