

Mission Statement Attributes and Employee Engagement in the Nigerian Banking Sector: Evidence from Ogun state, Nigeria

¹Banjo Hassan, ²Victor Adeyeye,
³Hassanat Hassan & ⁴Kehinde Shosanya
^{1, 2, 3 & 4}Olabisi Onabanjo University

Abstract

Nigerian banks have mission statements like many other corporate firms; they struggle to keep their workforce engaged. One critical yet often overlooked factor is the clarity and impact of the mission statement. Literature has not documented the nexus between attributes of these mission statements and employee engagement. As a guiding principle, a mission statement has the potential to inspire and align employees with organizational goals and values. Against transformational leadership theory, this study examines the impact of mission statement on employee engagement in the banking sector in Ogun State. The study employed the descriptive survey design. A sample of 154 employees was selected from nine deposit money banks in Ijebu-Ode, Ogun state for the study. Primary data was collected using a well-validated instrument. The findings from the regression analysis revealed that clarity and specificity of mission statement has positive significant effect on employee engagement. Also, effective communication of mission statement has positive significant effect on employee engagement. Moreover, employee personal connection to mission statement has positive significant effect on employee engagement. The three independent constructs also collectively have significantly predict employee engagement. The study concluded that mission clarity, its effective communication, and employees' personal connection to it significantly boosts employee engagement. . Organizations aiming to improve engagement should prioritize not only the content of their mission but also how it is shared and internalized, ensuring it resonates personally with employees and drives a shared sense of purpose and direction.

Keywords: Employee Engagement; Mission statement; Clarity/specificity of mission statement; Personal connection to mission statement; Effective communication.

Wordcount: 239

1.0 Introduction

Globally, reports have indicated a drop in the level of employee engagement in organisations. Gallup Institute reported that 85% of employees are disengaged in their day-to-day routine (Gallup, 2017). This according to Motyka (2018) is due to the absence of support in terms of organizational direction and road map that allows employees achieve what matters to them. In the Nigerian banking sector, low employee engagement manifests in high and increasing staff turnover. The Central Bank of Nigeria (2021) shows that turnover rate in the banking sector jumped from 12.5% in 2018 to 28.1% in 2021 caused by poor work engagement among others Obazi et al (2023). This pushes the concreteness of mission statement in promoting not only organizational performance but also employee engagement, which represents a little niche in improving the overall corporate productivity (Burhan and Khan 2024).

Organisations are basically utility creating economic unit of the society. The efficiency with which they create utility by converting the resources into need satisfying products (goods and services) remain the focus of every management. This often depend on the enthusiasm, dedication and commitment brought to work by the employees. An engaged employee show enthusiasm and dedication to work and exhibit concern about performance of the company (Kurniawati & Makhmut, 2023). Management must therefore implement strategies that can reduce employees' disengagement (Haris & Yang, 2023). An organization business strategy and performance, to some extent depends on the mission statement and core values of the organization. Mission statement is purposeful in building communication internally to employee and externally to stakeholders to achieve organizational goals. The mission statement inscribes an organization culture, values and operational floes that makes the organization unique among its other competitors (Khripunov, 2023; Dermol and Širca 2018; Cortés-Sánchez, et al., 2019). However, apart from the attributes of mission statement to spur employee direction and

engagement in an organization, it is a core component in the strategic management of an organization (Deasy et al., 2023).

Intrinsically, mission statement is an important tool to motivate and engage employees because it guides employee behaviour and informs how he interacts with customers. The development of accurate and purpose driven mission statement becomes relevant in ensuring employee motivation and productivity of the organization at large (Akhtar et al., 2016; Gede and Huluka, 2024). A well-articulated mission statement helps to shape employee's pattern of behaviour, increase their level of commitment and spur performance. The continuity prospects and goodwill of an organization largely depend on the mission statement because it shows the direction where the organization is headed in the future. It enables the employee to integrate themselves into the moving wheel of the organization.

Employee engagement is a key driver of organizational success, influencing productivity, job satisfaction, and retention (Analoui and Karami., 2002; Gede and Huluka, 2024). However, many organizations struggle to keep their workforce engaged. One critical yet often overlooked factor is the clarity and impact of the mission statement. As a guiding principle, a mission statement has the potential to inspire and align employees with organizational goals and values. However, its true influence on engagement remains underexplored. While organizations carefully craft mission statements, their impact depends on effective communication and reinforcement an aspect that requires deeper analysis (Cortés-Sánchez and Rivera, 2019; Jonyo, et al 2018).

Nigerian banking sector continues struggle with high employee turnover rates and low engagement levels. The Central Bank of Nigeria report (2021) for example confirmed over 35% increase in employee turnover within a single year. Although, most of the Nigerian banks have mission statements, the effect of their clarity, compelling nature or effective communication to their workforce engagement (Satata, 2021; Susanto, et al., 2023) remain unstudied. This oversight can lead to misalignment between the organization's objectives and employees' personal values, resulting in diminished motivation and commitment. Additionally, the cultural and socio-economic factors unique to Nigeria may further complicate the relationship between mission statements and employee engagement. (Satata, 2021; Susanto, et al., 2023).

In the Nigerian context, research has not adequately captured the construct of mission statements from the perspective of their channelling attributes within an organization or their role in shaping employee attributes. Specifically, there is a lack of studies addressing how mission statements inform employees and foster employee involvement and connection in their development. Additionally, research on the relationship between mission statements and employee engagement in the Nigerian banking sector remains scanty. This study aims to bridge this gap by contributing to the body of knowledge on the subject. Specifically, we seek to answer the following research questions: what is the influence of Clarity/specificity of mission statement on employee engagement in the Nigerian banking sector; Does effective communication of mission statement impact on employee engagement in the Nigerian banking sector and How does employee personal connection to mission statement impact on their engagement Employee personal connection to mission statement has no significant impact on employee engagement?

The remainder of this paper is organized as follows: review of relevant literature and methodology. Next, the results are outlined and discussed, followed by conclusions and recommendations

2.0. Literature Review

2.1. Employee Engagement

Employee work engagement was described as a positive state of vigour, dedication, and absorption in a task (Schaufeli et al., 2006). This definition suggest that engagement is behavioural, marked by employee emersion in their tasks. Attempting to summarise different earlier definitions, McKenzie (2025) defined employee engagement as the degree of employees' commitment to their organizational goals as demonstrated by their thoughts, feelings, actions, and their emotional connection towards their organization, their work, and their team. Bakker and Woerkom (2017) definition of employee engagement agrees that it is an emotional and multidimensional psychological construct denoting employees' emotional ties with and deep passion for the job and organization. Because it is attitudinal, specifically, about employees' perceived personal evaluation of their emotional and social attachment to their work and its environment, Byrne et al, (2016) noted that employee engagement is inherently difficult to gauge and more importantly, improve. Notwithstanding, what matters to managers is the manifestation of attitudes that points to engagement in workplace behaviours. Essentially, Schaufeli and Bakker (2004) concluded that employees are engaged when they exhibit energy, investment of effort, and persistence in the face of challenges; sense of significance, passion, and pride in their work; and full attention and to their tasks.

Since its introduction in 1990 by William Kahn, the concept has been a widely studied behaviour in organizational studies and management (Srividya, 2018). Kahn (1990) asserted that engagement manifests when individuals are deeply involved in their work, exert effort, focus, and commitment to advancement of tasks. Gupta and Sharma (2016), in their study, explored the meaning and key drivers of employee engagement through a review of existing literature. They shared various definitions, including one that describes engagement as a sustained, positive, motivated state of fulfillment marked by high energy and enjoyment (Maslach et al., 2001), and another that views it as an employee's mental, emotional, and behavioural focus on achieving organizational goals (Shuck & Wollard, 2010). For the purposes of this study, employee engagement is seen as employees' passionate and enthusiastic involvement in working toward the organization's goals and mission.

Three main dimensions of engagement have been identified in the literature: intellectual, affective and social. Intellectual engagement involves employees thinking carefully about their jobs and finding ways to improve them. Affective engagement is seen in employees who feel positively about their work while social engagement refers to employees actively sharing ideas and collaborating with colleagues to enhance work processes. Macey and Schneider (2008) noted that engagement that includes organizational commitment (how strongly employees feel attached or loyal to the organization), job involvement (which covers both dedication to tasks and commitment to one's role), and empowerment (which depends on an employee's confidence in their ability to do their work well). They also emphasized engagement behaviours, which go beyond basic job expectations and reflect an employee's desire to help the organization grow.

Kahn (1990) classical classification of employee engagement suggest three different dimensions: cognitive, emotional, and behavioural, which leads to positive organizational outcomes (Saks, 2006; Shuck & Wollard, 2010). In support of these dimensions, Shuck et al. (2017: 269) defined employee engagement as the "positive, active, work-related psychological state operationalized by the maintenance, intensity, and direction of cognitive, emotional, and behavioural energy".

Cognitive engagement, according to Shuck (2020), refers to employees' evaluation of their work environment and tasks. It occurs when employees feel "that their work mattered, that they were supported in their work, and that their well-being was considered fairly" (Shuck et al., 2014: 245). Accordingly, a cognitively engaged employee shows mental and psychological commitment to task at hand, keep intensity and move in the right direction until task completion (Shuck, 2020). Emotional engagement concerns individual's emotional connection with his organisation, leading him to contribute intangible personal resources like knowledge and pride (Shuck & Reio, 2014). It is the positive emotion that stem from perceived organizational support (Rich et al., 2010). The positive emotions of pride and trust come from employees' subjective evaluations about work environment during a cognitive engagement. Behavioural engagement is the physical manifestation of cognitive and emotional engagement. It refers to higher levels of extra-role behaviour which results from cognitive and emotional engagement and is usually characterized by putting in more effort toward organizational goals (Barnes et al., 2014).

Macey and Schneider concluded that when all these elements come together, they create genuinely engaged employees. Such engagement is not just beneficial but offers organizations a clear competitive advantage. Supporting this idea, Harter et al. (2002) found in their review that employee engagement and satisfaction are linked to better outcomes like increased customer satisfaction, higher productivity, greater profitability, stronger employee retention, and improved workplace safety. Employee disengagement on the other hand causes low commitment, high absenteeism, high turnover intention (V. Gupta & Kumar, 2013; Macey et al., 2009; Mone & London, 2009). Highly engaged employees report high extra-role behaviours, are less often absent, show high commitment and job satisfaction (Agarwal, 2014; Saks, 2006).

2.2. Mission Statement

Mission statements are an integral part of corporate strategy, defining an organization's purpose and guiding employees to work both independently and collectively toward achieving company goals (Kotler et al., 2008). As a fundamental element of strategic planning, mission statements have been studied since the early 1970s, with Drucker (1971) describing them as a tool for setting clear and realistic business objectives. An organization's mission defines its reason for existence, while a mission statement is a formalized document that captures its purpose and direction (Desmidt and Prinzele, 2007). It aligns organizational processes with business strategies and serves as a foundation for consistency in purpose. A mission statement addresses key stakeholder questions, such as why the organization exists, its objectives, and what it aims to achieve. It also outlines the organization's scope, distinguishing it from competitors by highlighting its products, services, markets, and technology (Inyang, 2004).

A mission statement that inspires employees is effective (Ganu, 2013). It fosters shared expectations among employees and communicates the firm's public image to stakeholders (Analoui & Karami, 2002). It sets boundaries for resource allocation and strategic decisions, becoming meaningful only when it influences behaviour and guides actions (Sufi & Lyons, 2003). According to Bart (1997), having a mission statement engages and motivates organizational members as well as facilitates consistent and focused resource allocation. Ezekwe and Egbu (2016) contend that apart from indicating present and future direction of a company, mission statements motivate performance. Malbašić, Rey, and Posarić (2018) concluded that aligning personal missions with organizational missions motivates employees.

Many corporations emphasize mission statements due to their role in helping businesses meet their goals. Despite their importance, some entrepreneurs overlook them, making it harder to articulate their business vision and objectives. Employees on the basis of mission statement can decide if they are willing to expend effort towards the mission if it is motivating, engaging and resonates with them. Klemm, Sanderson and Luffman (1991) also agree mission statement perform dual roles: enhance organization's image externally and motivate employees.

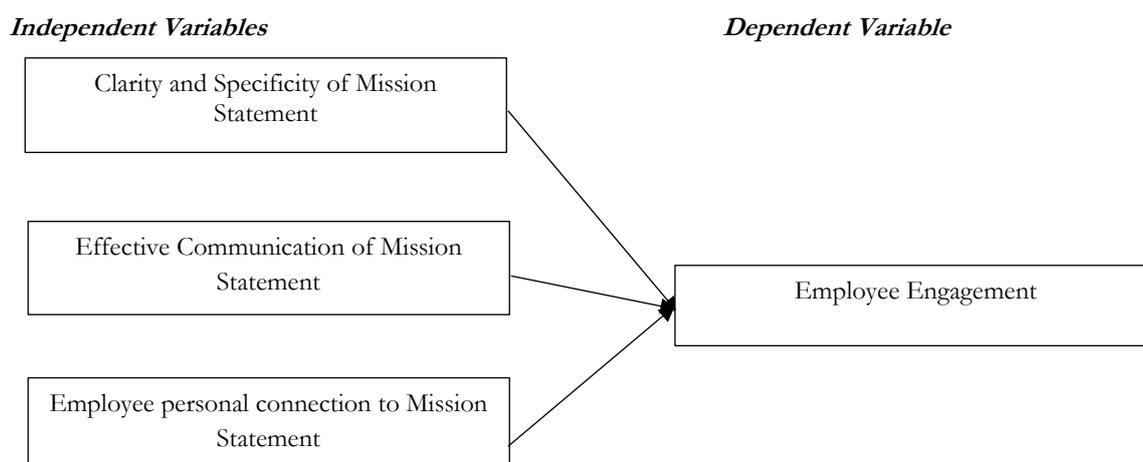


Figure 1: Conceptual Framework
Author's Design, 2025

2.3. Theoretical Review

Transformational Leadership Theory

This concept, initially introduced by James MacGregor Burns and later expanded by Bernard M. Bass, highlights the ability of leaders to inspire and energize their followers toward achieving mutual goals (Adigwe, 2024). It presents a clear vision, promotes creativity, and supports personal development. In this study, the theory offers valuable perspectives on managers' roles in shaping organizational direction. It has been noted by Avolio, Walumbwa, and Weber (2009) that leaders can achieve shared goals by effectively communicating visions and missions. In addition, the theory emphasizes the need to harmonize organizational components with individual principles to build a unified culture. (Bass and Riggio, 2006; Avolio and Yammarino, 2013). Accordingly, Higgs and Rowland (2005) noted that such strategic alignment ensures focus, direction, and consistency in organizational efforts by articulating priorities clearly. In short, Transformational Leadership Theory underscores the understanding of the role of managers in stimulating collective action to facilitate organizational progress.

Signalling Theory

Signalling theory suggests that organizations can enhance their reputation and attract investors by transparently sharing information about their competitive advantages with the public. According to Klemm et al. (1991), one of the key roles of a mission statement is to strengthen an organization's image while also serving as a motivational tool for employees. As a result, it is believed that high-performing organizations tend to present more detailed mission statements in their annual reports and through other avenues. Regarding the function of a mission statement within an organization, Klemm et al. (1991) argue that its primary purpose is to engage with external stakeholders, with employee motivation being a secondary objective. However, later findings revealed that mission statements can serve additional purposes beyond these initial assumptions.

2.4. Empirical Review

David (2020) examined the effect of mission statement that is peculiar to the attributes of fortune 500 in relations to their organizational performance and reported that mission and vision statements of the fortune 500 have

positive significant effect on non-financial measure of performance and no significant impact on financial performance. Although with no theoretical framework, Sebastian (2016) examined the perceived quality of mission statement from four perspectives which includes mission comprehension ambiguity, behavioral integrity, self-efficiency and person-organization fit on employee mission engagement. Analysing responses from 1,418 employees from Belgian public social service organization that had just readjusted its mission statement using univariate and bivariate analysis, the study reported among others that perceived message quality is a correlate of employee engagement.

In a more recent study, Kipasika (2024) had hinged his study on organizational culture theory, transformational leadership theory, and servant leadership theory to analyse the relationship between staff categories, understanding and recognition of corporate mission, among others in Tanzania. The study revealed significant differences in the correct identification rates of mission across staff categories, signifying need for differentiated target communication and engagement strategies. More so, staff position did not predict awareness of organizational mission. However, Az-Zaakiyyah, et al (2024) study of mediating role of vision and mission in the relationship between corporate culture and employee performance reported that clear vision and mission significantly influence employee performance.

Deasy, et al (2023) employed survey using purposive sampling to examine if self-efficacy and internal marketing and employee engagement influence attainment of Vision and Mission. Findings show that employee engagement acts as a partial mediating variable between self-efficacy and achievement of the Vision and Mission. On their part Dobrinić and Fabac (2021) study focused on testing if organizational commitment and job satisfaction of employee differs based on their knowledge of the organizations mission and vision. T-test analyses of primary data obtained indicated that there exist a statistically significant differences in job satisfaction between employees who are acquainted with the mission of their organization and those who are not and that this difference is especially noticeable among employees who work for the government or public organizations.

Similarly, Dermol and Širca (2018) reported that that there exists a positive connection between the existences and communication of company mission and performance of that organization. Kuye and Ezebuio (2023) revealed that mission statement has positive significant effect on employee motivation, employee commitment, and company direction while Taiwo and Lawal (2016) conclusion was similar to the findings of Kuye and Ezebuio (2023) when they noted that carefully crafted and implemented mission statements is capable of influencing employee in their day-to-day tasks and promote the achievement of organizational goals.

3.0. Methodology

This study adopted a descriptive survey design, a method used to assess and quantify the characteristics of a specific variable or phenomenon. This approach was chosen because it enables the collection of structured data from a target population, providing a clear and measurable understanding of the subject matter. The descriptive survey design is particularly effective in capturing respondents' perceptions, behaviours, and attitudes, making it well-suited for this study. The population of this study captures employees of the deposit money banks operating in Ijebu-ode, the commercial centre of Ijebu division, Ogun state. They include Access Bank, First Bank, United Bank for Africa, Guaranty Trust Bank, First City Monument Bank, Wema Bank, Sterling Bank and Polaris Bank.

Table 1: Study Population Distribution

Bank	Senior staff	Junior Staff	Total
FBN	7	10	17
GTB	6	14	20
Access	7	8	15
UBA	6	12	18
Zenith	5	11	16
FCMB	9	17	26
Wema	6	7	13
Sterling	5	12	17
Polaris	4	9	13
TOTAL	55	99	154

Source: Field Survey

The study employed a stratified sampling technique where population was divided into the two subgroups of the population and samples were selected proportionately. The sample size of the study comprises of the census

population of the nine banks branches in Ijebu-ode. Primary data used in the study was sourced from the respondents through a well-structured questionnaire. The dependent variable (Job engagement) was measured by Houle et al (2022), a well validated and reliable scale widely used in the measurement of employee engagement while mission statement (Clarity and Specificity; Effective Communication; personal connection) was self-constructed.

The independent variables and dependent captures 21 items in total with a close-ended questions. The instrument on mission statement was validated the using content validity (CVI) test by first exposing the instrument to colleagues. All the modified questionnaires were returned to the evaluators for final evaluation on a two-point scale of Relevant (R) and Irrelevant (I) after careful implementation of suggested recommendations. We then conducted content validity index (CVI) with a value of 0.753. The internal consistency of the measurement scales was assessed using Cronbach's alpha with $\alpha = 0.73$. More so, common method bias was tested using Harman's single-factor test. All measurement items were entered t the same time into an unrotated exploratory factor analysis using principal component analysis. The result showed that multiple factors emerged from the analysis. The first factor accounted for (38.6%) of the total variance (below 50% threshold recommended in the literature (Podsakoff et al., 2003) indicating no common method bias. The collected data was analysed using the descriptive (mean, standard deviation and percentages) and linear regression.

3.2. Model Specification

The simple form of the model for the study is given below;

$$[[EE]]_t = f([[MS]]_t) \dots \dots \dots 1$$

$$[[MS]]_t = f([[CSM]]_t, [[ECM]]_t, [[EPC]]_t) \dots \dots \dots 2$$

The models include the following;

Objective one model

Model 3 below captures the impact of clarity/specificity of mission statement, on employee engagement in the banking sector.

$$[[EE]]_t = (\alpha_0 + [[CSM]]_t + \mu_t) \dots \dots \dots 3$$

Model for objective two

The model 4 presented below captures the impact of effective communication of mission statement on employee engagement in the banking sector in Ogun state.

$$[[EE]]_t = (\alpha_0 + [[ECM]]_t + \mu_t) \dots \dots \dots 4$$

Model for objective three

Model 5 presented below captures the effect of employee personal connection to mission statement on employee engagement in the banking sector in Ogun state.

$$[[EE]]_t = (\alpha_0 + [[EPC]]_t + \mu_t) \dots \dots \dots 5$$

Model for objective four

The model 6 presented below captures the impact of clarity of mission statement, effective communication of mission statement, employee personal connection to mission statement on employee engagement in the banking sector in Ogun state.

$$[[EE]]_t = (\alpha_0 + [[CSM]]_t + [[ECM]]_t + [[EPC]]_t + \mu_t) \dots \dots \dots 6$$

Where:

EE; Employee Engagement at time t

MS; Mission statement at time t

Dependent Variable

EE; Employee Engagement at time t

Independent Variable

CSM: Clarity and Specificity of Mission Statement at time t

ECM: Effective Communication of Mission Statement at time t

EPC: Employee personal connection to Mission Statement at time t

4.0. Results and Discussion

4.1. Results

Table 2: Demographic attributes of respondents

Demographic	Frequency	Percentage
Sex		
Male	73	47.4
Female	81	52.6
Total	154	100
Age		
20-25	14	9.4
26-34	88	57.8
35-45	39	25.0
46 and above	13	7.8
Total	154	100
Level of Management		
Junior	99	64.3
Senior	55	35.7
Total	154	100
Years of Experience		
1-5years	14	9.3
6-10years	41	26.6
11-20years	99	64.1
Total	154	100

Source: Researcher's Field Survey, 2025

The table 2 presents the demographic analysis of the gender of 154 respondents. While 47.4% of the respondents were male, 52.6% of the respondents were female. Respondents within the ages of 26-34 representing 57.8% form the largest age group. The respondents are also majorly comprised of senior level employees who are expected to be more alive to the mission statement of their firms and exhibit higher engagement as studies have shown that both age and job tenure are correlates of commitment as work engagement increases with age.

Table 3: Descriptive Analysis of variables

<i>Descriptive Statistics</i>	N	Minimum	Maximum	Mean	Std. Deviation
Employee_Engagement	154	5.00	13.00	5.3167	2.44604
Clarity_Specificity_MS	154	4.00	10.00	3.7256	2.14359
Effective_Communicatio_MS	154	4.00	12.00	3.0625	2.09970
Employee_Personal_con_MS	154	4.00	12.00	3.1094	2.26160
Valid N (listwise)	154				

Author's Computation, 2025

Table 3 showed *employee engagement* has a mean value of 5.3167 with the highest value of 13.00 and lowest value of 5.00 with standard deviation of 2.44 shows that level of dispersion of the responses from the mean value is 2.44. *Clarity and specificity* of mission statement has a mean value of 3.7256., the highest value was 10.00 and lowest value of 4.00 while the standard deviation shows of 2.14 lower than employee engagement shows the responses were more consistent. Effective communication of mission statement has a mean value of 3.0625 and standard deviation shows that level of disparity of the group from the mean value is 2.09. Employee personal connection to mission statement has a mean value of 3.1094with standard deviation of 2.64. The statistics show that while employee engagement is moderately high, employee personal connection to the mission statements and communication are both moderately low.

Table 4: Correlation Matrix**Correlations**

	Engagement	Clarity/Specificity	Effective Communication	Personal connection
Employee Engagement	1	.464**	.309**	.365**
Clarity/Specificity	.464**	1	.457**	.685**
Effective_Communicatio_MS	.509**	.357**	1	.234**
Employee_Personal_con_MS	.465**	.485**	.534**	1

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

Author's Computation, 2025

The correlation table above shows that there is no multicollinearity among the constructs of the independent variables although all of them have moderate correlations with the dependent variable, employee engagement.

Test of Hypothesis**Table 5: H₀=** Clarity/specificity of mission statement has no significant impact on employee engagement

Variable	Co-efficient	Std-Error	t-stat	P-value
Constant	1.551	0.518	2.994	0.004
Clarity_Specificity	0.864	0.073	13.489	0.000
R ²	0.746	F.cal	181.951	
Adj. R ²	0.742	Sig.F	0.000	

Source: Author's Computation, 2025

Dependent Variable: Employee Engagement

Table depicted that clarity and specificity of mission statement has positive significant effect on employee engagement at ($\beta_1 = 0.864$; $q < 0.05$). The {F-cal= 181.951, $q < 0.05$ }, showed that the overall model is statistically significant at 5% level of significance. The R² value of 0.746 is a measure of goodness of fit of the regression model and indicated that 74.6% of variation in employee engagement can be explained by how clear and specific the mission statement of their banks are. Hence, if mission statement's clarity is increased by a single unit of measure, it can result in improvement of employees' engagement by 74.6%.

Table 6: H₀= Effective communication of mission statement has no significant impact on employee engagement.

Variable	Co-efficient	Std-Error	t-stat	P-value
Constant	1.799	0.395	2.994	0.000
Effective communication	0.585	0.53467	17.174	0.000
R ²	0.342	F.cal	294.948	
Adj. R ²	0.329	Sig.F	0.000	

Source: Author's Computation, 2025

Dependent Variable: Employee Engagement

Table 6 presents the test of hypotheses on the impact of effective communication of mission statement on employee engagement of bank staff. The analyses show a positive significant effect of effective communication of mission statement on employee engagement at ($\beta_1 = 0.585$; $q < 0.05$). The table revealed {F-cal= 294.948, $q < 0.05$ }. The F-test tests the null hypothesis that all the slope coefficients (safe the intercept) are zero and that the independent variable has no explanatory power on the dependent variable. Since the F-statistic is large and its associated p-value is small less than 0.05, we reject the null hypothesis, to the effect that the predictor is significantly related to the dependent variable. There is enough evidence to reject the null hypothesis that "*effective communication of mission statement has no relationship with engagement*". Thus, communication of mission statement explains variation in employee engagement. Meanwhile, R² is a measure of goodness of fit of the regression model. It revealed that, the independent variable effective communication of mission statement for 0.826 explains 82.6% variation or change in the dependent variable- employee engagement.

Table 7: H₀= Employee personal connection to mission statement has no significant impact on employee engagement.

Variable	Co-efficient	Std-Error	t-stat	P-value
Constant	0.795	0.267	2.980	0.004
Employee_personal	0.546	0.4436	29.167	0.000
R ²	0.298	F.cal	850.696	
Adj. R ²	0.272	Sig.F	0.000	

Author's Computation, 2025

Dependent Variable: Employee Engagement

Table 7 show the results of the test of hypothesis *Employee personal connection to mission statement has no significant impact on employee engagement*. The F-calculated value is **850.696** and its associated p-value is less than 0.05. The null hypothesis for the overall regression model is that *the slope of the independent variable = 0* (i.e. the model has no explanatory power). But because $p < 0.05$, we reject the null hypothesis. In other words, the model **explains a statistically significant portion of variance** in employee engagement better. Thus, the regression is statistically significant overall. The coefficient $\beta_1 = 0.546$ means that for every one-unit increase in *employee personal connection to mission statement*, *employee engagement* is expected to increase by 0.96.5 unit More so, because the t-statistic is 29.167 and its p-value is < 0.05 , the coefficient is statistically significant. That is, we reject the null hypothesis that $\beta_1 = 0$ (i.e. “no effect”). The very large t-statistic also suggests a strong signal to this conclusion as the coefficient is far from zero relative to its standard error). Hence, employee personal connection to mission statement has a positive and significant effect on employee engagement.

Table 8: $H_0=$ Clarity/specificity of mission statement, effective communication of mission statement and employee personal connection to mission statement jointly do not significant impact on employee engagement.

Variable	Co-efficient	Std-Error	t-stat	P-value
Constant	0.387	0.181	2.139	0.036
Effective communication	0.242	0.056	5.063	0.000
Clarity_Specificity	0.149	0.048	3.503	0.001
Employee personal connection	0.647	0.043	16.281	0.000
R ²	0.147	F.cal	20.982	
Adj. R ²	0.145	Sig.F	0.000	

Author's Computation, 2025

Dependent Variable: Employee Engagement

Because the three predictors is most cases are likely to exist and influence engagement concurrently, a multiple regression was carried out to examine the effect of Effective Communication, Clarity/Specificity, and Employee Personal Connection to the Mission Statement on employee engagement. The Coefficient of the constant (intercept) = 0.387, $p = 0.036 (< 0.05)$ shows the predicted value of employee engagement when all predictors (Effective Communication, clarity/Specificity, and Employee Personal Connection are zero. The **Coefficients of predictors** show the *marginal effect* of a one-unit increase in each independent variable on the dependent variable, holding all other variables constant. While **Effective communication** has a coefficient of 0.242 (a unit increase predicts **0.242 unit** increase in employee engagement). The $t = 5.063$; $p = 0.000$ indicate this is highly statistically significant; **Clarity/Specificity of mission statement has a** coefficient of 0.149 indicating a unit increase is associated with a **0.149 unit** increase in engagement. This is also significant given the $t = 3.503$; $p = 0.001$. Conclusively, **Employee personal connection to mission statement showed a** coefficient of 0.647. This is the strongest of the three effects with a one-unit increase predicting a **0.647 unit** increase in engagement. This is also very strongly significant.

The regression model was statistically significant, $F\text{-cal} = 20.982$, $p < 0.05$, and accounted for 14.7 % of the variance in engagement ($R^2 = 0.147$, Adjusted $R^2 = 0.145$). All three predictors had significant positive effects on engagement: Effective communication ($\beta = 0.242$, $t = 5.063$, $p < 0.001$); Clarity/Specificity ($\beta = 0.149$, $t = 3.503$, $p = 0.001$); Employee personal connection to mission ($\beta = 0.647$, $t = 16.281$, $p < 0.001$). These results suggest that while all three dimensions significantly influence engagement, employee personal connection has the strongest unique effect (i.e., the largest coefficient), controlling for the other variables.

4.2. Discussion of Findings

The findings depicts that clarity and specificity of mission statement has positive significant effect on employee engagement. Also, effective communication of mission statement has positive significant effect on employee engagement. This implies that organizations aiming to boost employee motivation and alignment with corporate goals should prioritize crafting mission statements that are both precise and meaningful. Moreover, consistent communication of these statements across all organizational levels can foster a deeper sense of purpose among employees, leading to increased commitment and productivity. Leaders and managers should therefore invest in strategies that not only define the mission clearly but also ensure it is regularly and effectively conveyed to all employees for maximum engagement. The findings agree with the works of David (2020) and Sebastian (2016).

The findings depicts that employee personal connection to mission statement has positive significant effect on employee engagement. This implies that when employees feel emotionally connected to the mission and are actively involved in shaping or living it out, their level of commitment and enthusiasm increases. Organizations should therefore foster a culture where employees understand how their roles align with the mission and are

encouraged to participate in mission-related initiatives. Such involvement not only strengthens the sense of belonging but also boosts morale, motivation, and overall organizational performance through heightened engagement. The findings agree with the works of Kipasika (2024) and Az-Zaakiyyah, et al (2024).

The findings reveal effective communication of mission statement, clarity and specificity of mission statement and employee personal connection have positive significant effect on employee engagement. The findings imply that organizations seeking to boost employee engagement should prioritize crafting clear, specific, and meaningful mission statements. Effective communication of the mission ensures employees understand organizational goals, fostering alignment and motivation. When the mission resonates personally with employees, it strengthens their emotional commitment, leading to higher engagement, productivity, and retention. These results highlight that mission statements are not merely formalities but strategic tools that, if well-designed and well-communicated, can enhance organizational culture and performance by deeply connecting employees to the company's purpose. The findings agree with the works of Abin, et al (2024) and Deasy, et al (2023)

5.0. Conclusions And Recommendations

This study examines into the impact of mission statement on employee engagement of selected deposit money banks in Ijebu-Ode, Ogun State. The study analysed the impact of clarity/specificity of mission statement on employee engagement; the effect of effective communication of the mission statement on employee engagement; the effect of employee personal connection to mission statement on employee engagement; and the combined effect of the three on employee engagement.

The findings from this study demonstrate that clarity and specificity of the organizational mission statement, effective communication of the mission, and employees' personal connection to it each independently and collectively predict higher levels of employee engagement. Specifically, when the mission statement is clear, specific, and well-communicated, employees better understand and align their daily efforts with organizational goals, resulting in greater involvement, enthusiasm, and dedication at work. Furthermore, employees who develop a genuine personal connection to the mission, feeling that it resonates with their own values and sense of purpose exhibit even stronger engagement, as this emotional and participatory bond fosters deeper commitment and motivation.

In combination, these attributes of a mission statement create a powerful synergy that can significantly enhances overall employee engagement. This stresses the critical role of a thoughtfully crafted mission statement not only as a strategic tool but also as a foundation for building a motivated and committed workforce.

This study contributes to the literature by linking key attributes of mission statements (clarity/specificity, effective communication, and personal connection) to employee engagement through the lens of transformational leadership theory (Bass, 1985; Bass & Riggio, 2006). Transformational leaders inspire followers by articulating a compelling, value-aligned vision, using inspirational motivation to communicate organizational goals clearly and enthusiastically, and fostering individualized consideration that helps employees internalize and connect personally with the mission. The present findings extend this framework by showing that well-defined and effectively communicated mission statements serve as a key mechanism through which transformational leadership behaviours elevate followers beyond self-interest, heighten awareness of collective purpose, and promote engagement. The study recommends that HR leaders and corporate managers in the banking sector should craft clear and specific mission statements, avoid vague or overly broad language and instead, develop concise statements that articulate purpose, values, and direction in understandable terms. They should also regularly share the mission especially through digital communications with staff to reinforce their vigour.

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