

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Impact of Strategic Intent on the Performance of Daraju Industries Ltd.

Opusunju, Michael Isaac

Lecturer, Department of Business Administration, Nasarawa State University, Nigeria

Nwaiwu Blessing Nkechi

Lecturer, Department of Business Administration, University of Abuja, Nigeria

Abstract:

The study examines the impact of strategic intent on the performance of Daraju Industries Limited with a particular reference to MyMy toothpaste in Nigeria. The study intends to find out how strategic intent (direction, discovery and destiny) affects performance of MyMy toothpaste proxy sales volume. The brand of MyMy toothpaste failed to conform to its strategic intent: the best, the beautiful and the preferred and the problem is that some of the customers of MyMy toothpaste do not see it as the best, the most beautiful and the preferred thereby limiting the strategic intent of the organization and reducing the organizational performance in terms of net profit margin. The main objective is to examine the impact of strategic intent on the performance of Daraju Industries Limited in Nigeria. Point in time data were collected from primary source. The Ordinary Least Square was adopted and finding reveals that Strategic intent has significant relationship with sales volume of MyMy toothpaste in Nigeria. Other finding reveals that strategic direction (vision and mission) contribute to sales volume of MyMy toothpaste in Nigeria. It was found that strategic discovery (shareholders and part time director's discovery) contribute significantly to sales volume but employees discovery does not contribute to sales volume of MyMy toothpaste in Nigeria. It was found that strategic destiny (goals) does not contribute significantly to sales volume but objectives contribute to sales volume of MyMy toothpaste in Nigeria. It is therefore recommended that Daraju industries Limited should re-strategies their strategic intent and re-builds their vision, mission, part-time directors, employees, shareholders, goals and objectives to achieve a lasting performance. They should also specifically, encourage employee's discovery and strategic destiny in terms of goals even if there is statistical insignificant in achieving sales volume but in a long run, there will be an improvement.

Keywords: Strategy Intent, strategy direction, strategic discovery, strategy destiny and sales volume

1. Introduction

Strategic intent is the crystallized vision of an organization which indicates the sense of direction, sense of discovery and sense of destiny which the organization aspired such as pivotal role in achieving organizational performance such as profit, sales volume, effectiveness and efficiency. However, business organizations with low level of strategic intent have scarcity of ambition and frequently have trouble with effective goal setting. Strategic intent is what the organization would ultimately like to become and it is communicated through mission statement and the communication is further carried out through policies and objectives of the organization which are subject to various meetings of top management, senior management, supervisory and first line management to achieve organizational performance.

Daraju Industries Limited is the producer of MyMy toothpaste. Daraju is a Yoruba language meaning: the best, the most beautiful and the preferred and was registered originally in 1988 as a trading concern importing toothpaste in Nigeria. The brand of MyMy toothpaste failed to conform to its strategic intent: the best, the beautiful and the preferred and the problem is that some of the customers of mymy toothpaste do not see it as the best, the most beautiful and the preferred thereby limiting the strategic intent of the organization and reducing the organizational performance in terms of net profit margin.

Previous studies such as Richard (2013) looked at the impact of strategic intent on organizational performance in pharmaceutical industry and Anthony and Adams (2015) looked at the impact of strategic intent on organizational performance in banking industry but this study looks at the impact of strategic intent on organizational performance of Daraju industries Ltd (MyMy toothpaste) in Nigeria.

The main objective of the study is to examine the impact of strategic intent on the performance of Daraju industries Ltd in Nigeria. Specifically, the study also aimed at: to determine the impact of strategic direction on the performance of Daraju industries Ltd (MyMy toothpaste) in Nigeria, to examine the impact of strategic discovery on the performance of Daraju industries Ltd (MyMy toothpaste) in Nigeria and to evaluate the impact of strategic destiny on the performance of Daraju industries Ltd (MyMy toothpaste) in Nigeria.

The scope of this study covers the impact of strategic intent on organizational performance of Daraju industries Ltd (MyMy toothpaste) in Nigeria. The reason for choosing this company and its product is that it was established in Nigeria over 40 years, that mean since 1988.

This study will help firms to have good strategic intent that yields them good performance in terms of return on investment, return on capital employed, and return on asset, gross profit and net profit and also be of help to academic researchers as well as other professional bodies.

Focused on the above stated specify objectives of this study, the hypotheses are formulated in null form:

- H₀₁: There is no significant relationship between strategic direction and the performance of Daraju industries Ltd (MyMy toothpaste) in Nigeria
- H₀₁: There is no significant relationship between strategic discovery and the performance of Daraju industries Ltd (MyMy toothpaste) in Nigeria
- H₀₁: There is no significant relationship between strategic destiny and the performance of Daraju industries Ltd (MyMy toothpaste) in Nigeria

2. Concept of Strategic Intent

Hamel and Prahalad (1989) strategic intent is an obsession of winning at all levels of the organization and that is sustained for a long period of time. To them, it is an obsession for winning that undermines limitations imposed by available resources and capabilities. They also looked at strategic intent as long-term survival of the firm, especially for those wishing to obtain global leadership. Strategic intent is a process of defeating competition, winning the market and It also symbolizes and expresses a process of achieving competitive advantage (Brand, 2003). Strategic intent involves statement of direction and intention. And the means by which organization largely expresses its intention are mission, vision and objective statements (Brand, 2012).

Lovas and Ghoshal (2000) assert that strategic intent reflects the corporate context' in which bottom up business ideas are weighed. To them, it also directs the accumulation of necessary competencies giving the intra organizational evolution processes a common target, something to aim for. Prahalad and Doz (1987) notes that strategic intent is crucial for a firm to aim for goals for which one cannot plan and allows a firm to build layers of competitive advantage painstakingly, to accomplish long term goals. Strategic intent is an ambitious and compelling dream that energizes, that provides the emotional and intellectual energy for the journey to the future (Hamel& Prahalad). Hamel and Prahalad (1994) opine that strategic intent is the long term market or competitive position that a firm hope to build over the coming decade or so. Hence, it conveys a sense of direction and it holds out to employees the promise of exploring new competitive territory. Hence, it conveys a sense of discovery. Strategic intent has an emotional edge to it; it is a goal that employees perceive as inherently worthwhile. Hence, it implies a sense of destiny.

Macmillan and Tampoe (2001) assert that strategic intent is where an organization wants to get to and how it intends to get there. To them, strategic intent is strongly determined by the directors in view of the response of powerful stakeholders. The shareholder exercises ownership of the firm but does not enjoy absolute control of the resources of the firm. Hamel and Prahalad (2010) says that strategic intent is a tendency that remains stable over time and its main goal is to fold the future into the present through personal effort and commitment. Nadezhda (2007) assert that strategic intent is how an organization can attain superior performance and is usually a factor of the combination of strategic factors that enhance the attainment of the business strategy. Neustadt and May (1986), maintains that strategic intent can be defined as mentality of focusing on future opportunities and long term objectives for global leadership beyond short term strategic planning. Macmillan and Tampoe (2000) believes that strategic intent is concerned with the ends and objective of the organizations and combines a vision of the future with the intent to make that vision a reality.

3. Concept of Performance

According to Carton (2004) performance is the idea that an organization is a voluntary association of productive assists, including human, physical, and capital resource, for the purpose of achieving a shared purpose and those providing the assets will only commit them to the organization so long they are satisfied with the value they received in exchange, relative to alternative uses of the assets. According to Monroe (2012) performance is relatively stable, predictable, determinable, and controllable. Mavondo, Gunasekaran and Yamin (1999) asserts that performance is a highly sort and researched variable, but difficult to conceptualize.

Performance is concerned with the overall productivity in an organization in terms of stock turnover, customers, profitability and market share. The concept of performance is core to businesses because the major objective of businesses is to make profit. Iravo, Ongori and Munene, (2013) state that one of the important questions in business has been why some organizations succeed and others fail and this as influenced the study on the drivers of performance. Fwaya (2006) views performance as a formula for the assessment of the functioning of an organization under certain parameters such as productivity, employee' morale and effectiveness. Nzuve and Nyaega (2012) organizational Performance is at the heart of strategic management because a lot of strategic thinking is geared towards defining and measuring performance. Awino (2011) asserts that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization.

4. Strategic Intent and Performance

Anthony and Adams (2015) examine strategic intent and organizational performance in the banking industry using cross-sectional survey. A self-report questionnaire was used for data collection. Two hundred and one respondents make up the study sample. The sample consists of 132 (65.5%) male and female 69 (34.5%). The respondent age ranged between 25 and 58 years. Data analysis

rejected all the hypotheses tested. It was observed that strategic intent and its dimensions (mission, vision and objectives) significantly and positively relate with organizational performance. In addition, analysis of effect size revealed that strategic intent account for 34 percent variance in organizational performance. Mission dimension of strategic intent explained 47% variance in organizational performance, vision dimension of strategic intent explained 19% variance in organizational performance, and objective dimension of strategic intent explained 58% variance in organizational performance. It was concluded that overall strategic intent positively and significantly relates with organizational performance and that the various dimensions of strategic intent vary in the degree of variation they account for in organizational performance.

Richard (2013) investigates the relationship between strategic intent, among other variables and organizational performance in pharmaceutical industry using qualitative research design and employed the use of primary source of data through questionnaire. The study focuses on three hypotheses on strategic intent-organizational performance were tested. These were, (a) firm-level strategic intent is negatively related to short term firm’s performance, (b) there exists a negative relationship between the level of strategic intent and magnitude of short-term performance, and (c) that the negative short-term effects of firm-level strategic intent will attenuate over time. While the data analyzed confirmed the first two hypotheses, the third hypothesis was not supported. The study goes beyond mere examination of direct relationship between strategic intent and organizational performance.

5. Theoretical Framework

5.1. Open Systems Theory

The open systems theory tries to point out that organizations are open systems, which receive various inputs from environment, transform them and export outputs. The theory provides a deeper understanding of the trends and the critical nature of the interplay between the various components and their varied influences on the strategic intent formulation process. Haines (1972), states that a deeper understanding of the interrelatedness of the influencing factors in the environment when applying open systems theory is essential

5.2. Institutional Theory

Institutional theory recognizes the entrenchment of institutional actors in an environment of formal and informal rules. Institutional theorists suggest that organizational actions and processes are driven by their actors in order to justify and plausibly explain their actions. According to this perspective, strategic intent processes are rationally accounted for by organizational actors and rooted in the normative and social context that motivates actors to seek legitimacy (Dacin, Oliver et al., 2007)

Strategic intent can heavily benefit from Agency theory which is about goal incongruence between top management and shareholders. It describes the firm as a nexus of contracts. Both sides in the contract operate with self-interest and guile. Contracts between parties operate best when they are efficient in sharing of risks and information and they recognize the variability of party goals. Agency theory suggests that boards of director’s act as monitors hired by shareholders over executives.

6. Methodology

The research used descriptive research design and ordinary least square regression to analyze the data. Data for this study was gathered from primary source through the use of structured questionnaire. The population of the study is made up of all the management staff of Daraju industries Ltd (MyMy toothpaste) in Nigeria. There is 41 management staff of Daraju industries Ltd representing Onisha, Kano and Lagos branches. A questionnaire was design to collect a point in time data from management staff and the questionnaire was administered to all the management staff randomly. The researchers collected the information through the helped of some management staff at each branch. A five point likert scale was also designed and 60 copies of questionnaire was distributed indicates a successful return of 41 questionnaires that was used in the analysis and a multiple statistical model was developed and ordinary least square method of regression was adopted. The multiple regression models are stated below:

$$\begin{aligned}
 SV &= \alpha + \beta_1 VS + \beta_1 MS + \mu \dots\dots\dots 1 \\
 SV &= \alpha + \beta_1 SD + \beta_1 PTDD + \beta_1 EMD + \mu \dots\dots\dots 2 \\
 SV &= \alpha + \beta_1 G + \beta_1 OB + \mu \dots\dots\dots 3
 \end{aligned}$$

α = intercept, β_i = independent variable, Strategic direction is measure with (VS=vision and MS= Mission of the company). Strategic discovery is measured with (SD= shareholder’s discovery, PTDD=part time director’s discovery and EMD = employee’s discovery) Strategic destiny is measured with (G=goals and OBJ=objectives). Performance is measured with SV= sales volume and μ = Error term

7. Data Analysis

Responses	Frequency	Percentage (%)
Yes	16	39.02
No	25	60.98
Total	41	100

Table 1: Daraju Industries Limited, a producer of MyMy toothpaste achieved their goal of being the best, most beautiful and most prefer in Nigeria Field Survey, 2016

The above indicates that 39.02% of the respondents accept that Daraju Industries Limited, a producer of MyMy toothpaste achieved their goal of being the best, most beautiful and most prefer in Nigeria and 60.98% of agreed that Daraju Industries Limited, a producer of MyMy toothpaste do not achieved their goal of being the best, most beautiful and most prefer in Nigeria.

Responses	Frequency	Percentage (%)
Yes	22	53.66
No	19	46.34
Total	41	100

Table 2: MyMy toothpaste defeat it competitors and win market share in Nigeria
Field Survey, 2016

The table shows that 53.66% of the respondents believes that MyMy toothpaste defeat it competitors and win market share in Nigeria and 46.34% of the respondents says that MyMy toothpaste does not defeat it competitors and win market share in Nigeria.

Responses	Frequency	Percentage (%)
Yes	14	34.14
No	29	70.73
Total	41	100

Table 3: Can you say that MyMy toothpaste will still be used in Nigeria in the next 10years
Field Survey, 2016

The table shows that 34.14% of the respondents believed that MyMy toothpaste will still be used in Nigeria in the next 10years and 70.73% of the respondents said that MyMy toothpaste will not be used in Nigeria in the next 10years.

- Hypothesis 1: Strategic Direction and Performance of Daraju Industries Limited

Responses	Frequency	Percentage (%)
Strongly Agree (SA)	4	9.76
Agree	7	17.07
Undecided	1	2.44
Strongly Disagreed (SD)	15	36.59
Disagreed (UN)	14	34.15
Total	41	100

Table 4: The vision of Daraju industries Limited have been achieved since its establishment in 1988
Field Survey, 2016

The table indicates that 9.76 % of the respondents agreed that the vision of Daraju industries Limited have been achieved since its establishment in 1988. 17.07% of the respondents strongly agreed that the vision of Daraju industries Limited have been achieved since its establishment in 1988 and 36.59% of the respondents disagreed that the vision of Daraju industries Limited have not been achieved since its establishment in 1988. 34.15% of the respondents strongly disagreed that the vision of Daraju industries Limited have not been achieved since its establishment in 1988 and 2.44% of the respondents were undecided.

Responses	Frequency	Percentage (%)
Strongly Agree (SA)	7	17.07
Agree (A)	8	19.51
Undecided (UN)	2	4.87
Strongly Disagreed (SD)	13	31.71
Disagreed (D)	11	26.83
Total	41	100

Table 5: The mission of Daraju industries Limited have not been achieved since its establishment in 1988
Field Survey, 2016

The table indicates that 19.51 % of the respondents agreed that the mission of Daraju industries Limited have not been achieved since its establishment in 1988. 19.51% of the respondents strongly agreed that the mission of Daraju industries Limited have not been achieved since its establishment in 1988 and 26.83% of the respondents disagreed that the mission of Daraju industries Limited have been achieved since its establishment in 1988. 31.71% of the respondents strongly disagreed that the mission of Daraju industries Limited have been achieved since its establishment in 1988 and 4.87% of the respondents were undecided.

Responses	Frequency	Percentage (%)
Strongly Agree (SA)	9	21.95
Agree (A)	5	12.19
Undecided (UN)	2	4.88
Strongly Disagreed (SD)	18	43.90
Disagreed (D)	7	17.07
Total	41	100

Table 6: The performance of Daraju Industries Limited in terms of sales volume has improved or continually increased over the years
Field Survey, 2016

The table indicates that 12.19% of the respondents agreed that the performance of Daraju Industries Limited in terms of sales volume has improved or continually increased over the years. 21.95% of the respondents strongly agreed that the performance of Daraju Industries Limited in terms of sales volume has improved or continually increased over the years and 17.07% of the respondents disagreed that the performance of Daraju Industries Limited in terms of sales volume has not improved or continually increased over the years. 43.90% of the respondents strongly disagreed that the performance of Daraju Industries Limited in terms of sales volume has not improved or continually increased over the years and 4.88% of the respondents were undecided.

Ordinary Least square
Using E-view Statistical Software Package
 $SV = \alpha + \beta_1 VS + \beta_1 MS + \mu$

Dependent Variable: SV				
Method: Least Squares				
Date: 01/24/16 Time: 04:31				
Sample: 1 41				
Included observations: 41				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.130066	0.187639	0.693169	0.4924
VS	0.268850	0.112624	2.387154	0.0221
MS	0.711296	0.103374	6.880829	0.0000
R-squared	0.925951	Mean dependent var	3.219512	
Adjusted R-squared	0.922054	S.D. dependent var	1.457947	
S.E. of regression	0.407042	Akaike info criterion	1.110557	
Sum squared resid	6.295973	Schwarz criterion	1.235940	
Log likelihood	-19.76641	Hannan-Quinn criter.	1.156214	
F-statistic	237.5868	Durbin-Watson stat	1.002687	
Prob(F-statistic)	0.000000			

Source: Data output from e-view statistical package, 2016
1% level of significance, 5% level of significance and 10% level of significance

SV = $\alpha + \beta_1 VS + \beta_1 MS + \mu$
 SV = 0.13 + 0.26VS + 0.71MS
 SE = 0.18 0.11 0.10
 t* = 0.69 2.38 6.88
 p* = 0.49 0.02 0.00
 R² = 0.92
 Adj. R² = 0.92
 F-statistic 237.58 (prob) 0.00
 DW = 1.00

From the regression result, strategic direction coefficient for strategic vision (VS) is positive and significant in achieving sales volume (SV) of MyMy toothpaste in Nigeria. The p-value of 0.02 is less than the t-statistic value of 2.38 and the standard error value of 0.11 is less than the t-statistic value. This implies that there is significant relationship between sales volume (SV) and strategic vision (VS) of MyMy toothpaste in Nigeria.

However, strategic direction coefficient for strategic mission (MS) is positive and significant in achieving sales volume (SV) of MyMy toothpaste in Nigeria. The p-value of 0.00 is less than the t-statistic value of 6.88 and the standard error value of 0.10 is less than the t-statistic value. This implies that there is significant relationship between sales volume (SV) and strategic mission (MS) of MyMy toothpaste in Nigeria.

The coefficient of determination (r^2) of 0.92 indicates that 95% of variation in sales volume (SV) can be explained by strategic direction (vision and mission) in Daraju Industries Nigeria Ltd. The remaining 8% can be explained by other related factors not noted in the regression model. The f-statistic value of 237.58 is significant at p-value of 0.05. Therefore, we accept the alternative hypothesis that there is a significant relationship between sales volume (SV) and strategic direction of MyMy toothpaste in Nigeria.

- Hypothesis 2: Strategic Discovery and Performance of Daraju Industries Limited

Responses	Frequency	Percentage (%)
Strongly Agree (SA)	12	29.29
Agree (A)	9	21.95
Undecided (UN)	1	2.44
Strongly Disagreed (SD)	11	26.82
Disagreed (D)	8	19.51
Total	41	100

Table 7: Shareholders always explored new opportunities that enable Daraju Industries Limited to grow
Field Survey, 2016

The table indicates that 21.95% of the respondents agreed that shareholders always explored new opportunities that enable Daraju Industries Limited to grow. 29.29% of the respondents strongly agreed that shareholders always explored new opportunities that enable Daraju Industries Limited to grow and 19.51% of the respondents disagreed that shareholders are not always explored new opportunities that enable Daraju Industries Limited to grow. 26.82% of the respondents strongly disagreed that shareholders are not always explored new opportunities that enable Daraju Industries Limited to grow and 2.44% of the respondents were undecided.

Responses	Frequency	Percentage (%)
Strongly Agree (SA)	3	7.32
Agree (A)	7	17.07
Undecided (UN)	3	7.32
Strongly Disagreed (SD)	18	43.90
Disagreed (D)	10	24.39
Total	41	100

Table 8: Part-time Directors are not always explored new opportunities needed for Daraju Industries Limited to grow
Field Survey, 2016

The table indicates that 17.07% of the respondents agreed that part-time directors are not always explored new opportunities needed for Daraju Industries Limited to grow. 7.32% of the respondents strongly agreed that part-time directors are not always explored new opportunities needed for Daraju Industries Limited to grow and 24.39% of the respondents disagreed that part-time directors always explored new opportunities needed for Daraju Industries Limited to grow. 43.90% of the respondents strongly disagreed that part-time directors always explored new opportunities needed for Daraju Industries Limited to grow and 7.32% of the respondents were undecided.

Responses	Frequency	Percentage (%)
Strongly Agree (SA)	15	36.59
Agree (A)	13	31.71
Undecided (UN)	2	4.88
Strongly Disagreed (SD)	9	21.95
Disagreed (D)	2	4.88
Total	41	100

Table 9: The employees are not effective in discovering new opportunities
Field Survey, 2016

The table indicates that 31.71% of the respondents agreed that employees are not effective in discovering new opportunities. 36.59% of the respondents strongly agreed that employees are not effective in discovering new opportunities and 4.88% of the respondents disagreed that employees are effective in discovering new opportunities. 21.95% of the respondents strongly disagreed that employees are effective in discovering new opportunities and 4.88% of the respondents were undecided.

Ordinary Least square
Using E-view Statistical Software Package
$$SV = \alpha + \beta_1SD + \beta_2PTDD + \beta_3EMD$$

Dependent Variable: SV				
Method: Least Squares				
Date: 01/24/16 Time: 04:33				
Sample: 1 41				
Included observations: 41				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.397945	0.253676	1.568714	0.1252
SD	0.294255	0.119752	2.457199	0.0188
PTDD	0.752019	0.119958	6.269028	0.0000
EMD	0.027841	0.128036	0.217445	0.8291
R-squared	0.899045	Mean dependent var	3.219512	
Adjusted R-squared	0.890860	S.D. dependent var	1.457947	
S.E. of regression	0.481653	Akaike info criterion	1.469281	
Sum squared resid	8.583604	Schwarz criterion	1.636459	
Log likelihood	-26.12026	Hannan-Quinn criter.	1.530158	
F-statistic	109.8338	Durbin-Watson stat	0.770256	
Prob(F-statistic)	0.000000			

Source: Data output from e-view statistical package, 2016

1% level of significance, 5% level of significance and 10% level of significance

$$SV = \alpha + \beta_1SD + \beta_2PTDD + \beta_3EMD$$

$$SV = 0.39 + 0.29SD + 0.75PTDD + 0.02EMD$$

$$SE = 0.25 \quad 0.11 \quad 0.11 \quad 0.12$$

$$t^* = 2.45 \quad 6.26 \quad 0.21$$

$$p^* = 0.01 \quad 0.00 \quad 0.82$$

$$R^2 = 0.89$$

$$Adj. R^2 = 0.89$$

$$F\text{-statistic } 109.8 \text{ (prob) } 0.00$$

$$DW = 0.77$$

From the regression result, strategic discovery coefficient for shareholders’ discovery (SD) is positive and significant in achieving sales volume (SV) of MyMy toothpaste in Nigeria. The p-value of 0.01 is less than the t-statistic value of 2.45 and the standard error value of 0.11 is less than the t-statistic value. This implies that there is significant relationship between sales volume (SV) and shareholders’ discovery (SD) of MyMy toothpaste in Nigeria.

Strategic discovery coefficient for part time directors’ discovery (PTDD) is positive and significant in achieving sales volume (SV) of MyMy toothpaste in Nigeria. The p-value of 0.82 is greater than the t-statistic value of 0.21 and the standard error value of 0.11 is less than the t-statistic value. This implies that there is significant relationship between sales volume (SV) and part time directors’ discovery (PTDD) of MyMy toothpaste in Nigeria.

However, strategic discovery coefficient for employees’ discovery (EMD) is positive and significant in achieving sales volume (SV) of MyMy toothpaste in Nigeria. The p-value of 0.00 is less than the t-statistic value of 6.88 and the standard error value of 0.12 is less than the t-statistic value. This implies that there is insignificant relationship between sales volume (SV) and employees’ discovery (EMD) of MyMy toothpaste in Nigeria.

The coefficient of determination (r^2) of 0.89 indicates that 89% of variation in sales volume (SV) can be explained by strategic discovery (shareholders, part time directors and employee’s discovery) in Daraju Industries Nigeria Ltd. The remaining 11% can be explained by other related factors not noted in the regression model. The f-statistic value of 109.8 is significant at p-value of 0.00. Therefore, we accept the alternative hypothesis that there is a significant relationship between sales volume (SV) and strategic direction of MyMy toothpaste in Nigeria.

- Hypothesis 3: Strategic Destiny and Performance of Daraju Industries Limited

Responses	Frequency	Percentage (%)
Strongly Agree (SA)	4	9.76
Agree (A)	2	4.88
Undecided (UN)	1	2.44
Strongly Disagreed (SD)	16	39.02
Disagreed (D)	18	43.90
Total	41	100

Table 10: The goals of the organization have been identified and employees perceived as inherently worthwhile Field Survey, 2016

The table indicates that 4.88% of the respondents agreed that goals of the organization have been identified and employees perceived as inherently worthwhile. 9.76% of the respondents strongly agreed that goals of the organization have been identified and employees perceived as inherently worthwhile and 43.90% of the respondents disagreed that goals of the organization have been identified and employees does not perceive as inherently worthwhile. 39.02% of the respondents strongly disagreed that goals of the organization have been identified and employees does not perceive as inherently worthwhile and 2.44% of the respondents were undecided.

Responses	Frequency	Percentage (%)
Strongly Agree (SA)	6	14.63
Agree (A)	5	12.19
Undecided (UN)	4	9.75
Strongly Disagreed (SD)	11	26.83
Disagreed (D)	15	36.58
Total	41	100

Table 11: The objectives of the organization are shared and employees perceived as inherently worthwhile Field Survey, 2016

The table indicates that 12.19% of the respondents agreed that objectives of the organization are shared and employees perceived as inherently worthwhile. 14.63% of the respondents strongly agreed that objectives of the organization are shared and employees perceived as inherently worthwhile and 36.58% of the respondents disagreed that objectives of the organization are shared and employees does not perceive as inherently worthwhile. 26.83% of the respondents strongly disagreed that objectives of the organization are shared and employees does not perceive as inherently worthwhile and 9.75% of the respondents were undecided.

Ordinary Least square
Using E-view Statistical Software Package
 $SV = \alpha + \beta_1G + \beta_2OB$

Dependent Variable: SV				
Method: Least Squares				
Date: 01/24/16 Time: 04:35				
Sample: 1 41				
Included observations: 41				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.113329	0.261977	0.432593	0.6678
GS	-0.201790	0.131427	-1.535370	0.1330
OB	1.092849	0.112498	9.714353	0.0000
R-squared	0.898169	Mean dependent var	3.219512	
Adjusted R-squared	0.892809	S.D. dependent var	1.457947	
S.E. of regression	0.477331	Akaike info criterion	1.429144	
Sum squared resid	8.658119	Schwarz criterion	1.554527	
Log likelihood	-26.29745	Hannan-Quinn criter.	1.474802	
F-statistic	167.5836	Durbin-Watson stat	0.981634	
Prob(F-statistic)	0.000000			

Source: Data output from e-view statistical package, 2016

1% level of significance, 5% level of significance and 10% level of significance

$SV = \alpha + \beta_1G + \beta_2OB$
 $SV = 0.11 - 0.20GS + 1.09OB$
 SE = 0.26 0.13 0.11
 $t^* = 0.14 (1.53) 9.71$
 $p^* = 0.66 0.13 0.00$
 $R^2 = 0.89$
 $Adj. R^2 = 0.89$
 F-statistic 167.58 (prob) 0.00
 DW = 0.98

From the regression result, strategic destiny coefficient for strategic goal (GS) is negative and insignificant in achieving sales volume (SV) of MyMy toothpaste in Nigeria. The p-value of 0.13 is greater than the t-statistic value of (1.53) and the standard error value of

0.13. This implies that there is insignificant relationship between sales volume (SV) and strategic goal (GS) of MyMy toothpaste in Nigeria.

However, strategic destiny coefficient for strategic objectives (OB) is positive and significant in achieving sales volume (SV) of MyMy toothpaste in Nigeria. The p-value of 0.00 is less than the t-statistic value of 9.71 and the standard error value of 0.11 is less than the t-statistic value. This implies that there is significant relationship between sales volume (SV) and strategic objective (OB) of MyMy toothpaste in Nigeria.

The coefficient of determination (r^2) of 0.89 indicates that 89% of variation in sales volume (SV) can be explained by strategic direction (goals and objectives) in Daraju Industries Nigeria Ltd. The remaining 11% can be explained by other related factors not noted in the regression model. The f-statistic value of 167.58 is significant at p-value of 0.00. Therefore, we accept the alternative hypothesis that there is a significant relationship between sales volume (SV) and strategic destiny of MyMy toothpaste in Nigeria.

8. Discussion of Findings

From the above analysis, the impact of strategic intent on the performance of Daraju Industries Limited with a particular reference of MyMy toothpaste is significant. This shows that Strategic direction, strategic discovery and strategic destiny significantly contribute to performance of Daraju Industries Limited with a particular reference of MyMy toothpaste in Nigeria. The finding is in tandem with the finding of Anthony and Adams (2015) who found statistical significant relationship between strategic intent and performance and was inconsistent with the finding of and Richard (2013) who found insignificant relationship between strategic intent and performance. The study is also consistent with institutional theory which suggest that organizational actions and processes are driven by their actors in order to justify and plausibly explain their actions. According to this perspective, strategic intent processes are rationally accounted for by organizational actors and rooted in the normative and social context that motivates actors to seek legitimacy.

9. Conclusions and Recommendations

This study concludes that impact of strategic intent on the performance Daraju Industries Limited with particular reference to MyMy toothpaste is statistically significant. This implies that strategic intent: direction, discovery and destiny contribute to performance in terms of sales volume of MyMy toothpaste in Nigeria. It is therefore recommended that Daraju industries Limited should re-strategies their strategic intent and re-builds their vision, mission, part-time directors, employees, shareholders, goals and objectives to achieve a lasting performance. They should also specifically, encourage employees' discovery and strategic destiny in terms of goals even if it insignificant in achieving sales volume but in a long run, there will be improvement.

10. References

- i. Anthony, O. O. & Adams, B. (2015). Strategic Intent and Organizational Performance: A Study of Banks in Asaba, Delta State Nigeria. *Information and Knowledge Management Journal*, 5(4)
- ii. Grant, R. M. (2002). *Contemporary strategy analysis: Concepts, techniques and applications* (4th ed.) Oxford:Blackwell.
- iii. Hamel, G. & Prahalad, C. K. (1989). Strategic intent. *Harvard Business Review*, 67(3), 63- 76.
- iv. Monroe, A. S. (2002). Do successful companies possess strategic intent? A master's dissertation, MasseyUniversity, Palmerstone, New Zealand.
- v. Carton, B.R. (2004). Measuring organizational performance: An exploratory study. A Doctoral Dissertation, University of Geogia, Athen, Geogia.
- vi. Richard, B.H (2013). Capabilities, strategic intent and firm performance: An empirical investigation. Doctoral Dissertation, Temple University,
- vii. Lovas B. & Ghoshal S. (2000) Strategy as guided evolution. *Strategic Management Journal*, 21, 875896.
- viii. Prahalad C.K. & Doz Y. (1987) *The multinational mission*. New York: Free Press.
- ix. Hamel, G. & Prahalad, C. K. (1994). *Competing for the Future*, Boston, MA: Harvard University Press.
- x. MacMillan, H. & Tampoe, M. (2001). *Strategic Management: Process Content and Implementation*. London: Oxford University Press.
- xi. Nzuve, M. & Nyaega, G. (2011). Application of the Balanced core card in performance measurement at Essar Telecom Kenya Limited. Unpublished MBA Project. University of Nairobi.
- xii. Iravo, M., Ongori, J. & Munene, C. (2013). Factors affecting the performance of hotels and restaurants in Kenya. A case of Kisii County. *Interdisciplinary Journal of Contemporary Research in Business*. 4(12), 897-928.
- xiii. Fwaya, O. (2006). Human Resource systems and competitive strategies in hospitality organizational performance. Unpublished Msc Thesis. Maseno University. Kisumu.

Questionnaire

Instruction

This form is designed to generate data for analysis in this study. You are required to answer the questions by ticking one of the boxes provided against each question the one that best describe your opinion

Section A

- 1) Do Daraju Industries Limited, a producer of MyMy toothpaste achieved their goal of being the best, most beautiful and most prefer in Nigeria?
a) Yes () b) No ()
- 2) Do MyMy toothpaste defeat it competitors and win market share in Nigeria?
a) Yes () b) No ()
- 3) Can you say that MyMy toothpaste will be used in Nigeria in next 10years?
a) Yes () b) No ()

Section B

You are required to answer the following question by ticking on the option provided. Note the following: where A = Agreed, SA = Strongly Agreed, D= Disagreed, SD = Strongly Disagreed and UND = Undecided

Strategic Intent related questions

Questions	A	SA	D	SD	UN
Strategic Direction					
The vision of Daraju industries Limited have been achieved since its establishment in 1988.					
The mission of Daraju industries Limited have not been achieved since its establishment in 1988.					
Strategic Discovery					
The shareholders always explored new opportunities that enable Daraju Industries Limited to grow					
Part-time Directors are not always explored new opportunities needed for Daraju Industries Limited to grow					
The employees are not effective in discovering new opportunities					
Strategic Destiny					
The goals of the organization have been identified and employees perceived as inherently worthwhile					
The objectives of the organization are shared and employees perceived as inherently worthwhile					
Performance related questions					
The performance of Daraju Industries Limited in terms of sales volume has improved or continually increased over the years					