

Impact of Mission and Vision Statement on Technical Industries Production Units

S.Poongavanam , R.Vettriselvan, J.Rengamani, Fabian Andrew James, R.Srinivasan

Abstract: *The study on mission and vision statements is now a day not limited to private for profit making company and more to the experience of senior persons but also the other sectors. This paper tries to study the perspectives of employees in production sector based on a survey of 120 employees, this paper explored employees state of awareness of mission and vision statements, perceptions about their HR policies and whether the institution's mission and vision statements has impact on their behaviour and attitudes.*

Index Terms: *Mission, Production, Productivity, Technical industries, Vision*

I. INTRODUCTION

A mission statement is intended to clarify the 'what' and 'who' of a company, but a vision statement adds the 'why' and 'how' as well." As a company grows, its objectives and goals may change. Therefore, vision statements should be revised as needed to reflect the changing business culture as goals are met. A vision statement is an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future [15]. It is intended to serves as a clear guide for choosing current and future courses of action. Vision statement is a declaration of an organization's objectives, ideally based on economic foresight, intended to guide its internal decision-making[14].

A mission statement is a statement of the purpose of company, organization or person; its reason for existing; a written declaration of an organization's core purpose and focus that normally remains unchanged over time. Properly crafted mission statements serve as filters to separate what is important from what is not, clearly state which markets will be served and how, and communicate a sense of intended direction to the entire organization[13]. A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment. It is also called as company

mission, corporate mission, or corporate purpose. The mission statement should guide the actions of the organization, spell out its overall goal, provide a path, and guide decision-making. It provides "the framework or context within which the company's strategies are formulated." It is like a goal for what the company wants to do for the world.

II. REVIEW OF EARLIER STUDIES

Writing a mission and vision statement for the companies can be considered as a wonderful opportunity but more attention must given to this areas because the mission statement focuses on the organizational goals, strategies and behaviour. The article provides three real, superb examples of what a great mission can be done [1]. Only a few research works has been done on mission and vision statements of companies and the experience of senior executives and managers as management tool. It studies the perspectives of employees of a unique public but profit-oriented tertiary institution with a renewed corporate mandate in a developing country [2]. The length and content of mission and vision statements may vary; some broad others narrow. Fundamentally vision statements include and capture a myriad of stakeholder values and expectations; more importantly how the organization creates value for its stakeholders [3]. Empirically that mission and vision statements are useful for practical day-to-day operations, taking a contrary view to those who assert they are archaic documents that are typically exhibited as wall hangings[11]. Several works have delineated how mission and vision statements can be used to build a common and shared sense of purpose and also serve as conduit through which employee s" focus are shaped. Other schools of thought believe mission and vision statements tend to motivate, shape behaviours, cultivate high levels of commitment and ultimately impact positively on employee performance [1,2,5,6]. The survey conducted among 35 senior university managers about the mission statement and activities of the universities[10]. He found that mission statements and activities of the universities were positively related. The study examined mission and vision statements of six groups of private schools using content analysis [7]. He analyzed by using five main content categories; unique characteristics of the schools, their goals and objectives, services they offer, the environment they are placed in, and parent participation. It was found that, of the five main categories, there were intra-group and inter-group differences between the private schools with regards to the dimension of goals and objectives.

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The study concluded motivation level of manufacturing company can be improved by suitable long term HR policies [8]. Study highlight that implementing of innovative HR strategy in cement industry will increase the employees productivity level [9].

III. OBJECTIVES

1. To study the awareness level of vision and mission statement of the company
2. To study whether company work towards the fulfillment of vision and mission
3. To give viable suggestions

IV. METHODOLOGY

Research refers to search of knowledge one can also define research as a scientific and systematic knowledge search for pertinent information on a scientific topic. Descriptive research design is used to study the vision and mission statement of production sector Convenience sampling techniques is used to select the sample size. Sample size is limited to 120. Percentage and chi- square test is used to study the data.

DATA ANALYSIS, INTERPRETATION & RESULT

**TABLE-1
HR DEPARTMENT’S WORK FOR THE
FULFILLMENT OF PRODUCTION SECTOR’S VISION**

Description	Frequency	Percent	Cumulative Percent
Not bad	3	2.5	2.5
Good	40	33.3	35.8
Very good	33	27.5	63.3
Excellent	44	36.7	100.0
Total	120	100.0	

The above table shows that, 44 (36.7%) of respondents projected Excellent, 40 (33.3%) of respondents projected Good and 33 (27.5%) of respondents projected Very good and only 3 (2.5%) of respondents’ projected not bad of HR department’s work for the fulfillment of production sector’s vision. It clearly shows that HR department work’s excellently for the fulfillment of production sector’s vision.

**TABLE - 2
ANOVA**

H₀ – There is no significant difference between these mean values of HR department’s work for the fulfillment of production sector’s vision based on their hierarchical level.

H₁ - There is significant difference between these mean values of HR department’s work for the fulfillment of production sector’s vision based on their hierarchical level.

Description	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.369	3	.123	.550	.649
Within Groups	25.956	116	.224		
Total	26.325	119			

P =.649

P >.05

Since P value (.649) is greater than the .05 at 5% level of significance. Null hypothesis is accepted. Therefore there is no significant difference between these mean values of HR department’s work for the fulfillment of production sector’s vision based on their hierarchical level.

**TABLE - 3
THE ORGANIZATION MISSION IS TRANSLATED
TO HR POLICIES**

Description	Frequency	Percent	Cumulative Percent
Never	2	1.7	1.7
Rarely	2	1.7	3.3
Occasionally	45	37.5	40.8
Often	48	40.0	80.8
Very Often	23	19.2	100.0
Total	120	100.0	

It is clear that, 48 (40%) of the respondents rated Often, that the organization mission is translated to HR policies, 45 (37.5%) Occasionally, 23 (19.2%) Very Often, 2 (1.7%) Rarely and only 2 (1.7%) Never. So, the organization mission is translated to HR policies oftenly.

**TABLE - 4
ANOVA**

H₀ – There is no significant difference between these mean values of the organization mission is translated to HR policies.

H₁ - There is significant difference between these mean values of the organization mission is translated to HR policies.

Description	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.228	4	.057	.251	.909
Within Groups	26.097	115	.227		
Total	26.325	119			

P =.909 P >.05

Since P value (.909) is greater than the .05 at 5% level of significance. Null hypothesis is accepted. Therefore there is no significant difference between these mean values of the organization mission is translated to HR policies.

TABLE - 5
AWARENESS LEVEL OF THE VISION OF PRODUCTION SECTOR

Description	Frequency	Percent	Cumulative Percent
Strongly disagree	2	1.7	1.7
Disagree	5	4.2	5.8
Partially agree	26	21.7	27.5
Agree	48	40.0	67.5
Strongly agree	39	32.5	100.0
Total	120	100.0	

The above table shows that, 48 (40%) of the respondents agree that, they are aware of the vision of production sector, 39 (32.5%) strongly agree, 26 (21.7%) partially agree, 5 (4.2%) disagree and only 2 (1.7%) strongly disagree with the above statement. Thus, most of them aware of the vision of production sector-Ranipet.

TABLE - 6
ANOVA

H₀ – There is no significant difference between these mean values of aware of the vision of production sector-Ranipet.
H₁ - There is significant difference between these mean values of aware of the vision of production sector-Ranipet.

Description	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.812	4	.203	.915	.458
Within Groups	25.513	115	.222		
Total	26.325	119			

P =.458 P >.05

Since P value (.458) is greater than the .05 at 5% level of significance. Null hypothesis is accepted. Therefore there is no significant difference between these mean values of aware of the vision of PRODUCTION SECTOR-Ranipet.

TABLE-7
WORK FOR THE FULFILLMENT OF THE MISSION

Description	Frequency	Percent	Cumulative Percent
To a small extent	5	4.2	4.2
To a moderate extent	12	10.0	14.2
To a large extent	61	50.8	65.0
To a very large extent	42	35.0	100.0
Total	120	100.0	

It is clear that, 61 (50.8%) of the respondent's project to a large extent, that work for the fulfillment of the mission, 42 (35%) to a very large extent, 12 (10%) to a moderate extent, and only 5 (4.2%) to a small extent. Thus, most of the respondents are work for the fulfillment of the mission.

TABLE - 8
ANOVA

H₀ – There is no significant difference between these mean values of work for the fulfillment of the mission.
H₁ - There is significant difference between these mean values of work for the fulfillment of the mission.

Description	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.134	3	.045	.197	.898
Within Groups	26.191	116	.226		
Total	26.325	119			

P =.898 P >.05

Since P value (.898) is greater than the .05 at 5% level of significance. Null hypothesis is accepted. Therefore there is no significant difference between these mean values of work for the fulfillment of the mission.

TABLE - 9
OBJECTIVES ARE MEET BY HR PLANNING

Description	Frequency	Percent	Cumulative Percent
Rarely	6	5.0	5.0
Occasionally	28	23.3	28.3
Often	61	50.8	79.2
Very Often	25	20.8	100.0
Total	120	100.0	

It is clear that, 61 (50.8%) of the respondents marked Often, that production sector objectives are meet by HR planning, 28 (23.3%) Occasionally, 25 (20.8%) Very Often and only 6 (5%) Rarely. Thus, production sector objectives are meeting by HR planning.

TABLE-10
ANOVA

H₀ – There is no significant difference between these mean values of production sector objectives are meeting HR planning.
H₁ - There is significant difference between these mean values of production sector objectives are meeting HR planning.

Description	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.418	3	.139	.624	.601
Within Groups	25.907	116	.223		
Total	26.325	119			

P =.601 P >.05

Since P value (.601) is greater than the .05 at 5% level of significance. Null hypothesis is accepted. Therefore there is no significant difference between these mean values of production sector objectives are meeting by HR planning.

RESULTS

- 36.7% of respondents project Excellent, 33.3% of respondents project good and 27.5% of respondents project Very good and only 2.5% of respondents' project not bad of HR department's work for the fulfillment of production sector's vision.
- 40% of the respondents rated often, that the organization mission is translated to HR policies, 37.5% occasionally, 19.2% Very Often, 1.7% rarely and only 1.7% Never.
- 40% of the respondents agree that, they are aware of the vision of production sector, 32.5% strongly agree, 21.7% partially agree, 4.2% disagree and only 1.7% strongly disagree with the above statement.
- 50.8% of the respondent's project to a large extent, that work for the fulfillment of the mission, 35% to a very large extent, 10% to a moderate extent, and only 4.2% to a small extent.
- 50.8% of the respondents marked Often, that production sector objectives are meet by our HR planning, 23.3% Occasionally, 20.8% Very Often and only 5% Rarely.
- Therefore there is no significant difference between mean values of HR department's work for the fulfillment of production sector's vision based on their hierarchical level
- There is no significant difference between these mean values of the organization mission translated to HR policies
- Therefore there is no significant difference between these mean values of awareness of vision among employees
- Therefore there is no significant difference between these mean values of production sector objectives are meeting by HR planning

V. CONCLUSION

This study has predicts that employees knowledge and perceptions on mission and vision statements and has shown it act as strategic management tools and has impact on employee behaviours and attitudes in consistence with other empirical studies. The author has attempted particularly HR policies and whether vision and mission statement are translated towards HR policies.

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AUTHORS PROFILE



Dr. S. Poongavanam working as a Professor in AMET Business School, Academy of Maritime Education and Training (AMET) Deemed to be University. He done his Doctorate degree in Bharathidasan University. So far he has published nearly 127 articles in Scopus indexed/UGC approved journals and other indexed journals. He participated and presented 25 papers in international conference/seminar. He got five awards from reputed institutions. He is member of editorial board in seven international journals.





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Prof. Dr. J. Rengamani working as a Professor in AMET Business School, Academy of Maritime Education and Training (AMET) Deemed to be University. He has got more than 24 years of teaching and research experience in the field of management studies. The applicant has published more than 75 research articles in scopus indexed journals, UGC approved journals and other high impact factor journals. He has authored 5 books and guiding 7 Ph.D scholars. He has presented articles in many conferences and seminars. He has received 4 awards. He was nominated as the member of Board of Management of AMET University. Presently, he is working as the Professor and Director of AMET Business School.



Dr. Fabian Andrew James has completed his PhD in the field of Management specializing in the area of HR and published more than 25 articles in renowned journals including scopus indexed journals. He has completed his post graduation in the field of Human Resource Management in Madras Christian College and undergraduate degree in Loyola College, Chennai. He has acquired a graduate certificate in Human Resource Management from Swinburne University, Melbourne, Australia in 2007. He has more than 9 years of corporate experience in the area of shipping and logistics as well as Human Resource Management.



Dr. R. Srinivasan working as a Associate Professor in AMET Business School, Academy of Maritime Education and Training (AMET) Deemed to be University. He done his Doctorate of Philosophy in Management, awarded by AMET University, Chennai. Pragmatic in approach, optimistic in attitude and dynamic in action are the keys for a successful 24 years of teaching experience out of which 3 years served as a Head of department and 4 years of Industrial Experience. Guiding the research work in Ph.D., M.Phil., and M.B.A., Projects. He is the Coordinator of AMET Staff Welfare Committee, Asst Controller of Examinations, and Asst Director of HRD in AMET University. He is a professional member of AIMA and United Writers Association. He has authored 4 books in the area of management. He has taken active part in National as well as International level seminars, published research articles in SCOPUS indexed journals and other reputed international journals. He has specialized in the areas of Finance, Marketing and Strategic Management.