

EMPLOYEE IDENTIFICATION AND PARTICIPATION IN THE VISION AND MISSION OF IT COMPANIES IN CHENNAI

¹Dr. A. Palani, ²Dr. P. Kumarasamy

ABSTRACT --It is undeniably, that organisations need to envision the future shape of the business in the form of having an integrated vision with a clear purpose exhibiting the essence of its corporate values. Mission statements on the other hand spells out the beliefs of the top management keeping in mind the future in clear cut terms. The objectives of this study are to study the level to which employees are able to identify the vision and mission statements of IT companies and to know how far the employees are able to participate in the vision and mission statements as being a part of the organisation. Most of the respondents agree that the vision and mission statement remind and motivates to work towards the organizational vision and mission statement, they remain committed also participate in pursuing the vision and mission statement.

Keywords-- Vision, Mission, employee identification, employee participation, etc.

I. INTRODUCTION

The vision and mission of a company should be compelling enough to make wonders happen in the organisation. Even though organisations put in a lot of effort in formulating their vision and mission statements in an appealing manner with a lot of foresight, unfortunately very often their potential is often limited because it is not communicated in a convincing manner to the employees. It is no exaggeration that when done right, the vision and mission statements could serve as being a source of powerful sense of purpose and direction.

It is undeniably, that organisations need to envision the future shape of the business in the form of having an integrated vision with a clear purpose exhibiting the essence of its corporate values. Mission statements on the other hand spells out the beliefs of the top management keeping in mind the future in clear cut terms

II. NEED FOR THE STUDY

It is very important for an organization to have a vision and mission statement or policy statement for it to be more effective so as to gain competitive advantage over its competitors. It is therefore the of really inevitable for organisations to work in the direction of formulation an excellent and inimitable vision and mission statements which in turn need to be communicated in clear cut terms to each and every employee as it is only through the efforts of them that the vision and mission statement could be really made achievable. It cannot be denied that developing a mission statement is essential to an effective strategic planning and development. It is a critical tool for gaining commitment, loyalty and accord for business purpose. Mission refers to the future and concerns with

¹ Professor & Head, School of Management Studies, Sathyabhama Institute of Science and Technology

² Assistant Professor, School of Management Studies, Sathyabhama Institute of Science and Technology

the way the firm is managed at present. It addresses the organisational purpose, culture and philosophy. It is a concept about the corporate way of behaving.

III. REVIEW OF LITERATURE

Authors like Campbell (1997) and Mullane (2002) believe that the vision and mission statements help in building and sharing a sense of purpose for which the organisation strives to achieve. They feel that it could also be used as a channel through which employees are made to remain focused at work.

On the other hand, authors like Mullane (2002), Collins and Poras (1991) and Daniel, (1992) have carried out research which demonstrate that the vision and mission statements are most likely to lead to motivation and help in shaping the type of behaviours that employees are likely to exhibit. They also feel that vision and mission statement help in imbibing high sense of commitment among the employees which in turn could positively influence employee performance.

According to Bartkus et al. (2004) the basic purpose of any mission statement is to serve as a means of communicating the strategic direction the organisation is embarking on to all its stakeholders. In another study conducted by Mullane, J. V. (2002) it has been demonstrated that one of the most important features of a mission statement is that it serves as a source of motivation and inspiration to employees at large.

IV. OBJECTIVES OF THE STUDY

- i. To study the level to which employees are able to identify the vision and mission statements of IT companies
- ii. To know how far the employees are able to participate in the vision and mission statements as being a part of the IT companies.

V. METHODOLOGY

The research design is descriptive in nature and the study has relied heavily on primary data which has been collected with the help of a questionnaire which has served as the research tool for the collection of data. The target respondents included respondents employed with midcap IT firms operating in Chennai. The sample size is limited to 65 team leaders and the sampling technique has been convenience sampling.

VI. DATA ANALYSIS

Table 1: Level of agreement with respect to the various attributes of the
Vision / Mission Statements

Attributes of the vision and mission statements	Level of agreement	Number of Respondents	Percent
Unique and distinct vision and mission statements	High	54	84.4
	Moderate	10	15.6

	Low	0	0
	Total	64	100
Prioritises customers and key markets	High	48	75.0
	Moderate	16	25.0
	Low	0	0
	Total	64	100

Enhances employee involvement	High	25	39.1
	Moderate	27	42.2
	Low	12	18.8
	Total	64	100
Creates cohesiveness among employees	High	48	75.0
	Moderate	16	25.0
	Low	0	0
	Total	64	100
Improves organizational climate	High	16	25.0
	Moderate	31	48.4
	Low	17	26.6
	Total	64	100
Leads to effective employer branding	High	15	23.4
	Moderate	36	56.3
	Low	13	20.3
	Total	64	100
Influences employee Identification and participation in vision and mission of the company	High	17	26.6
	Moderate	33	51.5
	Low	14	21.9
	Total	64	100

The table above indicates the level of agreement as indicated by the respondents with respect to the various attributes of the vision and mission statements.

- With respect to uniqueness and distinctiveness of the vision and mission statements, 84.4% have indicated high level of agreement and the remaining 15.6% have indicated moderate level of agreement.
- With respect to vision and mission statements prioritising customers and markets, 75% have indicated high level of agreement and the remaining 25% have indicated moderate level of agreement.
- With respect to vision and mission statements enhancing employee involvement, 39.1% have indicated high level of agreement, 42.2% have indicated moderate level of agreement and 18.8% have indicated low level of agreement.
- With respect to vision and mission statements encouraging cohesiveness among employees, 75% have indicated high level of agreement and the remaining 25% have indicated moderate level of agreement.
- With respect to vision and mission statements improving organizational climate, 25% have indicated high level of agreement, 48.4% have indicated moderate level of agreement and 26.6% have indicated low level of agreement.
- With respect to vision and mission statements effective employer branding, 23.4% have indicated high level of agreement, 56.3% have indicated moderate level of agreement and 20.3% have indicated low level of agreement.
- With respect to vision and mission statements influencing employee identification and participation, 26.6% have indicated high level of agreement, 51.5% have indicated moderate level of agreement and 21.9% have indicated low level of agreement.

A very good percentage of the respondents have positive attitude towards the vision and mission statement. This is an encouraging factor.

Table 2: t test for significant difference between gender and level of agreement with respect to attributes of vision and mission statements

Attributes of vision and mission statements	Gender				t value	P Value
	Male		Female			
	Mea	SD	Mean	SD		
Unique and distinct vision and mission	15.92	3.12	13.15	1.03	1.716	<0.001**
Prioritises customers and markets	17.83	3.26	15.85	1.97	0.033	<0.001**
Enhances employee Involvement	20.54	3.52	19.28	2.71	1.070	<0.001**
Creates cohesiveness among team members	14.25	2.98	10.44	2.75	6.275	<0.001**
Improves organizational climate	20.46	4.36	19.46	2.87	1.172	<0.001**
Leads to effective employer branding	13.36	2.88	12.37	1.12	1.752	<0.001**
Influences employee identification and participation	15.35	2.72	13.08	3.10	4.172	<0.001**

Note: ** Significant at 1%

The probability value which is seen to be lesser than 0.01, proves that there is a significant difference between gender and level of agreement with respect to attributes of vision and mission statements. Further analysis however shows that male respondents have indicated a higher level of agreement with respect to the attributes of vision and mission statements as compared to female respondents.

Table 3: t test for significant difference between marital status and level of agreement with respect to attributes of vision and mission statements

Attributes of vision and mission statements	Marital Status				t value	P Value
	Married		Unmarried			
	Mean	SD	Mean	SD		
Unique & distinct vision & mission	15.92	3.12	13.15	1.03	1.716	<0.001**
Prioritises customers and key markets	17.83	3.26	15.85	1.97	0.033	<0.001**
Enhances employee Involvement	20.54	3.52	19.28	2.71	1.070	<0.001**
Creates cohesiveness among	14.25	2.98	10.44	2.75	6.275	<0.001**
Improves organizational climate	20.46	4.36	19.46	2.87	1.172	<0.001**
Leads to effective employer branding	13.36	2.88	12.37	1.12	1.752	<0.001**
Influences employee identification and participation	15.35	2.72	13.08	3.10	4.172	<0.001**

Note: ** Significant at 1%

The probability value which is seen to be lesser than 0.01, proves that there is a significant difference between marital status and level of agreement with respect to attributes of vision and mission statements. Further analysis however shows that married respondents have indicated a higher level of agreement with respect to the attributes of vision and mission statements as compared to unmarried respondents.

Table 4: t test for significant difference between type of work done and level of agreement with respect to attributes of vision and mission statements

Attributes of vision and mission statements	Type of work done				t value	P Value
	Technical		Non-Technical			
	Mean	SD	Mea n	SD		
Unique and distinct vision and mission	15.89	3.07	15.74	3.42	0.489	<0.001**
Prioritises customers and key markets	20.24	3.28	19.15	3.74	2.586	<0.001**
Enhances employee Involvement	21.56	4.05	20.19	4.68	0.888	<0.001**
Creates cohesiveness among employees team members	13.44	2.79	13.05	2.92	1.417	<0.001**

Improves organizational climate	15.44	2.63	14.96	3.04	1.758	<0.001**
Leads to effective employer branding	15.57	3.36	14.28	2.94	2.358	<0.001**
Influences employee identification and participation	19.34	3.88	18.98	3.55	1.739	<0.001**

Note: ** Significant at 1%

The probability value which is seen to be lesser than 0.01, proves that there is a significant difference between type of work done and level of agreement with respect to attributes of vision and mission statements. Further analysis however shows that respondents who are involved in doing non-technical work have indicated a higher level of agreement with respect to the attributes of vision and mission statements as compared to respondents who are involved in doing technical work.

Table 5 : ANOVA for significant difference between age and level of agreement with respect to attributes of vision and mission statements

Attributes of vision and mission statements	Age Group in years				F value	P Value
	Less than 25	25 – 35	35 - 45	Above 55		
Unique and distinct vision and mission	14.02 (12.24)	15.27 (9.26)	16.05 (5.84)	16.65 (8.21)	2.064	<0.001**
Prioritises customers and key markets	15.47 (3.34)	15.57 (3.20)	15.88 (2.36)	16.18 (3.59)	1.138	<0.001**
Enhances employee involvement	18.00 (3.95)	18.84 (3.85)	18.67 (2.74)	19.68 (3.34)	1.083	<0.001**
Creates cohesiveness among employees	18.17 (3.78)	18.17 (3.54)	18.50 (3.16)	19.64 (3.89)	4.416	<0.001**
Improves organizational climate	19.73 (4.60)	18.83 (4.20)	20.54 (3.98)	21.79 (3.90)	3.186	<0.001**
Leads to effective employer branding	12.30 (2.90)	13.38 (2.95)	13.71 (2.20)	13.54 (2.99)	1.023	<0.001**
Influences employee identification and participation	14.88 (3.17)	15.02 (2.86)	15.45 (2.27)	16.47 (2.78)	1.211	<0.001**

Note: 1. SD value is given within bracket

2. ** Significant at 1%

The probability value which is seen to be lesser than 0.01, proves that there is a significant difference between age and level of agreement with respect to attributes of vision and mission statements. Further analysis however shows that those who are above 55 years of age have indicated higher level of agreement with respect to the attributes of vision and mission statements as compared to other age groups.

Table 6: ANOVA for significant difference between educational qualification and level of agreement with respect to attributes of vision and mission statements

Attributes of vision and mission statements	Educational Qualification			F value	P value
	Diploma	Graduate	Post graduate		
Unique and distinct vision and mission	48.68c (12.63)	53.35b (6.29)	54.95a (8.48)	15.546	<0.001**
Prioritises customers and key markets	15.16c (3.08)	15.88b (2.68)	16.18a (3.63)	3.397	<0.001**
Enhances employee Involvement	18.18a (4.45)	18.38a (2.85)	18.98a (3.32)	1.832	<0.001**
Creates cohesiveness among employees	34.88a (7.18)	38.12a (5.88)	37.88a (5.98)	9.403	<0.001**
Improves organizational climate	18.77b (4.46)	19.74b (3.84)	22.18a (3.97)	26.424	<0.001**
Leads to effective employer branding	12.06c (2.83)	13.25b (2.55)	14.09a (2.89)	16.463	<0.001**
Influences employee identification and participation	14.23c (3.04)	15.64b (2.79)	15.56a (2.47)	7.453	<0.001**

Note: 1. SD value is given within bracket

2. ** Significant at 1%

The probability value which is seen to be lesser than 0.01, proves that there is a significant difference between educational qualification and level of agreement with respect to attributes of vision and mission statements. Further analysis however shows that those who are post graduates have indicated higher level of agreement with respect to the attributes of vision and mission statements as compared to respondents possessing lower level of educational qualification.

Table 7: ANOVA for significant difference between total experience and level of agreement with respect to attributes of vision and mission statements

Attributes of vision and mission statements	Total Experience in years				F value	P value
	Below 5	5-10	10-15	Above 15		
Unique and distinct vision and mission	13.54 (3.28)	14.24 (3.07)	14.13 (3.00)	14.31 (2.95)	1.497	<0.001**
Prioritises customers and key markets	15.75 (3.31)	16.65 (2.92)	15.40 (2.82)	15.23 (3.58)	5.715	<0.001**
Enhances employee Involvement	18.96 (3.60)	19.09 (3.41)	18.51 (3.56)	17.18 (2.83)	4.178	<0.001**
Creates cohesiveness among employees	18.20 (3.64)	19.37 (3.77)	18.48 (3.45)	18.99 (3.73)	2.359	<0.001**
Improves organizational climate	19.73 (4.43)	20.63 (4.42)	20.44 (4.04)	21.17 (4.02)	2.018	<0.001**
Leads to effective employer branding	12.88 (2.89)	14.11 (2.93)	13.35 (2.51)	12.58 (2.67)	5.968	<0.001**

Influences employee identification and participation	14.87 (2.87)	15.96 (2.75)	15.06 (2.61)	15.04 (2.72)	3.666	<0.001**
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Note: 1. SD value is given within bracket

2. ** Significant at 1%

The probability value which is seen to be lesser than 0.01, proves that there is a significant difference between total experience and level of agreement with respect to attributes of vision and mission statements. Further analysis however shows that those who have more than 15 years of experience have indicated higher level of agreement with respect to the attributes of vision and mission statements as compared to respondents possessing lower level of experience.

VII. FINDINGS AND CONCLUSION

The study depicts that all the respondents have a very positive attitude towards the vision and mission statement in IT companies in Chennai which is an encouraging factor for the management. It is great to see that the management has taken a lot of steps to communicate the vision and mission statement. And the management displays the vision and mission statement in prominent places and are giving awareness to its employees. Most of the respondents agree that the vision and mission statement remind and motivates to work towards the organizational vision and mission statement. The respondents are committed to the vision and mission statement. The vision and mission statement strive to be employee friendly. The respondents also participate in pursuing the vision and mission statement. It is also seen that the vision and mission statement help to identify and develop the skills of the individuals and the vision and mission statement matches with their own individual goal.

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