

Studying the Relation Between Organizational Mission as an Encouraging Factor and Performance Improvement of Human Resources

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Abstract: The aim of this study is investigate the relation of clarity of organizational mission as a encouraging factor and performance improvement of human resources in the TNC Groups. In this research, mission dimension in Denison model is used to recognize the clarity of organizational mission following his studies. A descriptive – correlation research method was utilized. The data gathering tools include the Denison’s organizational mission questionnaire and forms and documents related to employee performance evaluation in 2 periods of time in the H.R department. The Cranach’s alpha method was used in order to estimate the reliability of a questionnaire. The Cranach’s alpha coefficient method is 0.85 respectively. The population is consisted of full staff in TNC groups, their total number is 180 within regard to Morgan table, the sample 120 employees were selected through sequential. The results of this research showed that there is significant and positive relation between clarity organizational mission as encourage factor and employees performance improvement.

Key words: organizational mission- Denison model- performance- improvement

INTRODUCTION

Today’s, human resources is the most valuable factor of production and is the most important capital in each organization and main resources for competitiveness and provide principle capabilities for each organization. Unification of personnel performance with objectives of organization shall include long-term and short-term advantages, so that managers can guide personnel in line with objectives and strategies of organization and personnel can understand their roles perfectly (Karen.E, 2011). Today’s, organizational objective realization is important for managers and when personnel recognize organizational objectives and missions and relevant reasons and future destination, they can coordinate their goals with long-term and short-term goals of organization and play effect role respectively. success measurement scale for each organization is performance quality rate of personnel in that organization thus to measure success of an organization , human resources system are required until with presenting proper guidelines and creating necessary coordination between organizational goals and personnel goals, general utilization would be increased and contributed organization in goals achievement (tajeddin,2010) . With creating clear relation among business goals and behavior and performance of personnel, organization can warn personnel about their roles in promoting general strategy (Anderson’s, 2008, p: 672-679).

Literature Review:

Organizational Mission:

The mission of organization indicates its activities structures. If the organizational mission is designated correctly, organization will be successful otherwise organization will fail. So failure in mission determination causes an organization to fail without competitors and damages (Sherman, 1993). Denison (2000) introduced strategy direction, vision and goals as 3 components of mission for an organization.

Armistead (1990) said that organizations with good performance determine clear mission for themselves. Larsen (2000) said that organizational mission would be realized in businesses which related to organization procedures with good performance.

Organizational Vision:

Millar and Das (1996) said that strategy vision describes future desire which connects with ideals and emotion of members of organization and encourages them to unify together to achieve organizational goals (Desmit&prinzie, 2008:4). Organizational vision includes proper inspiration of achievable ideal and needs of organizational in the future (Millet.s.m, 2006). This description is a compound of mental concepts and observable resources which it is determined in a comprehensive structure, in general it has been emphasized that

is the main principle of future perspective to be described briefly and memorize able easily (Dess, Gregory G., 2003).

Goals and Objective:

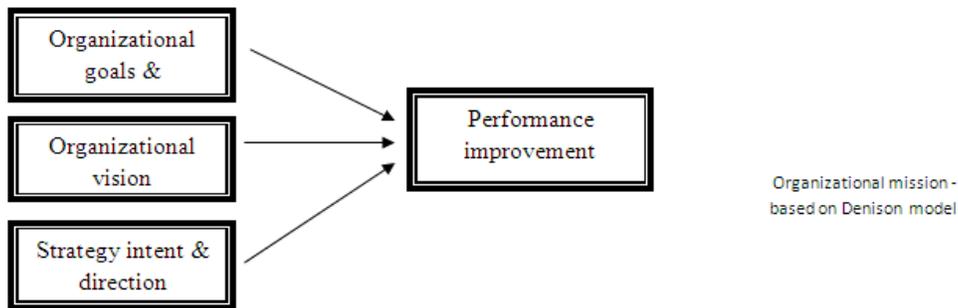
Chiled (2005) said that every employee has his /her goals and objectives and he or she promotes organizational strategies based on these goals and objectives. According to Humble, management is not realized on an organization except managing goals of organization which this includes planning to reach considered goals and studying achievement performance and finally correcting process to reach effective goals for organization (Pears & Robinson, 2010).

Strategy Direction & Trend:

Strategy coordination requires combining all units and components of an organization, these components include different departments such as human resources technology, financial , operation departments to support goals and strategy of an organization. Robinson believes that the strategic direction includes supporting interests and activities of employees and personnel in line with general goals and organization and he says that coordination achievement is a difference process.

Personnel Performance:

Brumbach described performance which it is includes results and behaviors. He believe that performance means behavior and result and behaviors is derived and originated from factor or agent and convert performance from thought to action. Not only behaviors are not means to achieve results but also are the result of mental and physical activities process which separate from related results (Armstrong, 2007). Performance is a behavior to reach organizational goals which it has been evaluated perfectly (courtis, 2004, p: 231).



About studying relation of organization mission and performance of employees many researchers have been conducted as follow:

- Mr. shakil Ahmad conducted a research in year 2012 entitled the effect of organizational culture on performance management based on Denison model in Sates information institute in Pakistan. According to information analysis it was determines that recognizing and understanding organizational mission on performance of employees has direct and positive effect in comparing 3 other factors and resulted score is 81%.
- William phanuel and cofi darbi in year 2012 conducted a research about the effect of mission and perspective understanding on performance and behavior of employees in high education centers and business managers' education and leaders and governmental mangers in management sciences in Ghana and western Africa countries. According to the obtained results it was determines that there is a direct relation between performance and behavior of employees with organizational mission and perspective recognition.
- Mohammad Aslam khan in year 2010 conducted a research in media, banking, drug equipments companies about the effect of organizational mission as facilitator factor to improve organizational performance. According to obtained information of questionnaires analysis it was determines that there is a significant and positive relation between organizational mission and dimension.

The main question:

Does the clarity of mission organization could improve employee performance?

The main hypotheses

There is a significant and positive relation between Organizational mission and employee performance

Secondary hypotheses:

H₁: There is a significant and positive relation between Organizational vision and employee performance

H₂: There is a significant and positive relation between Organizational goals and objective and employee performance

H₃: There is a significant and positive relation between Strategic direction and trend and employee performance

Community, Sample and Sampling Method:

In this research the statistical community includes all employees and experts of Torfe Negar engineering company as 180 people and using Morgan table, 120 people with classified sampling method were selected and the organizational mission questionnaires were distributed to respondents.

Participants, Measurement and Procedure:

Data collection in this research includes questionnaires related to organizational mission measurement based on Denison organizational cultural model with 15 questions also the performance average of 120 employees and expert based on indices was analyze using performance evaluation form of 120 subject in 2 quarters phases before training classes about present of organizational mission and vision and after these courses which in this research they have been determined as the first, second phases. The reliability and validity of questionnaires were confirmed and Cronbac`s Alfa method has been used perfectly.

Reliability Statistics:

Cronbach's Alpha	N of items
0.85	15

After data collection, data received from individual is punched using SPSS. Person Correlation analysis and wilcoxon test is applied to test hypotheses.

RESULTS AND DISCUSSION

The obtained findings of research indicate that 45 % of respondents were men and 55% were women. About educational major the findings show that 46% were computer graduates and 22% were industrial engineering graduates and 14% were accounting graduates and 15% were management graduates and 3% were graduates in other fields.

Comparison of performance appraisal scores before and after training courses related to organizational goals and objectives:

The difference between employee appraisals scores in the first half and second half of 2011 Have been analyzed by using wilcoxon test.

Table 1: Wilcoxon signed ranks test.

	N	Mean Rank	Sum of Ranks
-performance in first half	13 ^a	45.38	590.00
performance in second half	98 ^b	57.41	5626.00
Negative Ranks			
Positive Ranks			
Ties	9 ^c		
Total	120		

- a. performance in second half < performance in first half
- b. performance in second half > performance in first half
- c. performance in second half = performance in first half

Test Statistics^b

	performance in second half - performance in first half
Z	-7.409 ^a
Asymp.sig.(2-tailed)	.000

- a. Based on negative ranks.
- b. Wilcoxon Signed Ranks Test

Comparing the employee performance of the first half and second half of 1390, was confirmed there is significant difference between the employees performance evaluation scores in the first half and second half of 2011 and these courses related to clarity organizational mission and vision have improved employees performance. Pearson correlation method has been used in order to test hypotheses and respond to main question.

Table 2 shows the relation between organizational mission and its three components with employee performance. According to the above table and correlation coefficient of .657 at the 0.01 level, is confirmed there are significant and positive relation between the clarity of organizational mission and employee performance improvement, so hypothesis 0 is rejected and main hypotheses is accepted.

H₁: There is a significant and positive relation between Organizational vision and human resources performance

The observed r in level 1% shows the significant and positive relation between organizational mission and human resources performance. On the other hand whatever the organizational mission transparency increases the human resources performance shall be increased and hypothesis 0 is rejected

H₂: There is a significant and positive relation between goals and objectives and human resources performance

Table 2: Correlation analysis of mission and their elements with employee’s performance.

	Performance	Vision	strategy	goal	MCm	
Performance	Pearson Correlation Sig.(2-tailed) N	1 .000 120	.668** .000 120	.690** .000 120	.570** .000 120	.657** .000 120
Vision	Pearson Correlation Sig.(2-tailed) N	.668** .000 120	1 .000 120	.572** .000 120	.475** .000 120	.345** .000 120
strategy	Pearson Correlation Sig.(2-tailed) N	.690** .000 120	.572** .000 120	1 .000 120	.897** .000 120	.525** .000 120
goal	Pearson Correlation Sig.(2-tailed) N	.570** .000 120	.475** .000 120	.897** .000 120	1 .000 120	.452** .000 120
MCm	Pearson Correlation Sig.(2-tailed) N	.657** .000 120	.345** .000 120	.525** .000 120	.452** .000 120	1 .000 120

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

The observed r in level 1% shows the significant and positive relation between goals and objective and human resources performance. On the other hand whatever the organizational goals and objectives to be more transparent, in order to achieve to short-term and long-term goals, the human resources performance shall be improved and hypothesis 0 is rejected

H₃: There is a significant and positive relation between Strategic direction and trend and human resources performance

The observed r in level 1% shows the significant and positive relation between Strategic direction and trend and human resources performance. On the other hand whatever Strategic direction and trend to be more tangible for employees, the human resources performance shall be improved and hypothesis 0 is rejected

Suggestion:

Using Pearson correlation coefficient the relation between organization mission transparency and employees performance measurement elements was studied and determined that the organizational mission transparency has significant and positive effect on indices and process standards and human resources indices and management hierarchy opinions on the other hand whatever employees of an organization activate about organizational mission it can improve the performances in 3 performance measurement indices .

Due to obtained results for researcher it is suggested that to improve performance , employees must be familiarized with experts and personnel in organizational mission process , vision and also many sessions must be held to informed based on documented resources . members of each organizational unit must participate in internal goals process so that the individual goals of employees be applicable and employees believe that if the organizational goals be realized they can reach to their individual goals and in regarding organizational goals achievement, employees must interact in group with increasing responsibility and with presenting proper feedback with performance and evaluation can be announced at the end of the process.

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