

The Role of vision and mission in the Organisation Development Practices

***Dr. J. Vincent Xavier**

*Asst professor, School of Management studies, St. Joseph's College (Autonomous)
Tiruchirappalli, Tamil Nadu, India.

Abstract

At present the organisation's scenario is a competitive in nature, every organisation has to prove its quality in the global market and its reputation. The globalization and the privatization create more opportunities and verities of products to the customers. Customers always willing to prefer their products based on various reasons, one of the reasons is the already said quality and the brand name. To achieve these things, the organisational vision is very much important. Vision shows the correct way to move next and the mission are played a vital role in fulfill the vision statement. In this context the author tries to explore the role of mission and vision in the organisational development practices of the paper production industry, situated in Tamil Nadu, India. It is purely an empirical study. It is a descriptive type of study. Censes method was adopted to collect the data. Data were collected directly through the structured, self-prepared questionnaire. It was properly tested with reliability and validity. The simple percentage analysis and chi squire test was applied to analyze the data. The major finding of this study was vision and mission concept are played a key role in the organisational development practice. This study has some suggestions based on the findings.

Key words: OD, Organisation Development. ONGC, Oil and Natural Gas Corporation TNPL, Tamil Nadu Newsprint and Papers Limited TPA, Tonnes per annum

Introduction

Organizational Development is a process of improving organizational efficiency and health. The term is a new concept introduced in 1950. It is a deliberate and systematic process of forming an environment that enables the members of an organization to understand and deliver on its strategic goals.

Organization development (OD) is a professional discipline with focus on improving and enhancing capabilities within organizations to meet strategic and tactical goals. That focus is directed at the performance of people: individuals, groups and teams distinct from capital or other assets at the disposal of the organization.

- **Edgar Schein** [Former MIT Professor]

Hereafter, it is known as OD. OD involves active interventions by the top managements and intention to achieve the desired changes in the attitude, values and believes of the employees. Its focus is on improving the organization's ability to assess and to solve its own problems. Moreover, OD is oriented to improve the total system. Organizational development it is commonly known to be the practice of changing people and organizations' for positive growth. In practice, OD can take on many forms, and typical OD activities can include some of the following:

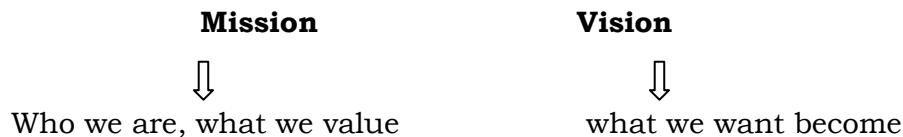
- Vision and mission
- Team building
- Career development and leadership development

- Training and coaching
- Innovation practices and e-learning

Every factor plays a vital role in the growth and development of the organisation. In this context the organizational vision and the mission is directly influenced in the OD practices, if the vision and the mission of the organisation is clear and well defined and more familiar to the employees of the organization it reflects in the productivity of the organisation. Developing effective vision and mission statements are the most important factors that help to the effectiveness of the organization.

The Role of Mission, Vision in OD

Mission and vision both relate to an organization's purpose and are typically communicated in some written form. Mission and vision are statements from the organization that answer questions about which we are, what we value, and where we're going. A mission statement communicates the organization's reason for being, and how it aims to serve its key stakeholders customers, employees, and investors. A vision statement, in contrast, is a future-oriented declaration of the organization's purpose and aspirations. In many ways, Mission and vision statements play three critical roles: (1) communicate the purpose of the organization to stakeholders, (2) inform strategy development, and (3) develop the measurable goals and objectives by which to gauge the success of the organization's strategy.



Firstly, Mission and vision provide a vehicle for communicating an organization's purpose and values to all key stakeholders. Secondly mission and vision create a target for strategy development, to better understand the relationship among mission, vision, it is sometimes helpful to visualize them collectively as a funnel. Mission and vision provide a high-level guide to the management and the employees to accomplish their work in a productive manner.

The present scenario work force has changed. Employees expect more from a day's work than simply a day's pay. They want challenge, recognition, and a sense of accomplishment, worthwhile tasks and meaningful relationships with their managers and co-workers. When these needs are not met, performance declines. Today's customers demand continually improving quality, rapid product or service delivery; fast turn-around time on changes, competitive pricing and other features that are best achieved in complex environments by innovative organizational practices. The effective organization must be able to meet today's and tomorrow's challenges. Adaptability and responsiveness are essential to survive and thrive. Perhaps the vision and the mission of the organisation must be very important to an organisation. This study focuses how the vision and mission of an organisation is important in the organization development. This study was conducted in a paper industry situated in Karur. It is owned by the government of Tamil Nadu, India.

Scope of the Study

This study has scope as it covers a wide range of OD strategies viz., Organization mission / vision, Organization culture, Training and development, Team building, and

conflict and Leadership management. This study would not only provide a vital input in the reformulation of strategies but also iron out their deficiencies. Further this study would make the executives understand about the ways and means to develop a sound financial viability and growth. More than this the modified strategies in the light of their perception and views could enhance the performance of the whole organization considerably.

Such a study would be of a great help to the other paper industries in Tamil Nadu and elsewhere. This study is focusing to study the executive's perceptions of Organization Development strategies practised in TamilNadu Newsprint and Papers Limited (TNPL) at Kagithapuram in the Karur District of Tamil Nadu.

Statement of the Problem

Organization development (OD) is a planned, organization-wide effort to increase the organization's effectiveness and viability. OD is a complex strategy intended to change the beliefs, attitudes, values, and structure of an organization, so that it can better adapt to new technologies, markets, challenges, and the dizzying rate of change itself.

The state owned paper industry called Tamil Nadu newsprint paper limited (TNPL), Karur, is now facing problems due to the start of more private paper industries and marketing its products by the competition of the private industries. More selling of the product is closely linked with the quality of the products. The product quality is based on the performance of the employees who are working in the industry. The organization's development process practiced by this industry has a close nexus with overall performance of the industry. For that the vision and the mission of the organization is very important and how it plays the key role in OD. In this context, it is necessary to examine the role of vision and mission. Hence, this research is worth researchable from the point of view of both diagnosing the flows in the vision and mission statements to put the industry on the right track with financial viability.

Objective of the Study

The objective of this study is to know the role of the vision and mission in the organization development practices in Tamil Nadu Newsprint paper limited (TNPL), Karur.

Hypothesis of the Study

There is a significant association between the vision and the mission of the organisation and the overall OD process.

Conceptual Frame work of OD

The researcher, based on the intensive study on OD practices based on the experiences he gained through various reviews as well as detailed discussion with the industrial experts of various industries and TNPL and academicians formulated the present frame work. This frame work would resultant that the vision and mission statement of an organisation is an important factor that guides the employees and the management to proceed in a right way.

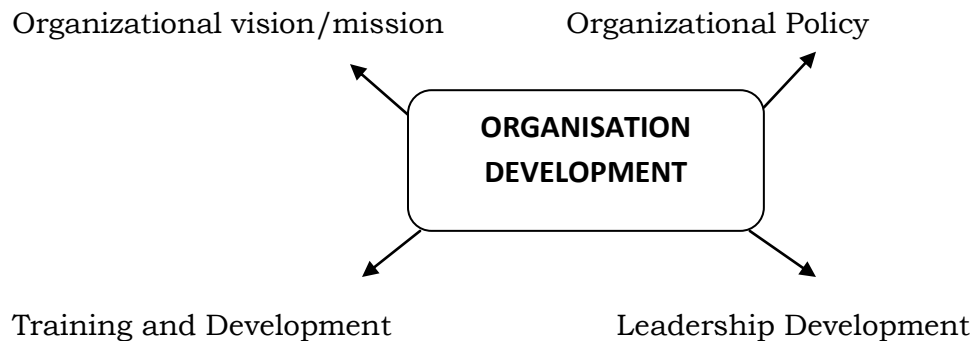


Figure -01

(This figure portrays the conceptual frame work of organisational development. The concept organisational development involves all these above factors)

Organization Profile

Tamil Nadu Newsprint Paper Limited (TNPL) was established by the Government of Tami Nadu during early eighties to produce Newsprint and Printing & Writing Paper using bagasse, a sugarcane residue, as primary raw material. The Company commenced production in the year 1984 with an initial capacity of 90,000 TPA. Over the years, the production capacity has been increased to 2,45,000 TPA. TNPL exports about 1/5th of its production to of quality papers more than 30 countries around the world.

Review of Literature

For this purpose the research the researcher refers various journals, books, gets information through internet and previous studies etc, which are connected with the nature of the problem. The researcher has collected both empirical and conceptual studies.

Vijayalakshmi M. & T.V. Rao (2000) studied the general organizational development practices in India and its present trends. Author has concluded that, workforce mobility and diversity are creating new employee needs along with new expectations about the work culture, and these needs, too, have to be systematically understood and responded to. **Dell Dennis (2003)** studied the Enhancing Organizational Effectiveness: Addressing inhibitors and enablers of the continuous improvement process. **Larry Hubbell (2004)** studied the *Struggling with the issue of who the client is in organization development interventions*. The author concluded that within a highly politicized and contentious organization, **Jacob D (2010)** conducted a research on Organizational Development practices in ONGC, Cauvery Assets. The major outcomes of this research were the new OD models, strategies and interventions have to be adopted in this organization. **SotundeOlalekan Anthony (2012)** studied the Influence of Vision and Mission Statement on Organizational Effectiveness: An appraisal of a private sector experience in Nigeria. The result revealed that vision and mission statement was essential if any organization could survive the unfavorable business environment in Africa.

Methodology of the Study

The pilot study was conducted in TNPL, Karur, as the universe of the study before the data collection; this study is a Descriptive cum diagnostic method of study. This study

made an attempt to describe the role of vision and mission in OD process in a manufacturing plant. The researcher developed a questionnaire which is framed covering socio - demographic details and the dimensions identified to the OD practices. The researcher has collected the responses in a manufacturing plant understand and covered all employees to get more authentic result. The universe /population of the study is the executives of the Tamil Nadu Newsprint paper Limited, (TNPL) Karur, in which 6000 direct and indirect employees are working. As this study deals with the executives, all the executives numbering 310 are taken for the research study. So Census method is applied in this study. In order to achieve the objectives of this research, data were collected both from the primary and secondary sources. The primary data were collected from the respondents through a structured questionnaire. The secondary data had been gathered from the sources like books related to organization development, previous related research studies, national and international journals and related web journals.

The questionnaire is a self-prepared based on pilot study, reviews, discussion with OD consultants, academicians and the HR manager of TNPL. In the first part of the questionnaire consists of socio economic factors. The Likert scale is used to know the perception of the executives on five points. The pretest was conducted with 20 respondents to make sure whether the proposed tool, questionnaire was appropriate. To test the reliability value of 0.8261, the split half Guttman method and odd and even method of Spearman Brown were used. The correlation, coefficient are used to test the validity. The statistical tools and techniques such as arithmetic mean and simple percentage were used. The hypothesis framed for the study was tested using appropriate tests of significance. Chi-square test was applied to test the significance. The study has the following limitations. The study on its face appears to be limited as it is carried out in a single Tamil Nadu government industry, i.e. TNPL. Thus, its findings cannot be generalized to the other industries which are operated on the same line.

Analysis and Interpretation of data

The data were analysed both, the percentage and statistical analysis. The first part is analysis of socio-demographic factors.

Analysis and Interpretation of Data on Socio-demographic factors

S.no	Details	A	B	C	D	E	F
1	Age	20-30 = 4.5%	31-40= 3.9%	41-50 =55.8%	51+ = 25.8%	_____	_____
2	Gender	Male- 82.9 %	Female 17.1%	_____	_____	_____	_____
3	Edu Qualification	Diploma 16.8%	BE- 29%	ME 9%	BA, Bsc&B,Com 20.6%	M.A ,M.Sc, M.Com & MBA- 20%	_____
4	Designation	Engineers = 54.8%	Managers (HR& Ad) = 20%	Supervisors - 11.6%	Mark & Sales exe= 10.3%	Others - 3.2%	_____
5	Experience	Up to 5 Yrs- 5.8%	6-10= 11%	11-15= 24.8%	16-20=5.2%	21-25= 37.1%	26+ 16.1%
6	Monthly income	Up to 30000 =22.6%	30001- 40000= 21%	40001- 50000 44.5%	50001 + 11.9%	_____	_____
7	Marital Status	Married- 87.4%	Unmarried- 12.6%	_____	_____	_____	_____

Source primary data

Table 01

The table above reveals that the socio-demographic factors of the respondents. From the demographic factors age, gender, educational qualification, designation experiences, marital status are analysed.

Analysis on Organization vision and mission

Sl.no	Statements	SDA	DA	N	A	SA	Mean
1	There is a written vision /mission statement in my organization	5 (1.6%)	2 (0.6%)	11 (3.5%)	18 (5.8%)	274 (88.4%)	4.79
2	The vision / mission statement specifies the public interest served by the organization	6 (1.9%)	3 (1%)	24 (7.7%)	19 (6.1%)	258 (83.2%)	4.68
3	The vision / mission statement is reviewed periodically by the board	5 (1.6%)	6 (1.9%)	11 (3.5%)	7 (2.3%)	281 (90.6%)	4.78
4	The vision, mission statement is used to guide the organization's decisions	5 (1.6%)	2 (0.6%)	9 (2.9%)	11 (3.5%)	283 (91.3%)	4.82
5	The vision / mission of the organization helps the employees for their development	1 (0.3%)	4 (1.3%)	23 (7.4%)	224 (72.3%)	58 (18.7%)	4.08
6	The vision/mission of my organization is drafted according to current trends	3 (1%)	3 (1%)	29 (9.4%)	179 (57.7%)	96 (31%)	4.17

Source –primary data

Table -02

This table above demonstrates the perception of the respondents on vision and mission based practices. For the purpose of the analysis, the statement regarding the organization has the written vision and mission statement, for which 88.4 per cent of the respondents have expressed that they strongly agree with the mean value of 4.79. Only 0.6 per cent of the respondents said that they disagree. It is known that the organization not only gives a good exposure to know the organizational vision and mission to its employees but also its duty to make the employees learn. While the vision /mission statement served to public interest: 83.2 per cent respondents have strongly agreed and the mean value is 4.68. Whereas the periodical review of the statements: 90.6 per cent respondents have expressed that they strongly agree and only very minimum number of them have disagreed (1.6 per cent) with the mean value

of 4.8. The next statement is regarding the role of vision and mission statements whether it serves as a guide in decision making process: here 91.3 per cent of the respondents have strongly agreed. And only 0.6 per cent of the respondents have disagreed. The mean value is 4.82. It is observed that the awareness level is more with the employees on the vision and mission of the organization. While, how the vision and mission statement helps to develop the employees', most of the respondents have agreed (72.3 per cent) (mean value 4.8) and minimum number of the respondents have disagreed (0.3 per cent). It is seen that in vision and the mission of the organization how it takes the employees concern like training and development and quality enhancement of the employees. Finally regarding the vision/mission statements are changed according to the current trends, a notable number (57.7 per cent) of the respondents have agreed and minimum number of the respondents have disagreed (1 per cent) (mean value 4.17). It is observed that the current competitive scenario every organization has to ensure their quality. For that the organization has to change its vision and the mission according to the current trends.

Testing of Hypothesis

There is a significant association between the vision and the mission of the organisation and the overall OD process.

Null Hypothesis

There is a no significant association between the vision and the mission of the organisation and the overall OD process.

Statistical test

Chi-square test of the hypothesis test

S. No.	Organization vision and mission	Overall organizational development		Statistical inference
		Low (n=190)	High (n=120)	
1	Low	95(50%)	28(23.3%)	X ² =21.852 Df=1 .000<0.05 Significant
2	High	95(50%)	92(76.7%)	

Table -03

The vision and mission of the organization plays a vital role in determining the organizational developmental process. Vision of the organization has a long term orientation and is derived from organizational philosophy. While mission by defining the basic purpose of its existence how it justifies the existence. It is observed that, majority of the employees have more familiarity and they know its functions very well. The employees have high level of opinion on vision and mission based functions and it directly influences on the overall OD practices. From the above analysis it is found that the vision and mission has the significance in the overall OD process.

The above table shows that there is a significant association between the vision and mission of the organisation and the overall organizational development practices.

Hence, the calculated value is less than table value ($p < 0.05$), the research hypothesis is accepted and the null is hypothesis rejected.

It is found the vision and mission and OD practices have significantly associated.

Findings Based on Socio Demographic Factors

In the present study, most of the respondents are engineers. This is comparatively higher than the other groups. This study is conducted in a paper production plant; this industry needs employees who are professionally qualified in handling machineries and equipments, dealing with hazardous chemicals and poisonous gas. Majority of the respondents are in the age group between 41 to 50 years. On the other hand there are very few numbers in the age group 20 to 30 years. It is observed that there is a vast gap in the recruitment. Most of the respondents in this current study are male. There are only few female respondents. Most of the respondents are professionally qualified. The non-professional degree holders are few in number. Most of the respondents are with 21 to 25 years of work experience. Only very few number of the respondents are with 16 to 20 years of work experience. Most of the respondents are getting the monthly salary between Rs. 40001 to 50000. It is known that employees working in TNPL are getting good salary. Majority of the respondents are married. Remaining is either single or unmarried.

Findings Related to the Vision and Mission Concepts

Regarding the vision and mission, 60.3 percent of the respondents have accepted that the vision and mission is close relation in the overall OD process. Most of the respondents are well aware about the vision and mission based practices. The vision/mission are well functioning. It is found that the stakeholders of the organization are benefited. It is also seen that the statements are reviewed periodically. With these reasons it is seen that the vision and mission is effective function in overall OD process.

Suggestions and Interventions

Based on the findings of the research, the researcher suggests the following interventions and steps to enhance the present level a minimum numbers of the employees are unaware of vision and mission statements; it is suggested, the organization should make them to know the statements. The organization has to change its vision and mission according to the current trends.

Scope for Further Research

There are suggestions for further studies. This study can be extended to other manufacturing sectors to help them attain better OD practices. In-depth studies can be done on each dimension of OD practices. Study can be done to understand the OD practices in different sectors and can be extended to educational institutions, hospitals, private and public sectors manufacturing industries.

Summary and Conclusion

OD practices are the newly emerging field which is being practiced in almost all types of the organizations. It develops the relationship between the employees and the organization. An employee should know the all practices of that organization. Perhaps he can fully contribute his ability and talent for the development of the organization. The present study attempts to know the relationship between the vision and mission

and the OD process in the Tamil Nadu Newsprint Paper Limited, Karur, Tamil Nadu, India.

OD is closely linked with the productivity of the organization. If the vision and the mission of the organisation are clear, well defined further more familiar to the employees it helps to go in correct direction. Perhaps there is a vital role in the OD practices on vision and mission statements.

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