

# The Relationship between Codification of Organization's Mission, Access to Information and Workforce Productivity

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## ABSTRACT

**Introduction:** fast changes, flexibility, increasing diversity of the workforce in organizations have attracted the attention of many researchers including David (with organization's mission theory) and Robbins (with access to information theory). The goal of this research was to survey the relationship between codification of organization's mission, access to information and workforce productivity in organizations and governmental departments of Yazd. The hypotheses of this research are including: 1. there is a relationship between codification of organization's mission and access to information. 2. There is a relationship between codification of organization's mission and workforce productivity.

**Materials and methods:** present research is cross- correlation. Statistical population of this research **include:** senior managers of organizations and governmental departments of Yazd. A sample of 56 people selected by census method which the whole of population has been selected as the sample size .

**Findings:** 1. there is a significant and positive relationship between components of the mission codification and productivity in organization. 2. There is a significant and positive relationship between components of the mission codification and access to information.

**Conclusions:** these findings are consistent and alignment with the researches of the Bello, Schendel, David and the others. There is a specific attention about evidences of mission statement's impact on business success. Since the mission statement is a starting point for development of organizational strategy, most companies use widely it. So, with the codification of organization's mission and access to information, workforce productivity can be increased which it can raise the success of organization.

**KEYWORDS:** codification of organization's mission, access to information, workforce productivity.

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## 1. INTRODUCTION

Organizational mission is as a main strategic decision and first step in strategic management process and for its codification, it is necessary to pay attention to inside and outside agents and stakeholders of organization. Demands and expectations of shareholders, employees, customers, governmental departments, suppliers are considered as stakeholders and determining factors affecting the formation of the organizational mission, respectively. Therefore, paying attention to these demands can be useful in quality and effectiveness of the organizational mission. On the other hand, macro environmental factors such as competitive, political, Technological and also cultural factors are micro importance on effective factors of the problem and nature of the organizational mission, respectively. Then, all these factors should be considered in codification of organizational management. The necessity of studying them is essential in formation step of mission statement. In today's complex and turbulent word, some organizations are effective and successful and some others are unsuccessful but effective. What is certain is that various factors impact on organizational success and effectiveness. Some of the factors are under the control of the organization and some of them aren't. Understanding the organization's goals is as the first steps that must be taken to understand the effectiveness of the organization. The organization's goals must show its rasiond'etre and what the organization is seeking. (Hosseini 35:2006)

Organization's mission is the destination of an organization that distinguishes an organization from other organizations and determines domain of company's activity in supplying products.(David,translation of Arabi and Parsaiian,186:2007)

As regards that formation of organization's mission statement is the first and the best strategic management's stage, paying attention to determining factors in mission formation and its realization has a critical role in strategic management process of this organization. Since designing an appropriate strategy for activity in business world is affected on mission and paying attention to real environmental factors and also is inevitable principle in today's

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turbulent world, then, with mission codification, all the activities and actions of coordinated and aligned company, motivation and attention of organization's stakeholders will be increased. (Hosseini, 2006. No. 58:35).

***The literature of topic;***

***Organization's mission:***

The destinations of the organization's mission are the organization or its *raison d'être* philosophy. Mission means strategic outlook of management about company's future. In fact, company's mission is share point of employees' expectations that offers an integrated image of company to important stakeholder groups in company's task environment. A mission statement reveals who the company is and what it does (Hunger, translation of Arabi and Ezadi, 22:2002).

General goals of organizations are usually called mission (i.e. organization's *raison d'être*). Mission expressing values, wishes and the *raison d'être* for philosophy of organization. Sometimes, formal goals are named mission that are including organization's range which has recognized formally and results which organization is looking for them (L. Daft, translation of Arabi and Parsaiian, 47:2002)

Drucker says that this question, "What is our activity?" is synonym with asking this question: "what is our mission?". "organization's mission statement "is a sentence or phrase that distinguishes an organization's purpose from same organization's purpose and express *raison d'être* for organization. Mission statement is sometimes named proposition, believes, purpose statement, philosophy statement, believes statement, organization's principals statement, organization's outlook statement or a proposition which is the reagent of organization. (David, translation of Arabi and Parsaiian, 168:2007).

***Mission codification or fundamental goal;***

Definition process of fundamental goal or mission for a specific business is better understood with thinking about a newly established company. Typically, organizations start to work with beliefs, desires and expectation of an entrepreneur. Fundamental goals of these managers, who are also owner, are usually based on follow beliefs:

1. Product or service can provide benefits at least equal to its price
2. Presented product or service can supply a part of customer's needs in market that now isn't supplied appropriately.
3. The used Technology in production provides a product or service that is competitive in terms of cost and quality.
4. The business can be better with hard work and others' support and have survival, growth and benefit.
5. Management and commercial philosophy have provided a favorable public image for who are willing to provide working and financial capital for company's success which has material and spiritual rewards.
6. Personal perception of entrepreneurs about business can be extend in organization and accepted by staffs and shareholders.

The redefining of fundamental goal or mission is necessary that causes the necessity of changing market, product and Technology because of commercial growth or pressure from competitors.

Mission or fundamental goal is the expression of product type or main service, markets or customer groups, applied Technology in production or product delivery, fundamental tasks for survival by growth and profit, company's management philosophy and a typical image of society and itself (Pearce, translation of Hosseini, 43-36:1994)

***The components of organization's mission;***

Organization's missions are different in terms of size, content, form and paying to details. Most experts and authorities in strategic management think that organization's mission content must have the following characteristics. Since organization's mission is more seen than other strategic management processes and everyone knows it, then it is appropriated to include many of following:

1. Product (goods or service)
2. Customer
3. Market
4. Technology
5. Attention to Survival, growth and profitability
6. Philosophy
7. Excellent merit
8. Attention to people imaging
9. Attention to staffs (David, translation of Arabi and Parsaiian, 185:2007).

***Research area;***

***Place area:***

Since this research focuses on the relationship between codifications of organization's mission, access to information and workforce productivity in governmental departments of Yazd, place area of this research is organizations and governmental departments of Yazd.

***Time area;***

This research has been done in summer, 2012.

***Definition of words, concepts and variations;***

***Theoretical definition:***

***Definition of organization's mission:***

The destinations of the organization's mission are the organization or its rasiond'etre philosophy. (Hunger and wheelen, translation of Arabi and Ezadi, 22:2002).

Access to information: communicated channels, facilitate person's cognizance about their job (Robins, translation of Alvani and Danaeefard, 67:2006)

Productivity: it is ration of output to input.(Robins, translation of Alvani and Danaeefard, 67:2006)

***Operational definitions;***

***Operational definition of organization's mission;***

In this research, nine components forming mission statement have been used (1. Customers 2.Products 3.Markets 4.Technology 5.Survival and growth 6.Philosophy 7.Specific feature 8.Attention to people imaging 9. Attention to staffs), for surveying the variation of mission codification and these components have been presented by David.

These elements which are attached, have obtained by referring to offices and organizations, interviewing with managers and surveying present documents in each office. The amount of system's attention to elements of mission statement has been recognized. One the other hand, these nine components have been analyzed and surveyed by collection of mission statement of organizations and governmental departments of Yazd.

***Operational definition of access to information and workforce productivity;***

In this research, variations, access to information and attract resources, are measured by the researcher's questionnaire that is contains 8 questions. The score that subjects give to this questionnaire in Likert scale is the marker of access to information and workforce productivity of organization.

***The type of variations;***

Predicator variation: in this research, mission codification has been considered as the predicator variation.

Criterion or goal variation: in this research, access to information and productivity has been considered as Criterion or goal variation.

***Research goals;***

1. Recognizing and describing of the relationship between mission codification and access to information in organizations and governmental departments.
2. Recognizing and describing of the relationship between mission codification and productivity in organizations and governmental departments of Yazd.

***Research hypotheses;***

1. There is a relationship between mission codification and access to information in organizations and governmental departments of Yazd.
2. There is a relationship between mission codification and workforce productivity in organizations and governmental departments of Yazd.

***Materials and methods;***

The method is cross- correlation that surveys the relationship between two variations of mission codification and access to information.

**Population and sample size;**

Senior managers of organizations and governmental offices of Yazd who are 56 persons are the population of this research. In this research, we use census method and all the population are chosen as the sample.

**Tools and methods of collecting information;**

In this research, nine components forming mission statement (1.Customers 2.Products 3.Markets 4.Technology 5.Survival and growth 6.Philosophy 7.Specific feature 8. Attention to people imaging 9. Attention to staffs), which have presented by David, are used for surveying the variation of mission codification.

These elements which are attached, have obtained by referring to offices and organizations, interviewing with managers and surveying present documents in each office. The amount of system's attention to elements of mission statement has been recognized. One the other hand, these nine components have been analyzed and surveyed by collection of mission statement of organizations and governmental departments of Yazd.

In this research, a questionnaire is used for evaluating two variations, access to information and workforce productivity that contains 8 questions.

**Validity**

The validity of organization's mission codification, the method of access to information and workforce productivity has been calculated 90% by common content and validity method.

**Reliability**

Calculated Cronbach's alpha geometric mean for 8 sections of a questionnaire about organization's mission codification, access to information and workforce productivity was 92%.

**Research findings;**

**1. Description of organization's mission variation**

According to abundance distribution and descriptive statistics table of mission codification in organizations and departments, it has been recognized that 3samples of organizations to 2 statement elements(3.6%), 2 samples of organizations to 3 statement elements(5.37%), 10 samples of organizations to 4 statement elements(17.85%), 10 samples of organizations to 5 statement elements(17.85%), 8 samples of organizations to 6 statement elements(14.28%), 12 samples of organizations to 7 statement elements(21.42%), 8 samples of organizations to 8 statement elements(14.28%), 1 sample of organizations to 9 statement elements(1.78%), 2 samples of organizations (3.6%) didn't have written mission statement.

**2. Description of access to information variation**

Abundance distribution table shows that 17.9% of the score of organization's access to information variation has been evaluated positively. The skewness shows that access to information of the organization is decreasing.

**3. Description of productivity variation**

Abundance distribution table shows that 30.3% of the score of organization's productivity variation has been evaluated positively. The skewness shows that organization's productivity is increasing.

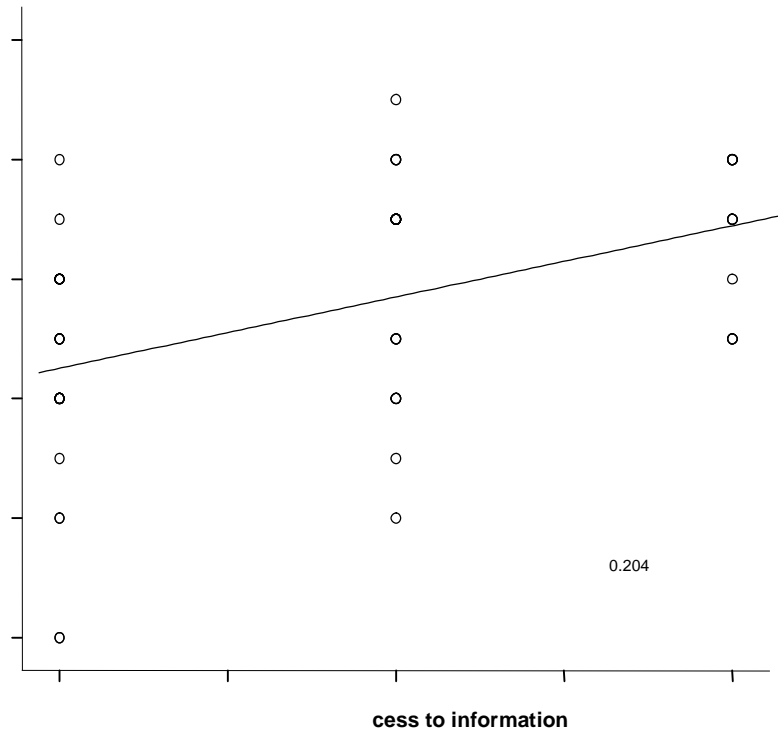
**4. There is a relationship between mission codification and access to information in organizations and governmental departments of Yazd.**

H0: there isn't a relationship between mission codification and access to information in organization.

H1: there is a relationship between mission codification and access to information in organization.

According to data analysis, it was found that correlation coefficients of Pearson and Spearmman, between two variations, mission codification and access to information, is 0.452 and 0.593 respectively and with P( significant), it is 0.000 which is lower than significant level 0.01. So, in this level, H0 assumption, i.e. lack of relationship, is failed and thus, there is a significant relationship between mission codification and access to information in organizations and governmental departments of Yazd. It is confirmed according to mode of scattering points and fitted line in diagram. Meanwhile, positivity of correlation coefficients and slope of fitted line show that there is a direct relationship between these two variations. The determining coefficient between two variations is (R2=0.204)0.204 or 20.4% of changes is the same between two variations.

**Scatter diagram between mission codification and access to information**



As it is seen, according to distribution of points in scatter diagram, with higher scores of mission codification, access to information increases that shows a direct relationship between these two variations.

**Correlation test statistics of Pearson and Spearman related to the relationship of two variations , mission codification and access to information, in organizations and governmental department of Yazd**

Type of relationship	relationship	Access to information						Variation
		Spearman			Pearson			Test
		number	significant	Correlation coefficient	Number	significant	Correlation coefficient	mission codification
direct	Has	56	0/000	5930/	56	0/000	4520/	

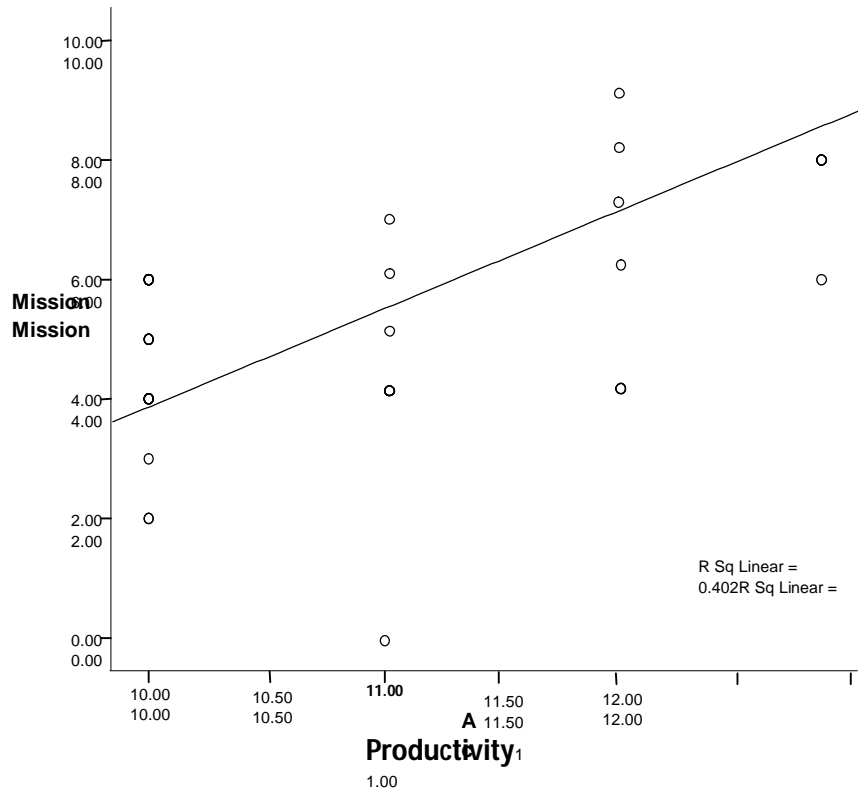
**5. There is a relationship between mission codification and productivity in organizations and governmental departments of Yazd.**

H0: there isn't a relationship between mission codification and productivity in organization.

H1: there is a relationship between mission codification and productivity in organization.

According to data analysis, it was found that correlation coefficients of Pearson and Spearman , between two variations, mission codification and productivity, in organization is 0.634 and 0.719 respectively and with P( significant), it is 0.000 which is lower than significant level 0.01. So, in this level, H0 assumption, i.e. lack of relationship, is failed and thus, there is a significant relationship between mission codification and productivity in organizations and governmental departments of Yazd. It is confirmed according to mode of scattering points and fitted line in diagram. Meanwhile, positivity of correlation coefficients and slope of fitted line show that there is a direct relationship between these two variations. The determining coefficient between two variations is (R2=0.402)0.402 or 40.2% of changes is the same between two variations.

**Scatter diagram between mission codification and productivity**



As it is seen, according to distribution of points in scatter diagram, with higher scores of mission codification, productivity increases that shows a direct relationship between these two variations.

*Correlation test statistics of Pearson and Spearman table related to the relationship of two variations , mission codification and productivity, in organizations and governmental department of Yazd*

Type of relationship	relationship	Productivity						Variation
		Spearman			Pearson			Test
		number	significant	Correlation coefficient	Number	significant	Correlation coefficient	mission codification
direct	Has	56	0/000	7190/	56	0/000	6340/	mission codification

### DISCUSSION AND RESULTS

Obtained results of this research showed that:

1. H0: there isn't a relationship between mission codification and access to information in organization.

H1: there is a relationship between mission codification and access to information in organization.

According to data analysis, it was found that correlation coefficients of Pearson and Spearman , between two variations, mission codification and access to information, is 0.452 and 0.593 respectively and with P( significant), it is 0.000 which is lower than significant level 0.01. So, in this level, H0 assumption, i.e. lack of relationship, is failed and thus, there is a positive significant relationship between mission codification and access to information in organizations and governmental departments of Yazd.

2. H0: there isn't a relationship between mission codification and productivity in organization.

H1: there is a relationship between mission codification and productivity in organization.

According to data analysis, it was found that correlation coefficients of Pearson and Spearman , between two variations, mission codification and productivity, in organization is 0.634 and 0.719 respectively and with P( significant), it is 0.000 which is lower than significant level 0.01. So, in this level, H0 assumption, i.e. lack of relationship, is failed and thus, there is a positive significant relationship between mission codification and productivity in organizations and governmental departments of Yazd.

One of the features of higher function organizations is organization's outlook and mission. In an organization with higher function, main support of function is determined by mission statement. One of the most important and

fundamental feature of an organization with higher function is its mission and outlook. (Collins and Porras translation of Khalili,76:1997).

Providing and development of ideals, values and destination or mission of an organization is required a strategic planning. With strategic planning, we will understand what employee should be hired, what abilities should be recognized, what realization should be supervised, what base should be evaluated, and what base for suitable and optimal size of organization, workforce and organizational structure should be firmed. One of the important problems in today's organizations is efficiency, effectiveness and productivity. Effectiveness requires awareness of ideal and organization's mission, accurate recognizance of the stakeholders and their priority and criterions, acceptance of innovation and preparing for change and awareness of opportunities, threatens weaknesses and strengths. The research results of Stanford University from 18 studies in successful organizations with a mean age of 92 years showed a hopeful outlook, having proper principles and its stability and an understanding of raison deter for an organization and its task, a hopeful future and values that are respected practically. (Makaram, 25:2007)

Statistical calculations show that there is a significant and positive relationship between mission codification and access to information in organization. Organization's mission is a communicative tool for exchange and transfer of organization's mission to some groups such as customers, supplier of raw materials, financial institution and general assembly of shareholders. Although the goal of its definition is not for using in public relations, it can be used effectively in this field if it has been prepared and codified appropriately. (Bello and others, translation of Shareffe, 51:2004)

Statistical calculations show that there is a significant and positive relationship between mission codification and productivity in organization. There is a specific attention to evidence of mission statement impact on business success. Since the mission statement is a starting point for developing of organizational strategy, most companies use it widely. Bart and Baatz have been studied the relationship between mission and organizational function and found that mission statement can influence in financial function.(Schendel and others, 53:1979)

Accordingly, follow cases are suggested:

1. According to the nature of organization's mission, development of mission, ideals, human values and principles of values is provided in organization.
2. According to the relationship between mission codification and access to information in organization, while codifying mission, it is suggested to pay attention to communicative channels for exchange and transfer of mission.
3. In order to access to organization's missions and goals, it is suggested to pay more attention to workforce, training of staffs, providing moral and motivation, simulation creativity and innovation, person's participation that causes function growth and productivity increase in organization.
4. In order to increase the workforce productivity, follow cases suggested:
  - Attention to employees' demands and needs and alignment of these needs with organization's goals.
  - Providing the necessary conditions to career advancement for every one
  - Providing employees' motivation in high level of function
  - Service training and training to employees continually.
  - Providing job description for personnel or proper distribution of work
  - Providing instruction and labor regulations
  - Giving enough option to personnel in related tasks
  - Hiring efficient and expert people
  - Increase of group work and people participation in making decision.

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