RESULTS

Introduction

This section is aimed at highlighting findings of primary data that was collected with the help of questionnaires and telephonic interviews. Results of questionnaires and telephonic interviews have been organized in various themes which have then been supported with the help of additional evidence.

Clear mission statement

A total of 124 employees responded to this research by returning filled out questionnaires to the researcher. Out of these, 117 agreed that their organization facilitated a clearly written mission statement and they had been made aware of the same. 3 employees responded by saying that they were not aware of their organization's mission statement and 4 indicated that they could not comment on this aspect.

A total of 94 employees indicated that the mission statement had helped them in keeping their roles and responsibilities aligned with overall goals of the organization. 18 employees suggested that they were unsure if the mission statement actually had any impact on aligning their personal and professional goals while 12 employees suggested that the mission statement had no impact on alignment of their personal goals with their professional responsibilities.

99 out of 124 employees agreed that a clear and consistent mission statement helped in keeping them motivated and setting work related milestones in a realistic manner. 14 employees indicated that they were not motivated by their mission statement while rest chose to remain neutral.

Expanding on the importance of a mission statement further, 82 out of 124 employees indicated that they strongly believed that a clear mission statement led to decentralisation of power in their organisations. Another trend that the researcher could notice in employees who had responded in favour of decentralization of power owing to presence of a clear mission statement suggested that most employees had been associated with their respective organizations for over three years.

Only 61 out of a total of 124 employees indicated that lack of a clear mission statement made it difficult for them to function as a team. 63 employees however either indicated that presence

of an organizational mission statement was not connected with the aspect of working in teams or chose not to respond at all.

While being interviewed, employees revealed a clear mission statement helped them in realizing overall objectives of their organization and has helped them in planning their future in a better manner. Expanding further on the importance of mission statement in an organization, 2 employees agreed that they were able to take better ownership of their tasks and respond better to their work demands as they had clear knowledge of their organization's mission. 5 employees however were unsure of the manner in which the mission statement impacted their growth and development in the organization.

Management officials were also questioned regarding the importance of mission statement in their organizations. 22 out of 30 officials agreed that they have been using their organization's mission statement as a tool for motivating and retaining their employees. 6 officials suggested that they were unsure of the importance of mission statement in their organization while 2 employees chose not to comment on this matter.

While being interviewed, all 3 management officials agreed that it was necessary to have a clear mission statement in place and communicate the same to employees. Expanding further on this aspect, all three agreed that owing to presence of a clear mission statement, they were able to motivate their employees while showing them a clear picture of their progress in the company in the future.

Flexibility

Almost all (121 out of 124) employees agreed that they believed that their organizations were flexible and sensitive to employee needs. 3 employees (while being interviewed) revealed that they had never used any flexible working arrangements and were unsure if these were available. From their questionnaire responses, the researcher could figure out that all three were relatively new to their organizations and had worked with the same for less than 6 months.

Out of the 121 respondents who believed that their organizations were flexible, 98 advocated in favour of flexible leadership. While responding to interview questions as well, employees indicated that leadership styles adopted in their organizations depended on the situation encountered. In most cases, their managers allowed them to make decisions and assume responsibility for the same. 68 (some employees had chosen more than 1 option) employees

indicated that they were allowed to work in flexible shift timings while 12 employees indicated that they could avail work from home facilities. No other responses were received.

115 out of 121 respondents (they had checked the 'agree' or 'strongly agree' box) who believed that their organization was flexible responded by saying that they believed that flexibility was a sign of being progressive and was essential to find the perfect work-life balance. 38 employees (they had checked the 'strongly agree' column) believed that flexibility allowed them to respond to the needs of their organization in a better manner. Further, 85 employees believed that workplace flexibility was directly related to the level of their productivity at the workplace while the rest chose not to comment.

When managers were questioned regarding the aspect of flexibility, 21 out of 30 (they had responded by checking the 'agree' or 'strongly agree' box) believed that flexibility was essential to keep employees in their comfort zone and decreases workplace resistance. 3 management officials chose to remain neutral while 6 were unsure of the benefits of flexibility.

On being interviewed, 2 management officials suggested that it was necessary to be flexible with their employees as this was a necessary stepping stone towards respecting their individual needs and treating them as an asset for the organization. On the other hand, 1 indicated that providing too much flexibility might interfere with organizational productivity and might allow employees to take undue advantage of their organizations and their managers.

Adaptability

Commenting on the aspect of adaptability, 114 out of 127 employees (they responded by checking in the 'agree' or 'strongly agree' box) believed that their organizations did not inhibit a bureaucratic approach to management and facilitated a dynamic and creative work environment. Remaining employees either chose to remain neutral or responded by indicating that they believed that their organizations allowed for limited creativity and innovation in the work environment.

Almost all (123 out of 127) employees indicated that they believed that their organizations had stringent rules and regulations in place and would not deviate from the same. This opinion was also expressed while employees were being interviewed. 4 out of 7 employees felt that their organizations had detailed rules and regulations in place and strictly abided by code of business conduct. Elaborating on the aspect of rules and regulations further, interviewed employees

indicated that these had been designed to facilitate team work and helped them in working together.

When management officials participating in this research were questioned regarding the aspect of adaptability, 21 out of 30 participants indicated that they encouraged their employees to take calculated risks and be accountable for their decisions. This in turn helped them in adapting and being suitable for any and every situation that they might face. 26 out of 30 management officials indicated that they empowered their employees so that they develop the capability of dealing with all kinds of workplace situations that they encounter. On being interviewed, 2 out of 3 management officials indicated that rules and regulations in their respective organizations served to provide a framework for guiding their employees while they take calculated risks in the workplace. 1 official however felt that the outlook for adapting to different kinds of situations is ingrained in an individual's personality and his/ her manner of approaching situations. Flexibility, training and allowing employees to assume complete ownership of their work are only partially helpful in improving their adaptability.

Consistency

Participating employees were asked if they believed that their organizations operated with the help of standard and consistent policies, procedures and leadership styles. 112 out of 124 participants voted in favour of consistency. This aspect was elaborated during employee interviews. Employees agreed that policies and procedures followed in their respective organizations were standards. 5 out of 7 employees however indicated that they had experienced a change in management styles followed depending on the situation encountered. 2 other employees on the other hand indicated that management styles were also standard.

When questioned regarding the aspect of consistency, 3 out of 3 management officials participating in interviews believed that had a consistent style of leading their employees and their style of leadership consisted of an appropriate mix of providing clear and detailed guidelines and allowing their employees to make their own work decisions. It was further indicated that policies, procedures and guidelines followed in their organizations were standard.

Conclusion

In summary, this section expanded on results obtained by analyzing primary study conducted with employees and management officials from three different manufacturing firms in UK. Results obtained were grouped into four explicit sections: mission, flexibility, adaptability and consistency in line with research requirements.