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The Relationship of Goal Focus to Physical Distance, Job Title and Years Served within the University of Arkansas Division of Agriculture

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The Relationship of Goal Focus to
Physical Distance, Job Title and Years Served within
the University of Arkansas Division of Agriculture

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the University of Arkansas Division of Agriculture

A dissertation submitted in partial fulfillment
of the requirements for the degree of
Doctor of Education in Human Resource and Workforce Development Education

by

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Abstract

The purpose of this study is to determine the relationship between physical distance from the headquarters, number of years working within the Division of Agriculture, and job title compared to mission statement and goal focus. The Division of Agriculture as part of the University of Arkansas System is a unique organization because many of its employees are not physically located at the headquarter locations of Little Rock and Fayetteville. The Cooperative Extension Service, part of the Division of Agriculture, has at least one office in each of Arkansas's 75 counties as well as faculty and staff members located at five Research and Extension Centers in the state.

The instrument used for the study was Organizational Orientations: Upward Mobile Orientation Measure by McCroskey, Richmond, Johnson and Smith (2004). The survey was comprised of 18 Likert-type scale questions on upward advancement as well as an additional nine Likert-type questions and one open-ended question on mission statement and goal focus. The survey was delivered electronically to 499 full-time Division of Agriculture employees located at the Cooperative Extension Service headquarters in Little Rock, four Research and Extension Centers, and surrounding county offices. A total of 254 completed surveys were returned. Data analysis including the number, mean score, standard deviation and range of each responding group and the categories within each group were conducted.

The conclusions reached through this study are that the mission statement and goal focus of Division of Agriculture employees compared to physical distance from the headquarters was not statistically significant. The study also concluded that the mission statement and goal focus of Division employees compared to job title, years employed, age, or gender was not statistically significant. The only statistically significance found when comparing mission statement and goal focus was with race categories.

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Dedication

This dissertation is dedicated to my wonderful parents, Doug and Allison Miller, who made it known that pursuing a higher education was not only expected, but also achievable. They have supported me through all of my education endeavors throughout my entire life, beginning with multiple public school transfers and continuing through all stages of graduate school. They have provided emotional and financial support along the entire journey and I would not have gotten here without their support. Their encouragement from the very beginning of this journey never wavered. There are not enough words of gratitude I could provide for the lifetime of love and encouragement they have both provided me.

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Chapter 1

Introduction

Context of the Problem

There have been arguments for and against the current organizational structure of the University of Arkansas System Division of Agriculture. If the physical distance does relate to the mission statement and goal focus, considerations may be needed about the Division of Agriculture's organizational structure. Or, changes may be needed to effectively communicate with all employees so the mission statement and goal focus of employees can be improved through the current organizational structure.

One of the missions of all 1862 land-grant institutions is to provide information and service to the local communities (Land-grant Tradition, 2012), requiring that offices be located throughout the state. This organizational structure creates a physical distance to the headquarters and power base. If there is a relationship between an employee's physical distance to the headquarters and the employee's focus on the Division of Agriculture's mission statement and goal focus, some considerations may need to be made by all 1862 agricultural organizations on how to adjust when considering mission statement and goal focus within the organization.

The goal focus of an organization's employees is extremely important to the success of the organization. Employees need to be aware of the organization's goals and need to understand his/her role in achieving those goals. The Administrators of the Division of Agriculture need to be sure that the Division's employees have goal focus so that the overall mission of the organization can be accomplished.

Statement of the Purpose

The purpose of this study was to determine the relationship between physical distance from the Division of Agriculture's headquarters, number of years working within the Division of

Agriculture, and job titles of full-time employees as they relate to mission statement and goal focus.

Statement of Research Questions

The purpose of the study was explored through specific research questions which were answered during this study with the use of an Organizational Health Instrument. The research questions are listed below.

Research Question 1: Was there a significant difference in the self-reported mission statement and goal focus of Division of Agriculture employees based on gender?

Research Question 2: Was there a significant difference in the self-reported mission statement and goal focus of Division of Agriculture employees based on race?

Research Question 3: Was there a significant difference in the self-reported mission statement and goal focus of Division of Agriculture employees based on job physical location?

Research Question 4: Was there a significant difference in the self-reported mission statement and goal focus of Division of Agriculture employees based on the number of years employed by the Division?

Research Question 5: Was there a significant difference in the self-reported mission statement and goal focus of Division of Agriculture employees based on job title?

Research Question 6: Was there a significant difference in the self-reported internal advancement of Division of Agriculture employees based on physical location?

Definitions

The definitions of the major terms included in this study are provided below.

Administration: The administration team of the Division of Agriculture consists of the Vice President for Agriculture, located at the UA System Office in Little Rock; the Director of the Cooperative Extension Service, located at the Cooperative Extension Headquarters in Little

Rock; the Director of the Agricultural Experiment Station, located on the University of Arkansas campus in Fayetteville; and the Dean of the Dale Bumpers College of Agricultural, Food and Life Sciences, located on the University of Arkansas campus in Fayetteville.

Bumpers College: The Dale Bumpers College of Agricultural, Food and Life Sciences of the University of Arkansas. The Bumpers College is a partner of the UA Division of Agriculture and the Dean of the College jointly reports to the Provost of the University of Arkansas and the Vice President for Agriculture of the University of Arkansas System.

Centers: Research and Extension Centers located throughout the state. There are five Research and Extension Centers operated by the Division of Agriculture with employees stationed at each Center. The employees are jointly-appointed Experiment Station and Extension employees conducting research and experiments at the centers.

Campus Faculty: Employees of the Division of Agriculture located on any of the five campuses that are partners with the Division of Agriculture, including the University of Arkansas, the University of Arkansas at Little Rock, the University of Arkansas at Pine Bluff, the University of Arkansas at Monticello and Arkansas State University. The faculty positions are joint research, Extension and teaching appointments as well as joint appointments with the Division of Agriculture and the partner campus.

County Agents: The job title for Cooperative Extension employees who are located in county offices in Arkansas. These individuals are responsible for the operation of the county office in each county of Arkansas and for responding to the local public's needs and questions. These individuals are physically located in all areas of the state, separated from the Cooperative Extension headquarters located in Little Rock.

Division of Agriculture: The University of Arkansas System Division of Agriculture, which includes the Cooperative Extension Service, the Agricultural Experiment Station, and the Dale Bumpers College of Agricultural, Food and Life Sciences at the University of Arkansas.

Research Faculty: Employees of the Agricultural Experiment Station, headquartered on the campus of the University of Arkansas. The research faculty members have joint research and teaching appointments in departments within the Division of Agriculture.

Research Stations: The Division has eight research stations located in Arkansas. The individuals who work at these stations are physically located in all areas of the state and generally have research appointments.

Respondents: Individuals employed by the Division of Agriculture who responded to the survey.

State Office: The headquarters building for the Cooperative Extension Service, located in Little Rock. There are about 300 individuals located in the state office building.

Support Staff: Employees of the Division of Agriculture in administrative assistant or secretarial support staff roles.

Survey: A validated and reliable organizational health instrument administered to full-time employees of the Division of Agriculture.

Vice President: The Vice President for Agriculture reports to the President of the University of Arkansas System and is the administrative leader for the University of Arkansas System Division of Agriculture. The Vice President is located in the University of Arkansas System Office in Little Rock.

Assumptions

The most important assumption of this study was that the physical location of a Division of Agriculture employee directly affects that person's mission statement and goal focus; as the

physical distance from the Division of Agriculture headquarters increases, the mission statement and goal focus will decrease. In addition, there were other assumptions of the study related to demographic characteristics of Division of Agriculture employees. These assumptions were that the length of time a person is employed by the Division of Agriculture has a positive correlation with the employee's mission statement and goal focus; as the length of time a person is employed increases, the mission statement and goal focus will also increase.

Another assumption was that mission statement and goal focus have a direct relationship to the job function of an employee because of the role that person plays within the organization. Employees who are in administrative positions would be expected to have a greater awareness of the Division of Agriculture's mission statement and goal focus. Individuals in classified or support positions would not be expected to have as much mission statement and goal focus because they are not at the policy-making level. It was difficult to make an assumption regarding the research results on the mission statement and goal focus of Division of Agriculture employees related to gender and race due to the lack of previous data and trends of this research.

Limitations

The study included full-time Division of Agriculture employees located at the Cooperative Extension Service headquarters in Little Rock and County Cooperative Extension Service Offices. The study also included Agricultural Experiment Station full-time employees located at five Research and Extension Centers throughout the state of Arkansas. Part-time employees, interns, graduate students and student workers were not included in the study. The reason for not including these individuals was that they are generally not employed by the Division of Agriculture for a permanent timeframe, which is one of the research questions being addressed. Including all full-time Cooperative Extension Service employees located at the headquarters provided a larger sample and a larger response to analyze. However, not all

employees within the Division of Agriculture were included in the survey because of the large population size and data limitations. Compiling a complete list of all employees is difficult because of the multiple accounting and human resources systems within the Division of Agriculture.

All full-time employees of the Cooperative Extension Service state office were included to provide the basis of comparison for Cooperative Extension Service employees located in county offices for physical distance correlations. Employees located at the Research and Extension Centers are Cooperative Extension Service or Agricultural Experiment Station employees. Demographic questions such as position appointment had to be included to identify the correct payroll of each Division of Agriculture employee. This information will also help indicate which employees should be compared for physical distance correlations.

The survey was distributed electronically to the email addresses of the individuals identified for the study. However, some email addresses were bounced and not delivered. This is a result of some employees no longer being on payroll but not removed from the directory system yet, or incorrect data being provided in the directory. Also, one employee was included in the data list even though that person had retired. This person was not included in the survey since only full-time employees were intended for the study.

Significance of the Study

The University of Arkansas System Division of Agriculture is a unique unit of higher education with multiple units and a different mission than traditional institutions. The Division of Agriculture is entering a time when funding is becoming more difficult to obtain. Federal funding has become strained for many land-grant universities and Cooperative Extension Service programs due to Sequestration, loss of funding and Government shutdown. New leadership has

assumed control of the Division of Agriculture and future state funding depends on the understanding by the State Legislature of the Division of Agriculture's mission and purpose.

The Division of Agriculture educates the general public rather than educating traditional students earning degrees. The Division of Agriculture provides education through non-formal youth and adult programs which do not generate tuition. Therefore, the Division of Agriculture does not have access to revenue generated from tuition or fees which is normally provided for traditional higher education institutions. The Division of Agriculture is dependent upon the federal and state funding that is received for agricultural and educational programs that the Division of Agriculture administers. Because of this dependency, the understanding of the Division of Agriculture's mission and vision by state and federal legislators is critical.

The current Vice President of Agriculture, Mark Cochran, has discussed the need with Division of Agriculture employees to more clearly and frequently share the Division of Agriculture's mission and goals with its constituents and the public. However, this request requires that the Division of Agriculture employees are fully aware of the Division of Agriculture's mission and goals. Division of Agriculture employees sharing multiple mission and vision statements may be detrimental to securing funding for the Division of Agriculture. Also, employees may have different understandings of the Division of Agriculture's mission and goals, depending on their job title and duties.

Historically, and because of the necessity of serving the entire state, the Cooperative Extension Service and Agricultural Experiment Station have had office locations in all counties of the state. This county-based structure allows services to be provided in many locations, providing both employment opportunities as well as educational programs to the entire state. This organizational structure also, creates physical distance between employees located in the Little Rock headquarters office and those located elsewhere. Physical distance can create a

break-down in communication among the administration and its employees. Technology has assisted in the delivery of communication across distance and this survey will help determine if technology is adequately replacing direct communication among Division of Agriculture employees.

The complexity of physical distance among its locations and employees creates a unique situation for the Division of Agriculture. In addition, the Vice President of Agriculture, who leads the Division of Agriculture, retired in December, 2010 after 18 years in the position. As a result of his and other key position changes, there was a complete turnover in the top administrative positions within the Division of Agriculture. The new administrative turnover could be creating a new organizational climate, impacting the productivity and goal focus of the employees.

The Division of Agriculture greatly depends on its employees for sharing information with the public, especially its mission and vision. This study will help the administration team determine if the Division of Agriculture's mission and goals are being adequately communicated to its employees as well as determine if there is a direct correlation between physical location of employees and the information received.

The Division of Agriculture has two separate communication units, in Little Rock and Fayetteville, that work together on comprehensive projects while also producing individual projects. The Cooperative Extension Service and Agricultural Experiment Station each have a communications department within the Division with a director who reports to the Associate Vice President for each side of the Division. The Vice President for Agriculture is considering combining the two units under one communications director and the results of this study may assist with that decision.

Strong considerations need to be made for reducing the workforce and perhaps programs within the Division of Agriculture if funding continues to be reduced. This study may help the Vice President and his administrative team to determine if having employees located throughout the state maintains the appropriate mission statement and goal focus of its employees while also meeting the original mission of the Division of Agriculture - serving the public. Considerations could be made for a regional placement of employees, creating fewer distant offices with larger numbers of employees in each location (creating a larger unit) as opposed to one small office in every county.

This study will also allow the Division of Agriculture administration to analyze the difference in mission statement and goal focus between employees whom have been employed for a short period of time compared to those who have been employed for a longer period of time. One assumption of this study is that those employed longer will have a stronger self-reported mission statement and goal focus. However, if the mission statement and goals of the Division of Agriculture are not being shared with employees on a regular basis, this assumption may not be true. The Division of Agriculture's administrators can use this information to determine if a greater emphasis on the mission statement and goals needs to be made.

Conceptual Framework of the Study

Researchers have previously studied the importance of goal and mission statements for an organization, which help define the purpose of the organization and explain that purpose to the public as well as the organization's employees. Other studies have analyzed the importance of communication within an organization. However, there have not been many studies on the relationship between the mission statement and goal focus of employees and the physical distance from the organization's headquarters, which is the framework for this study.

The communication between administrators and employees can be very important to an organization's success. This study explored how communication of the organization's mission statement and goal focus relate to the proximity of the employee to the headquarters, or administrators, of the organization. The hypothesis to be tested is whether the physical distance between an employee and the headquarters is related to the mission statement and goal focus of the employee.

Even though communication across distances has been improved over the years with technology, this study hypothesizes that the physical distance is a major variable in the success of communication. Various resources like e-mail, video-conferencing, telephones and other communication devices have improved communication across distance for many organizations. However, these devices might not be as effective as in-person communication from one person to another. Face-to-face meetings provide direct communication, but are harder to schedule when employees are located further apart.

The study hypothesized that physical distance between employees and the administration of an organization creates a hindrance to the sharing of information. An organization's mission statement and goal focus are very important to the organization's success. However, if the organization's employees are not aware of the mission statement and goals because of physical distance, the organization could suffer in the performance of its employees.

Chapter 2

Review of Literature

Introduction

This study focuses on the University of Arkansas System Division of Agriculture, which was created through the land-grant university system. The University of Arkansas became the land-grant institution for Arkansas as a result of the Morrill Act of 1862,

which established new public institutions in each state through the grant of federal lands. The original mission of these new institutions was to teach agriculture, military tactics, and the mechanic arts as well as classical studies so that members of the working classes could obtain a liberal, practical education. The Morrill Act provided a broad segment of the population with a practical education that had direct relevance to their daily lives. (Land-grant Tradition, 2012, p. 1)

“The Morrill Act was intended to provide a broad segment of the population with a practical education that had direct relevance to their daily lives” (Land-grant Tradition, 2012, p. 1).

The Division of Agriculture eventually became a separate institution located on the University of Arkansas campus and working in partnership with the University. However, “the location of Fayetteville in the northwest corner of the state was far from the center of cotton cultivation in eastern and southern Arkansas that dominated the state’s economy” (Strausberg, 1989, p. 3). As a result of this concern as well as other logistical issues, an annual appropriation was determined in 1882 for the establishment of Experiment Stations for each of the agricultural colleges.

Then, “to disseminate information gleaned from the experiment stations’ research, the Smith-Lever Act of 1914 created a Cooperative Extension Service associated with each land-grant institution” (Land-grant Tradition, 2012, p. 1). Eventually in Arkansas, Cooperative Extension Service offices were also located in every county as a result of partnerships with the county government. Currently, the Division of Agriculture is a statewide organization consisting

of approximately 1,200 employees located on five university campuses, in every one of Arkansas' 75 counties, five Research and Extension Centers and at seven research stations throughout the state, according to the Division of Agriculture's Annual Report (Focus on Agriculture, 2011).

A major predictor of success for an organization is the mission statement and goal focus of employees. Findings of a study by Slack, Orife and Anderson (2010) titled "Effects of Commitment to Corporate Vision on Employee Satisfaction with their Organization," stated "that companies need to communicate continually their corporate vision to employees if they wish employees to maintain an awareness of the vision, with its resultant impact on organization satisfaction" (p. 431). Communication is the key component in guaranteeing that the employees will know the organization's mission and vision statements.

The Division of Agriculture has a mission statement as well as the Cooperative Extension Service and Agricultural Experiment Station. The Division of Agriculture's mission is

to advance the stewardship of natural resources and the environment, cultivate the improvement of agriculture and agribusiness, develop leadership skills and productive citizenship among youth and adults, enhance economic security and financial responsibility among the citizens of the state, ensure a state, nutritious food supply, improve the quality of life in communities across Arkansas, and strengthen Arkansas families. (Cooperative Extension Service, 2014).

The mission of the Cooperative Extension Service "is to provide research-based information through non-formal education to help Arkansans improve their economic well-being and the quality of their lives" (Cooperative Extension Service, 2014). And the mission of the Agricultural Experiment Station "is to generate, interpret and communicate information and technology for use by individuals, families, communities and businesses" (Agricultural Experiment Station, 2014).

Creating multiple locations for an organization can be an asset as well as a potential disadvantage; research on the proximity of employees to the power base has shown that physical distance can cause communication and productivity concerns for employers. “Infrequent contact with supervisors or senior management may cause difficulties in such areas as training and development, professional guidance, and performance evaluation” (Thomas, 1999, p. 91).

This study is based on previous studies about proximity to an organization’s core mission and productivity. Lipshitz, Friedman and Popper (2007) wrote that “the influence of proximity to core mission can be tied to error criticality, as errors related to core mission are likely to be more costly to the organization than errors in the performance of noncore missions” (p. 93). Therefore, an assumption can be made that the success of an organization depends greatly on its employees’ knowledge and focus on the organization’s mission statement and goal focus.

History of the Division of Agriculture

The University of Arkansas System Division of Agriculture is a very unique organization because of its various locations and broad mission of research, service and teaching. “The core mission of the University of Arkansas System Division of Agriculture is to make a positive impact for that key industry through the research done by the Arkansas Agricultural Experiment Station and the teaching done by the Cooperative Extension Service” (University of Arkansas Division of Agriculture, 2014). The structure of a statewide campus was established in 1871 with the founding of the University of Arkansas as the land-grant institution established through the Morrill Land-Grant College Act of 1862. The Morrill Act required each state to provide for the triad of missions, including research, teaching and service, to help advance the state’s agricultural sector.

The University of Arkansas campus at Fayetteville provided one course in agricultural science but had to abandon it due to lack of interest. “The location of Fayetteville in the

northwest corner of the state was far from the center of cotton cultivation in eastern and southern Arkansas that dominated the state's economy" (Strausberg, 1989, p. 3). As a result, an annual appropriation was allocated in 1882 for the establishment of Experiment Stations for each of the agricultural colleges. Also, a separate commissioner of agriculture was appointed in addition to the college president and a superintendent to guide the Station activities. These positions were expected to work in partnership to create a better focus for each area of the University, including research and teaching. In 1887, the University of Arkansas appointed the first superintendent of agriculture, Albert Menke, "and charged him with initiating a University experimental farm" (Strausberg, 1989, p. 5).

The Hatch Act of 1887 further supported the Experiment Station mission by appropriating \$15,000 a year in federal funding. The Hatch Act was passed partly due to the increased protests and demands from the nation's farmers for agricultural support. The Hatch Act was implemented in Arkansas in 1888 with \$4,000 of the first appropriation being used to build the first building for the Experiment Station. Albert Menke was also appointed the first Director of the Experiment Station in September, 1888. He immediately hired seven additional staff members, all with expertise in agricultural fields of study. "Menke realized the importance of combining scientific endeavor with practical result" (Strausberg, 1989, p. 8).

The Experiment Stations throughout the country were soon pressured to provide immediate results of research experiments to the farmers. In response, the current "field day" information sessions were provided to farmers as public demonstrations of the latest research discoveries and applications. "To assist in the work, given Fayetteville's isolation and climate, land was rented at Newport, Pine Bluff and Texarkana to experiment under the diversity of Arkansas soil and climate" (Strausberg, 1989, p. 9). The Adams Act of 1906 established increased federal funding for the Experiment Stations to support research and potential scientific

breakthroughs. That same year, the Arkansas Experiment Station also created eight internal departments, adding two more in later years.

The Extension Service was also being created during this time in history. “Dr. Seaman Knapp was the driving force behind [the Smith-Lever Act], traveling the country by rail and providing training for research-proven agricultural practices” (Shult, 2001, p. 5). Knapp traveled the country with employees chosen to help provide relevant information to the people; they were called agents, the origin of the current county agent title. “The purpose was to aid in diffusing among the people of the United States useful and practical information on subjects relating to agriculture and home economics and to encourage applications of the same” (Shult, 2001, p. 5).

In Arkansas, the early county agents included J.A. Evans, appointed state agent for Arkansas and Louisiana in 1905” and A. V. Swaty as an assistant agent (Maples, 2007, p. 8). By 1908, Arkansas had a total of five district agents and 19 county agents (Maples, 2007). “Many of the original county agents were farmers. Some used their own farms and equipment to conduct demonstrations” (Maples, 2007, p. 9).

By 1909, district and county agents in Arkansas had enrolled more than 5,000 cooperators and established about 1,470 farm demonstrations in 66 counties. By 1912, the number of agents had grown to 36. Their demonstration work was funded primarily by the USDA, the General Education Board and by local money. (Maples, 2007, p. 9)

In 1914, the Smith-Lever Act was passed by Congress and signed by President Woodrow Wilson, creating the Agricultural Extension Service, later known as the Cooperative Extension Service (Maples, 2007). President Wilson called it “one of the most significant and far-reaching measures for the education of adults ever adopted by the government” (Maples, 2007, p. 20). “The Extension Service linked the U.S. Department of Agriculture, the land-grant colleges and the states’ rural citizens” (Maples, 2007, p. 20).

The establishment of this service-oriented component meant more demonstrations for local farmers having difficulty reading the research bulletins printed by the Experiment Station. “The establishment of the Cooperative Extension Service provided a conduit for the application of basic work done at the University” (Strausberg, 1989, p. 30). The Cooperative Extension Service was designed to share the research and teaching of the University directly with the people of the state. Until 1959, the Dean of the College of Agriculture for the University of Arkansas was also the director of the Agricultural Experiment Station and the Cooperative Extension Service.

During the establishment of the Extension Service in Arkansas in 1915, “the University of Arkansas College of Agriculture accepted provisions of the [Smith-Lever] act, including a key one giving them control of the funds provided by Smith-Lever” (Maples, 2007, p. 20). However, many Extension personnel wanted the administrative offices to remain centrally-located in Little Rock and in 1920 “the office was moved back to Little Rock, where it remains the only state Extension Service not headquartered on the main campus of the land-grant school” (Maples, 2007, p. 20).

During the early 1920’s, there was also much debate about moving the University and Experiment Station headquarters to a more central location, creating greater accessibility. After years of debate, the legislature concluded that the land grant institution and Experiment Station headquarters would remain in Fayetteville. However, in 1925, the Legislature approved the establishment of branch stations in Hope, Stuttgart and Marianna to help meet the needs of the various agricultural products and farmers. The Hope station specialized in fruit, the Stuttgart station specialized in rice, and the Marianna station specialized in cotton. A new modern building was also approved for the Experiment Station in Fayetteville as well as the purchase of 572 acres for research farming. “By 1928, over 10,000 people had visited either the branch

stations or the Main Experiment Station to learn about the advances in scientific agriculture” (Strausberg, 1989, p. 51).

The main objective of the Experiment Station and Cooperative Extension Service was to help farmers remain on their own land and be self-sufficient. During the Great Depression, crop prices plummeted except for rice harvested on the Grand Prairie. “Rural sociologists and economists studying the rice belt of Arkansas saw Arkansas and Prairie Counties as islands of prosperity in a sea of poverty” (Strausberg, 1989, p. 67). Also, “after the collapse of cotton prices in the early 1920s, county agents in the northern counties of Arkansas began encouraging farmers to switch to livestock production” (Maples, 2007, p. 35).

The people in these counties also became involved in local demonstration clubs and cooperative associations, including 4-H.

In 1922 county agents began establishing demonstrations with 4-H club members to show that baby purebred calves could be profitably fed out to finished steers at a year old. The 4-H’ers earned twice the money experienced breeders were getting for yearling bulls. The 4-H demonstrations continued for another 10 years and established confidence in purebred cattle. (Maples, 2007, p. 35)

In 1930, a great drought caused Arkansas farmers to depend more on the information provided by the Experiment Station and Cooperative Extension Service. The assistant director of the Agricultural Experiment Station

warned farmers of the need to maximize limited resources by utilizing the information provided by the Station as a basis for the necessary economic recovery of the state. Without sound agricultural practices, Arkansas farmers could not compete in the regional or national markets. (Strausberg, 1989, pp. 67-68)

In 1931, funding for the University and Experiment Station was reduced due to an agricultural and financial depression. As a result, the Experiment Station could not implement any new research programs or projects.

When the United States entered World War I, Extension home economists were given the task of quickly teaching women how to produce and conserve large amounts of food, but there weren't enough agents to reach the thousands of rural women across the state. (Maples, 2007, p. 38)

In response to this need, the Extension Service organized county home demonstration clubs to assist in the production and storage of food storage as well as other projects.

The State Council of Home Demonstration Clubs was organized in 1929, with 27 charter counties. By 1933, there were 66 county councils with 26,000 members. By 1934 every county that had a home demonstration agent for a year or more have a county council. (Maples, 2007, pp. 39-40)

Over the next decade, additional funding once again became available for state and federal agricultural programs. The Bankhead-Jones Act of 1935 provided formula-based funding, starting with \$1 million in 1936 and increased to \$5 million in 1940 (Strausberg, 1989). Each state was expected to match the federal allocation. This funding came during a critical time, as another drought affected the state in 1936. With the increased funding and demand for agricultural support by local farmers, the Experiment Station opened a fourth branch station in Batesville in 1937, specializing in livestock and forestry. Then in 1938, the Delta Branch Station was opened in Clarkedale (Strausberg, 1989). These new locations provided local farmers and ranchers with information they needed to be successful.

In 1938, Congress passed the second Agricultural Adjustment Act, which “called for the establishment of regional laboratories to work with the U.S. Department of Agriculture and state Experiment Stations to promote new varieties and to examine new marketing techniques” (Strausberg, 1989, p. 85). This new legislation provided an incentive to farmers to improve their seed varieties as well as purchase fertilizers. “Farmers who owned their own land realized a triple return: governmental allotments, higher prices for cotton and alternative crops” (Strausberg, 1989, p. 85).

The centerpiece of Extension work during World War II was the U.S. Department of Agriculture Food for Victory program. County agriculture and home demonstration agents were asked to help farm families expand production to meet wartime needs. . . . Unlike in World War I, when farmers increased production by expanding acreage, often onto marginal land, farmers during World War II used Extension recommendations to increase yields and reduce costs. (Maples, 2007, p. 70)

A Scientific Revolution occurred from 1940-1961. This revolution resulted in the USDA creating the Agricultural Research Administration, “combining the office of the Experiment Stations with the scientific and research entities of the Department of Agriculture in order to facilitate closer cooperation between federal and state research programs. However, the individual Experiment Stations retained their autonomy” (Strausberg, 1989, p. 91).

The need for the country to feed its own people home and abroad, as well as Allied partners created a large demand on the nation’s food supply. “Perhaps the most critical problem for farmers during the war was the lack of labor” (Maples, 2007, p. 73). With the 1945 United Nations Relief Rehabilitation Administration and the post-war droughts in Europe, there was a high demand for American food.

Many of the state’s farm workers were 4-Hers. As part of the government’s Feed-a-Fighter Program, which specified how much of various foods would have to be produced to feed a fighter for a year, more than 62,000 of the state’s 79,515 4-H boys and girls, black and white, pledged to produce food for U.S. and allied troops. (Maples, 2007, p. 75)

In addition, the 1948 Marshall Plan gave Europeans credit for purchasing American agricultural products (Strausberg, 1989).

A Virginia Congressman proposed that additional funding be provided to the Experiment Stations to help discover new ways to use the varying farm products. A Kansas Congressman wanted the new funding to be used to increase research marketing and distribution of commodities. The compromise became the Research and Marketing Act of 1946 which provided up to \$2.5 million in gradual increases of appropriations for state Experiment Stations. Twenty

percent of the appropriation was provided to the states based on a match for marketing and distribution studies. The balance of the funding was intended for expanded research and support of regional laboratories and regional projects (Strausberg, 1989).

New varieties of crops and fruits were developed over the next several years, meeting the increasing demand for new and better-adapted agricultural products. The post-war demand for agriculture was another need for the agricultural sector to meet. Peach and strawberry substations were developed in Bald Knob and the first varieties of Elberta peaches were planted at the substation. In 1965, the substation began working with local industry to test vegetable crops and expanded to include additional research crops. In 1966 the station was moved to a 76-acre site north of Bald Knob. The Fruit substation was also relocated in 1959 to a site north of Clarksville, eventually growing to 230 acres. The original focus on peaches was expanded to include breeding research on blackberries, apples, grapes and other fruit (Strausberg, 1989).

In 1953, the state Legislature passed Act 301 which established a fee of 37.5 cents per ton of fertilizer. The fee was used to help the University offset costs of soil testing (25 cents) and helped provide the needed funding to create the Eastern Arkansas Soil Testing Laboratory in Marianna. “Between 1954 and 1988, 1.8 million soil samples were tested” by the Lab (Strausberg, 1989, p. 103). Currently, the Soil Testing Lab processes more than 200,000 samples each year (Investing in Arkansas, 2014, p. 36) In addition to increased funding through fees like Act 301, long-term research projects were starting to yield important advances in agricultural research and application.

The immediate impact of scientific agriculture was being seen throughout the state. Associate Director John White estimated that one third of the total cash receipts derived from Arkansas agriculture could be attributed to the Experiment Station. He predicted that if losses from diseases and insects could be reduced, the declining net income of farmers could be reversed. (Strausberg, 1989, p. 108)

The Hatch Act of 1955 also renewed the traditional emphasis on basic research, consolidating the original Hatch Act with new legislation.

In 1959, E.M. Cralley became the Experiment Station Director and emphasized the need for collaboration between the Station and the USDA to develop multi-disciplinary programs. “To accomplish these goals, Cralley reorganized the Experiment Station into nine major departments, six branch stations and five substations” (Strausberg, 1989, p. 115). This new structure helped the Experiment Station meet the needs of specific niches in farming and better address the needs of the farmers who were experiencing great changes with modernized equipment and farming techniques.

Also in 1959, on September 26, the University of Arkansas Board of Trustees created the Division of Agriculture as an entity of the University of Arkansas System, including the Cooperative Extension Service and the Agricultural Experiment Station (Medders, 2008, p. 10). John White was appointed dean of the College of Agriculture on March 31, 1959 and then the first Vice President for Agriculture in September, 1959 when the position was created by the Board of Trustees. The change to the Division of Agriculture was provided in an official resolution stating that “the Division of Agriculture is hereby established to include the programs of resident instruction, research and extension in agriculture and home economics; the Vice President for Agriculture heads the Division” (Medders, 2008, p. 10). The Vice President for Agriculture serves as the director of the Division and reports directly to the President of the University of Arkansas System.

After 1960, farming became very flexible thanks to mechanized equipment and improved varieties of crops. Much of agriculture in Arkansas was shaped by external events and environments. Corn borers and the opened export markets in Asia for rice greatly changed the production quotas for corn and rice during the 1960’s. Research projects were conducted by the

Experiment Station to combat threats to crops, but these projects took time to conduct. In 1966, though, a corn variety was developed that was resistant to the corn borer and dwarf mosaic, further emphasizing the value of research. As a result, funding was increased for the branch station system and new crop varieties continued to replace the old favorites (Strausberg, 1989).

During the 1960's, the Station began focusing its research efforts on crops other than cotton since farmers were no longer dependent on cotton. The branch stations expanded breeding and research efforts to other crops. After the expansion to breeding other fruit varieties, researchers developed the first mechanical picker for blackberries and later adapted it for strawberries. As a result, they also worked to develop strawberry breeds that were adapted for mechanical picking. The standard farms had grown in size and variety in Arkansas, and the Experiment Station was working to advance them technologically as well.

The activities of the Station reflected the transition in Arkansas' economic, social and demographic profile. In 1940, Arkansas had been the most rural state in the union with only 20% of the population living in towns of more than 2,500. By 1965, 50% of the population dwelled in an urban environment while small farming communities were disappearing. Overall, the state population had fallen 8.4%, reflecting the impact of agricultural mechanization, persistent low returns to agriculture and the lure of higher wages in other parts of the nation. Arkansas' demographic losses reflected the continuation of deep root poverty unable to respond to new farming techniques due to insufficient financial and human capital. (Strausberg, 1989, pp. 132-133)

In 1968, the Experiment Station created the Food Sciences Department. This Department focused on food handling and processing techniques in the area of quality control. This Department was created in response to a negative image that had developed over time about Arkansas food crops. By 1970, fewer than 80,000 farms were in operation in Arkansas even though major advancements and successes were being achieved by agricultural research (Strausberg, 1989).

In 1974, the Rice Research Station in Stuttgart was expanded. The new headquarters housed the director of the Station, Experiment Station researchers, Cooperative Extension Specialists and USDA researchers, creating a partnership among the major agricultural organizations. As a result, new varieties of rice were developed over the next several years and included fertilization packages. Pesticides were also a major focus of research in the 1970's, especially around health concerns. Increased funding through the Rural Development Act of 1972 helped the Experiment Station to expand and enhance its branch stations throughout the state (Strausberg, 1989).

Partnerships with other universities also expanded the Experiment Station's research focus and facilities. A partnership with the University of Arkansas at Pine Bluff was dedicated to aquaculture breeding and research on catfish, baitfish and crawfish. The complex included 72 experimental ponds, a hatchery and a reservoir. A partnership with the University of Arkansas in Monticello developed the Southeast Research and Extension Center on the campus. The focus of this Center was beef bull testing and eventually soybean and cotton research. Also, "the poultry industry in Arkansas was a major beneficiary of research results as the state gradually became the national leader in chickens" (Strausberg, 1989, p. 154).

During this time, changes were also occurring in the Extension Service.

Traditionally, only men were involved in Extension agricultural programs, and only women were involved in home economics. That began to change in the early 1980s. . . . County agents and specialists recognized the role of women in farming operations, so they encouraged farm wives to take part in programs such as farm management workshops. At the same time, the Extension Service began hiring men and women for nontraditional jobs. Most notably, women who had earned agriculture degrees went to the fields as county agents. (Maples, 2007, pp. 92-93)

Also during the 1980's, the Experiment Station focused on environmental protection as a result of the "New Agenda" from the Carter administration and new agenda of higher productivity of the Reagan administration. The Northeast Research and Extension Center

opened near Keiser to focus on alfalfa, cotton and soybeans. A second facility at the University of Arkansas at Pine Bluff was also built. Another major drought in 1980 renewed the interest of farmers in irrigation programs. High interest rates, decreased land value, flattening of international demand and other national issues increased the need for cheaper and more efficient agricultural products, becoming the focus of the Experiment Station (Strausberg, 1989).

“Arkansas agriculture, like that of other major farming states, was hurt by the residual effects of the embargo, new international agricultural exports, the export drive of the Common Market and the reduced buying power of Third World nations due to their already heavy debt” (Strausberg, 1989, p. 166). The Food Security Act was passed by Congress in 1985 to deal with the high-interest loans and world embargo issues. Focus was placed on biotechnology and recombinant DNA. Congress also directed the Experiment Stations to continue providing research information to farmers as well as researching value-added product development.

Congress also created the International Trade Development Center to assist in opening trade agreements. Soybeans were the number one cash crop in Arkansas by the 1980's and research on soybeans was further supported by the Arkansas Soybean Promotion Board, created in 1971. The poultry industry had also taken off with large companies like Tyson becoming nationally-recognized. The Experiment Station had twenty researchers devoted to poultry during the 1980's (Strausberg, 1989).

Communication and publication of new developments and research projects remains a major component of the Cooperative Extension Service and Experiment Station. Publications such as bulletins, journals, research series and other reports are produced internally and shared with the public. “An informational revolution has given farmers knowledge to operate at optimal levels” (Strausberg, 1989, p. 172). The evolution of computers, television and other communication methods has greatly increased the ability of the Research Station and

Cooperative Extension Service to share valuable information with the public. The Cooperative Extension Service continues to offer field day events to provide information to local farmers through demonstrations and person-to-person interactions.

The history of the Arkansas Experiment Station and the Cooperative Extension Service has led to what the Division of Agriculture is today. The Division’s Annual Report for 2011, *Focus on Agriculture, Food, Family, Community and Environment*, states that “the Division’s statewide infrastructure is unique among the 18 campuses and units of the University of Arkansas System as the one with a presence in all 75 counties” (Focus on Agriculture, 2011, p. 2). The Division of Agriculture has facilities located at five university campuses, five regional Research and Extension Centers, seven Research Stations and other locations. The Division’s facilities are listed in Table 1. The Division of Agriculture currently has twelve departments focused on specific research areas; these are listed in Table 2. Also, because the Division has the Cooperative Extension Service and Agricultural Experiment Station, there are also two separate communications departments, one located in Little Rock and one in Fayetteville.

Table 1
List of Division of Agriculture Locations

Type	Name	Location	Focus Area (if applicable)
Research and Extension Center (REC)	Arkansas Agricultural REC	Fayetteville	Basic and applied research
Research and Extension Center	Northeast REC	Keiser	Cotton, soybean, sorghum, corn and rice
Research and Extension Center	Southwest REC	Hope	Fruit and livestock
Research and Extension Center	Southeast REC	Monticello	Beef forage and crops
Research and Extension Center	Rice REC	Stuttgart	Rice

Table 1 (continued)
List of Division Locations

Type	Name	Location	Focus Area (if applicable)
Research Station	Vegetable Research Station	Alma	Vegetables
Research Station	Fruit Research Station	Clarksville	Fruit
Research Station	Livestock and Forestry Research Station	Batesville	Forestry and livestock
Research Station	Newport Research Station	Newport	Pasture and hay
Research Station	Pine Tree Research Station	Colt	Crops research, timber research and wildlife management
Research Station	Lon Mann Cotton Research Station	Marianna	Cotton
Research Station	Rohwer Research Station	Rohwer	Weed, insect and disease control and soybeans
Other Unit	Soil Testing Laboratory	Marianna	Soil
Campus	University of Arkansas at Pine Bluff	Pine Bluff	Aquaculture
Campus	Arkansas State University Research Unit	Jonesboro	
Campus	University of Arkansas Agricultural Experiment Station	Fayetteville	
Campus	University of Arkansas at Monticello	Monticello	Forestry
Campus	University of Arkansas at Little Rock	Little Rock	Cooperative Extension

Table 2
List of Division of Agriculture Departments

Department
Agricultural Economics and Agribusiness
Agricultural and Extension Education
Agricultural Statistics
Animal Science
Biological and Agricultural Engineering
Crop, Soil and Environmental Sciences
Entomology
Food Science
Horticulture
Human and Environmental Sciences
Plant Pathology
Poultry Science
Agricultural Economics and Agribusiness
Agricultural and Extension Education
Agricultural Statistics
Animal Science
Biological and Agricultural Engineering
Crop, Soil and Environmental Sciences

In addition to the twelve departments and other locations listed in Table 1, the Cooperative Extension Service has at least one office in every one of Arkansas' 75 counties. Each County

Extension Office has a Staff Chair, or director of the local office. All county Extension agents specialize in one of three subject areas: Agricultural and Natural Resources, Family and Consumer Science, or 4-H. Depending on the specialty of the Staff Chair, agents specializing in the other areas will also be located in the county office. A 4-H Agent is not located in every county and some counties may have more than one office. The County Extension offices are usually provided in partnership with the county government, historically in the county courthouse.

Mission and Vision Statements

Having a mission statement provides the focus and priorities for the organization and communicates that mission to the employees. The mission and vision statements also communicate the organization's purpose and goals to external stakeholders. "Most commonly, mission or purpose statements clearly state the foundational reason the organization exists" (Cady, Wheeler, DeWolf & Brodke, 2011, p. 69). The statement will explain in a few sentences or more why they exist, how they plan to grow or succeed, and what they plan to become in the future.

Just as a buoy marks a shipping lane and keeps a ship heading in the chosen direction, formalized organizational statements provide the benchmarks to keep an organization, work groups, and individuals on the right path. (Cady, et al., 2011, p. 65)

The vision statement generally describes the purpose and vision for the future of the organization. The vision statement explains the values of the organization, including the organization's identity. The vision statement also provides guidelines for how the organization will grow and develop over time. "The role of the leader is to set vision and ensure that people not only see it, rather live and breathe in their actions" (Verma, 2010, p. 156).

Employee commitment to an organization is extremely important for the success of an organization. Employee recruitment and retention are direct results of employee interest and job satisfaction. In order to gain employee support in achieving the organization's goals, the organization's mission and vision must be clearly communicated and demonstrated through the administration's actions and words. Verma (2010) concluded that "mission provides direction by focusing attention on purpose, interests of stakeholders, and acting as a control mechanism by providing values and behavioral benchmarks" (p. 160).

Even though very little research has been done on the relationship between an organization's mission and vision compared to its performance, there has been much written on the value of an organization having a mission and vision statement. Some of the benefits for having such statements include employee commitment to the organization. However, an organization's administrators must know that employees expect the management of the organization to demonstrate the same commitment to the organization's mission and goals. "The mission statement would get reduced to a hanging on the wall unless they are accompanied by corresponding manager behavior" (Verma, 2010, p. 159).

A study by Slack, Orife and Anderson (2010) compared an employee's job satisfaction to the organization's commitment to its vision. The study hypothesized that there is a positive relationship between an organization's commitment to its vision and employee satisfaction. The study concluded that "employees understand the vision and recognize the importance of the vision to the future success of the company and this is correlated with employee organization satisfaction" (p. 431).

Slack, Orife and Anderson's research defined three types of employee commitment: affective, continuance and normative (2010). Affective commitment is an individual's emotional commitment to the organization and is usually a result of the employee's job satisfaction.

“Affective commitment pertains to the extent to which an individual identifies with the organization . . .” (p. 423). Continuance commitment refers to an employee’s loyalty and commitment to remain with the organization. Generally, the greater the employee’s job satisfaction and satisfaction with the culture of the organization, the greater the employee’s continuance commitment. Greater continuance commitment results in an employee being less likely to leave the organization.

“Normative commitment pertains to employees staying in an organization as a sense of obligation” (Slack, et al., 2010, p. 423). This type of commitment is different from affective commitment. In normative commitment, the employee remains with the organization because of a sense of moral obligation. In affective commitment, the employee remains with the organization because of emotional attachment to the organization (Slack, et al., 2010).

Communication of the organization’s vision is also an important factor when considering employee job satisfaction and commitment to the organization. The Slack (2010) study noted this in the research conclusions. The study surveyed employees two times with the second survey being administered twelve months after the first survey. The results of the second survey did not show as high of a focus on the organization’s vision as the results of the first survey. The researchers concluded that there was more communication of the organization’s vision prior to the first survey than the second survey, resulting in employees not placing as high of a priority on the vision. Slack stated that,

without recent communication, employees may have been less focused on overall vision and more focused on specific goals. These findings indicate that companies need to communicate continually their corporate vision to employees if they wish employees to maintain an awareness of the vision, with its resultant impact on organization satisfaction. (Slack, et al., 2010, p. 431)

A study by Fugazzotto (2009) examined the use of mission statements in higher education institutions, noting that institutions differ from for-profit companies when developing

a mission statement. The main purpose of Fugazzotto's study was to determine the relationship between a higher education institution's mission and the physical space available for the operation of the institution. "Mission statements dictate the core activities of an organization, and physical space can define its operating territories" Fugazzotto explained (p. 285).

The mission statement for an institution of higher education must consider more than simply the goals of the organization. The mission statement must also consider the history of the institution, whether it has any unique mission areas, such as a medical or an agricultural focus, and where it would like to be in the future. The mission statement of an institution must also consider the external audience of its board members, current and future students, potential donors, and collaborating partners. Because institutions of higher education serve so many different stakeholder groups and have many different missions, defining the institution for a mission statement can sometimes be difficult.

Due to the complexity of an institution of higher education's mission, it is even more important for this mission statement to be communicated clearly. The mission statement must be communicated internally to faculty and staff members who help reach the goals of the mission, and communicated externally to stakeholder groups. "Even if organization members do not act, their inaction represents a negative performance value" (Fugazzotto, 2009, p. 288).

Fugazzotto's study (2009) concluded that physical space (open areas in classrooms or recreational areas) in the operation of an institution of higher education does relate to the mission of the organization. Physical space allows instructors and students to be flexible in their teaching and learning methods, creating a higher sense of job satisfaction and commitment to the mission of the organization. He said that,

because it stands out physically in daily institutional life, campus space makes mission, and thus structure and culture, even more tangible. Space behaves like

statements of purpose to help define relations between an organization and its constituents. (p. 290)

However, too much physical space can also lead to an institution of higher education becoming culturally distant internally.

While removing physical boundaries fosters interdisciplinary work and more collaborative cultures, the symbolic value of separate space might impede collaboration. Physical separateness can symbolize disciplinary or functional separateness and thus greater legitimacy for disciplines and functions. (Fugazzotto, 2009, p. 293)

Employee commitment to an organization can be driven by the organization's mission statement, vision, culture and the job satisfaction of the employee. An organization should strongly consider the content of its mission and vision statements so that its employees desire to support the mission statement and the external stakeholders understand the goals of the organization. Employee commitment can also be directly related to an organization's performance. For nonprofit organizations like higher education institutions, the mission statement and vision of the organization should include other elements besides an end product or production goal.

The mission statement may be one of the most significant devices used by nonprofits to communicate their core values and activities to stakeholders. . . . Thus the mission statement becomes a critical element in a nonprofit's reputation, influencing its perceived effectiveness and legitimacy. (Kirk & Nolan, 2010, p. 476)

Proximity and Performance

Limited research has been conducted in recent years on proximity to the power base of organizations as it relates to performance. Most of the research available focuses on the study of the performance of virtual offices or organizations. These organizations are separated by physical distance but stay connected and in communication through the use of technology. With the development of advanced technology, employees are capable of working away from the

central office at varying locations. Technology allows employees to be connected to the headquarter office through phone, email and video conferencing.

An organization that has multiple locations should have clear communication among its offices and employees to ensure consistency in its mission and goals. Communication can be conducted through technology or in person with on-site visits or meetings scheduled at common locations. Employees working at off-site locations must work harder to be engaged in the daily communication and information provided from the organization's headquarters because they are not privy to on-site verbal communication or meetings. Email is a very common method of communication for businesses and can provide instant information to employees in all locations at the same time.

Historically, a challenge of off-site communication has been the inability to see body language and receive nonverbal communication.

Remote managers needed excellent communication skills but also, because they were unable to read employee's body language, had to learn to read the nuances of voice and tone during phone conversations. Managers also realized that e-mail, though an efficient tool for "checking in," makes it very easy to overlook, avoid, or misinterpret potential problems. (Bogdanski & Setliff, 2000, p. 200)

However, recent technology has enhanced the communication experience by providing the capability to view a person's body language through video conferencing. "In addition, social media, used in communication, helps individuals and groups stay adhered to the mission, goals, values, and ethics of an organization," reaching more individuals instantaneously (Chin, 2013, p. 16).

Even though technology has provided an increased number, and better quality, of methods for communication across distances, some issues cannot be addressed through technology as easily as they can in person. Thomas (1999) stated in his study about leaderless supervision that "infrequent contact with supervisors or senior management may cause

difficulties in such areas as training and development, professional guidance, and performance evaluation” (p. 91). Supervisors who manage distant employees may have to work harder or use methods of technology to communicate effectively with distant employees compared to employees located in the same building or facility. “Distant leaders must rely more heavily on explicit communication, whereas proximal leaders may have at their disposal additional informal influence behaviors” (Neufeld, Wan & Fang, 2008, p. 232).

Some research suggests that an emphasis must be placed on the organization’s goals and mission statement when dealing with employees who are not located in the headquarters. When an organization has geographically dispersed employees, the ability to maintain the organization’s culture is important (Carroll, 2014, p. 29). “The most successful telecommuters were able to focus on the organization’s mission, and they understood how their work would help the organization accomplish its goals” (Bogdanski & Setliff, 2000, p. 200). Emily Chia (2011) stated in her study about proximity that “management by objectives” will achieve success, and that the first rule should be that “everyone must understand the business’ top priorities” (p. 25).

In order to be competitive globally and expand business while reaching all of an organization’s clients, distance is required for some employees and employers. However, to be successful with a distance employment arrangement, the proper leaders and employees must be identified. “Individuals at distance sites are likely to be more autonomous than those who work at the organization’s site, with less direct supervision . . .” (Thomas, 1999, p. 92). Thus, “technology is a critical conduit for maintaining communication with a work team as well as connecting the geographically dispersed colleagues together” (Carroll, 2014, p. 29).

The performance and job satisfaction of employees working in distant locations must also be considered by employers for an organization to be successful. Some “individuals may see

their supervisor only on a weekly or even monthly basis, thus limiting both the amount of direct contact and the opportunity for performance feedback” (Thomas, 1999, p. 91). Employees who are not appropriately placed in remote locations may not be satisfied with their performance or even their job, resulting in underperformance by the individual and the organization. Bogdanski and Setliff (2000) discussed a possible hypothesis relating performance satisfaction and the amount of contact with the employee’s supervisor, concluded that,

in all cases described, the performance evaluation, in and of itself, was not a point of dissatisfaction for remote workers. Rather, it was whether the worker was satisfied and having success in the distant context that was a more important issue. (p. 199)

Performance evaluations can be used by an organization to determine the performance and satisfaction of employees. However, Thomas (1999) concluded that performance evaluations for individuals working at a distance need to be reconsidered or improved drastically.

As the number of telecommuters and employees working in the field increases, and as direct contact between supervisor and supervised decreases, organizations, through their human resources departments, will be forced either to develop more effective performance appraisal systems or to abandon evaluations all together. (p. 93)

Bogdanski and Setliff (2000) appear to agree with Thomas’ conclusion, stating that as the number of employees who work from a distance increases, “. . . so does the need to have appropriate processes and tools to help managers evaluate and develop employees who work at a distance” (p. 197).

Through the use of new technology and communication tools, organizations can work to maintain a direct relationship with employees located in other locations. Chin wrote in her study, *Utilizing Technology to Enhance Communication and Collaboration* (2013), that “the use of technology in professional development and business communication enhances creativity, brainstorming, and collaboration regardless of time, space, or location” (p. 16). She also wrote

that technology can provide a voice to individuals who may not have otherwise engaged in the conversation while also providing new and different environments for individuals to facilitate, providing better collaboration (Chin, 2013, p. 13).

Goal Focus

In addition to the mission statement of an organization, the goals set for an organization are also extremely important for the success of the organization. Employees need to be aware of the organization's goals and need to understand his/her role in achieving those goals. The more an employee feels connected to and in agreement with the organization's goals, the more the employee will work to achieve those goals for professional satisfaction

There are several organizational climate and organizational health instruments available to assist organizations in measuring the existing climate, including goal focus. One of those instruments, the Organization Health Instrument, has a Goal Focus dimension, which "measures the degree to which members of the organization clearly perceive and share system goals and objectives" (Johnstone, 1988, p. 1). The Goal Focus dimension includes several questions for employees to answer about the goals of the organization. Some of these questions ask if the employee agrees with the goals of the organization, whether the short-term objectives agree with the organization's goals and other similar questions (Fairman, Holmes, Hardage & Lucas, 1979). The answers to these questions help provide an organization with the current goal focus of the employees.

Having employees focused on the organization's goals can assist the leaders of the organization in creating a positive and successful organization. An article by Derrick Neufeld, Zeying Wan and Yulin Fang (2008) about leader performance describes the types of leaders in an organization and the important aspects of successful leaders, especially in organizations that

operate remotely. The article reports that leaders are able to transform followers by “focusing them first on team organizational goals” (Neufeld, Wan & Fang, 2008, p. 229).

The organization’s administrators must provide a sense of direction for the employees. Providing this direction for the future can be accomplished with a mission statement, vision statement and specific goals and objectives to achieve the mission and vision. The goals and objectives are short-term objectives while the mission and vision are long-term objectives for the future success of the organization.

An article titled “Enhancing Organization’s Performance through Effective Vision and Mission” (2011) explained the importance of an organization having a mission statement, vision statement as well as goals and objectives. The article reports that the most effective visions for an organization consist of a clear sense of direction including goals. “All organizations need a sense of direction, a goal and guide to a future state of existence” (Oghojafor, Olayemi, Okonji & Okolie, 2011, pp. 1072-1073). A successful vision for an organization also “inspires people to work toward a common state and a set of goals” (Oghojafor, et.al., 2011, pp. 1072-1073).

Sam Fugazzotto (2009) agreed that the organization’s mission and vision statements should include specific goals. He stated that “effectiveness depends both on culture type and on the cohesiveness of people in that culture around common purpose or activities” (p. 287). A common purpose for an organization is developed through the organization’s goals and objectives which are directed to the organization’s mission and vision statements. Fugazzotto (2009) believed that “a statement must communicate goals and standards well in order to have a positive impact on performance” (p. 288).

An organization’s performance and success are driven by the mission and vision statement, but the specific goals and objectives set by the administrators help the organization’s employees achieve the mission and vision. Therefore, an organization’s administrators should be

concerned with the goal focus of the employees and aim to communicate and explain the goals of the organization clearly.

Chapter Summary

The Review of Literature summarized previous research and provided information on the topics of focus for this research study. The first section provided information on the organizational structure of the Division of Agriculture within the University of Arkansas System as well as a history of the Division of Agricultural, including the Agricultural Experiment Station and Cooperative Extension Service. The second section provided a summary of the previous research conducted about the commitment of employees to an organization and the factors that contribute or discourage employee commitment, specifically mission and vision statements. The third section summarized previous research about proximity and performance of employees, describing performance differences that may occur as a result of the location of employees to the power base. The final section summarized previous research about the importance of goal focus for an organization's employees. This research helps provide some background and history for the study.

Chapter 3

Methods

The method of a quantitative survey was used for this study. Division of Agriculture employees are naturally separated into groups based on organizational structure and physical location. An electronic survey was provided to each person to complete. The survey questions asked about the employee's internal advancement desires as well as the employee's self-reported mission statement and goal focus for the Division of Agriculture. The survey also included questions on where the individual is physically located and several demographic questions, including age and gender. The details of the survey, method of administration, and the information collected from the survey are described in this chapter.

Sample

An organizational climate survey was sent to all full-time employees located at the Cooperative Extension Service headquarters in Little Rock, at the Research and Extension Centers and at the Cooperative Extension Service county offices located near the Research and Extension Centers. This survey sample included 499 individuals working full-time within the University of Arkansas System Division of Agriculture. Completion of the survey was voluntary, but participation was encouraged by the Vice President for Agriculture, so a response rate of 50% was desired.

The survey was anonymous with only an IP address being listed as an identifier. The demographic questions included gender, age, number of years working for the Division of Agriculture, location of the current office, job title and job title of their immediate supervisor. This information was used for group analysis and comparisons. Race information was provided by the Human Resource Offices and used as embedded data for group analysis.

The original sample included 503 individuals. Three emails on the original distribution list were undeliverable because the employees were no longer employed by the Division of Agriculture. Also, one individual indicated that she had retired and was working part-time, and therefore did not respond. These situations resulted in a modified sample of 499 individuals. Of the 499 eligible surveys sent, a total number of 276 surveys were initiated with 254 being fully completed, a completion rate of 92.02%. The response rate for 254 completed surveys out of 499 eligible surveys is 50.9%, satisfying the response rate goal of the study.

The first survey was distributed on January 7, 2014 with ten calendar days allowed for response. At the conclusion of the ten days, 182 surveys had been initiated, or started. A reminder was sent to individuals who had not initiated the survey on January 21, 2014, providing until January 24, 2014, for these individuals to respond. On January 24, an additional 85 surveys had been initiated, totaling 167 surveys. When the survey was closed on February 2, 2014, a total of 276 surveys had been initiated with 254 of them being fully completed.

Design

The research design of this study was a nonexperimental correlational study, utilizing an Analysis of Variance to compare multiple groups and determine the relationship between the groups. The Pearson Correlation was conducted to determine the measure of the degree of relationship between the groups. The study is a combined quantitative and qualitative study. The qualitative information was collected through the responses to an open-ended narrative question on the survey. The quantitative portion of the study included Likert-type questions to study the relationship between variables. A standardized electronic instrument was used and a large sample of approximately 250 individuals responded to the survey in the study. The analysis was statistical and based on numerical data as well as narrative content. The study is a sample survey because not all of the Division of Agriculture's employees were included.

The research was nonexperimental with existing variables being identified for study. “In nonexperimental quantitative research, the researcher identifies variables and may look for relationships among them but does not manipulate the variables” (Ary, Jacobs, Razavieh & Sorensen, 2006, p. 29). Demographic variables, including physical location of the employees, were studied to determine if a relationship exists between the variable and the employee’s mission statement and goal focus. The study researched existing variables which were not manipulated, including demographic data such as race, years employed with the Division of Agriculture, and gender. None of the variables that were studied were manipulated, thus making this a nonexperimental study.

The study is based on correlational research because it is studying the “strength and direction of relationships” (Ary, et al., 2006, p. 29). The research questions being studied are based on the strength and relationship between several variables and the mission and goal focus of Division of Agriculture employees. The variables include the physical location of the employee, the length of time the employee has been employed by the Division of Agriculture, as well as the gender, race and job title of the employee. These variables were used to determine the strength and direction of the relationship to mission statement and goal focus through a Pearson Correlation analysis.

Instrumentation

An existing survey, Organizational Orientations: Upward Mobile Orientation Measure by McCroskey, Richmond, Johnson and Smith (2013), was used for the survey instrument. The measures of this survey were first presented in a paper at the 2003 convention of the Eastern Communication Association and included in a 2004 issue of *Communication Quarterly* (McCroskey, et al., 2004). “In the research to date, these orientations appear to be very related to organizational communication behaviors of employees and also associated with job satisfaction”

(Organizational Orientations, 2014). The survey was comprised of eighteen Likert-type scale questions on upward advancement as well as an additional nine Likert-type questions and one open-ended question on mission statement and goal focus. Also, ten demographic questions were included. A Likert-type scale,

assesses attitudes toward a topic by presenting a set of statements about the topic and asking respondents to indicate for each whether they strongly agree, agree, are undecided, disagree, or strongly disagree. The various agree-disagree responses are assigned a numeric value, and the total scale score is found by summing the numeric responses given to each item. The total score represents the individual's attitude toward the topic. (Ary, et al., 2006, p. 227)

Validity and reliability has already been established for the instrument (McCroskey, et al., 2004). Validity was established through a study of 301 individuals. The study concluded that the "initial measures of organizational orientations were able to measure these associations points to the validity of the measures" (McCroskey, et al., 2004, p. 8). An additional study of 265 individuals was conducted from the same population as the validation study. The results of this study obtained an alpha reliability estimate of .84 for the upward mobility section (McCroskey, et al., 2004, p. 9). The instrument is included as Appendix A.

The instrument was sent to approximately 40% of the approximately 1,200 Division of Agriculture employees via an electronic survey emailed directly to them. These individuals were selected based on physical location of employment. The Cooperative Extension Service's employees at the headquarters office in Little Rock were selected as the headquarters group and the Research and Extension Centers (Rice, Southwest, Forestry, Arkansas Agricultural and Northeast) were selected because they are not located at the headquarters and have employees who are jointly appointed by the Experiment Station and the Extension Service. Employees located in the county offices surrounding four of the Research and Extension Centers (Rice,

Southwest, Northeast and Forestry) were included since they are not located at the headquarters and are Extension employees.

Prior to receiving the survey, the sample population received a direct email from the Vice President for Agriculture indicating the importance of the survey. A copy of the email that was sent is included as Appendix B. Individuals were selected to receive the survey based on their job location. Those located at the Cooperative Extension Service headquarters in Little Rock, at four of the Research and Extension Centers in Arkansas, and at the County Cooperative Extension Service Offices immediately surrounding the four Research and Extension Centers were chosen.

The surveys were collected through the Qualtrics survey program and computer scoring and analysis was conducted through Qualtrics and SPSS programs. The survey results were recorded anonymously, with only an IP address assigned to identify each survey. A cover message was added to the survey conveying that completing the survey was voluntary, explaining how to complete the survey, and provided information about anonymity and who to contact with questions.

The study tested the relationship of mission statement and goal focus to five variables: physical location, years employed within the Division of Agriculture, gender, race, and job title. A one-way analysis of variance (ANOVA) was used to determine if there were significant differences between the variables because more than one group was analyzed. When using the ANOVA for the analysis, “a ratio comparing observed differences to the error term is used to test hypotheses about differences among groups” (Ary, et al., 2006, p. 197).

A t-test was also used to determine if two or more group means were equal. The t-test for independent samples “divides the observed difference between the means by the difference expected through chance alone” (Ary, et al., 2006, p. 189). This test will determine if the

relationship between the categories within a group being studied is different because of a strong relationship or simply because of chance. If the observed difference is less than the difference expected by chance, the difference is considered based on chance and not statistically significant. A Pearson Correlation was used to determine the strength and direction of the relationship.

Collection of Data

The survey was sent to 503 employees within the Division of Agriculture on January 7, 2014. An email was sent to all of these individuals from the Vice President for Agriculture, Dr. Mark Cochran, on January 6, 2014 to explain the need and benefit of the survey as well as to encourage participation. A copy of Dr. Cochran's email is provided as Appendix B. Three surveys were not deliverable because the employees were no longer employed by the Division. Also, one person indicated that she was not working full-time and therefore, did not complete the survey.

Individuals were instructed to complete the survey no later than Friday, January 17, ten calendar days after it was received. A reminder was sent on Tuesday, January 21 (Monday, January 20 was the Martin Luther King Day holiday and employees were not at the office) to those who had not responded by January 17, 2014. The reminder asked individuals to respond no later than Friday, January 24, 2014. The text of the email is included as Appendix C. Between January 7 and January 20, 182 surveys were started. Between January 21 and February 2, an additional 94 surveys were started, totaling 276 surveys. Of the 276 surveys that were started, 254 of them were fully completed.

Responses from the survey were submitted electronically through Qualtrics and data from the responses was collected into an electronic database and computer-scored. Data from the electronic database was also uploaded into an SPSS program for advanced calculations. The

mean response time was 1:31 minutes, with the largest number of individuals completing within five minutes of starting the survey (35 individuals, 13.06% of the total).

The 22 incomplete surveys were removed from the database to prevent incomplete calculations. All calculations and data reports are based on the completed 254 surveys. The respondents included 118 males and 136 females, a very close split of 46.46% male to 53.54% female respondents. The age of the majority (54.15%) of the respondents was 49-67 years old. The remainder of the respondents were 27.67% at 38-48 years old, 16.21% at 19-37 years old, and 1.98% at 68 years or older. The race information for the sample population sent surveys compared to the sample who responded is provided in Table 3. The overwhelming majority of the respondents were White (82.28%), followed by African Americans (11.41%).

Table 3
Race of Sample and Respondents

Race	Number of Sample	Number of Respondents	Percent of Sample who Responded
White	396	209	52.78%
African American	70	29	41.43
Asian	13	5	38.46
Hispanic	3	3	100.00%
Indian	4	3	75.00
Native American	2	1	50.00
Other	3	0	0.00
<u>No Answer</u>	<u>12</u>	<u>4</u>	<u>33.33</u>
Total	503	254	50.50

The respondents included 124 people located in the Cooperative Extension Service headquarters (Little Rock state office), and 128 people located in offices or centers away from

the headquarters. Two individuals did not respond to this question, resulting in 252 responses. This distribution was also a close split with 49.21% located at the state office and 50.79% not located at the state office. Of those not located at the state office, almost half (53.08%) were located at a County Cooperative Extension Service Office, while the others were located at a Research and Extension Center or another location. Table 4 provides information about the various locations of the respondents. Individuals located at the state office are considered internal employees while those located in other locations are considered external employees for future analysis.

Table 4
Location of Sample and Respondents

Location	Number of Responses	Percent Responses
State Office	124	49.21%
County Office	69	27.17
Research and Extension Center	40	15.74
Other / No Response	21	8.27

The number of individuals who responded based on length of time employed with the Division of Agriculture is provided in Table 5. The majority of the individuals who responded were employed with the Division of Agriculture between one and ten years. Half of this population was employed for one to five years and the other half was employed six to ten years. Approximately 9% of the sample was employed for less than one year.

Table 5
Years Employed of Sample and Respondents

Number of Years Employed	Number of Responses	Percent Responses
Less than 1 Year	23	9.06%
1 – 5 Years	50	19.69
6 – 10 Years	50	19.69
11 – 15 Years	40	15.75
16 – 20 Years	29	11.42
21 – 30 Years	39	15.35
31 or more Years	23	9.06

Data Analysis

Responses from the survey were tabulated for each group, including gender, age, number of years employed by the Division of Agriculture, job title, job location and mission statement and goal focus. The survey was anonymous and confidential with only group analysis being included in the report. The level of mission statement and goal focus was calculated on a Likert-type scale from the survey responses for each person. Then, correlations were calculated for each of the research questions, comparing the demographic categories to the goal focus mean for each group.

The variables in this research study included age, gender, number of years employed by the Division of Agriculture, job title and mission statement and goal focus. The independent variables in the study included age, gender, years employed by the Division of Agriculture and job title. The dependent variable is the level of mission statement and goal focus. Gender, age, race, and job title are nominal categories. The variable of years employed with the Division of

Agriculture will be grouped in ratio categories of five year increments. The dependent variable of mission statement and goal focus will be categorized on a Likert-type scale.

Research Question One compared the level of mission statement and goal focus of Division of Agriculture employees by demographic categories including gender, age, and race. The survey asked the respondents to indicate the category for which they fall in each of these demographic questions:

Gender: Male and Female;

Age: 19-37, 38-48, 49-67, and 68 or older; and

Race: White, African American, Hispanic, Indian, Native American, and Asian.

Research Question Two compared the level of mission statement and goal focus of Division of Agriculture employees as it relates to physical distance from the headquarters based on job location. Each group of employees based on job location was compared to the mean score of the goal focus survey questions for that group to determine if a relationship exists. Then, those correlations were compared to each other to determine the strength of the relationship between goal focus and job location within the Division of Agriculture.

Research Question Three compared the level of mission statement and goal focus of Division of Agriculture employees as it relates to the length of time employed by the Division of Agriculture. Each group of employees based on length of years employed was compared to the mean score of the goal focus survey questions for that group to determine if a relationship exists. Then, those correlations were compared to each other to determine the strength of the relationship between goal focus and years working within the Division of Agriculture.

Research Question Four compared the level of mission statement and goal focus of Division of Agriculture employees as it relates to the employee's job title. Each group of employees based on job title was compared to the mean score of the goal focus survey questions

for that group to determine if a relationship exists. Then, those correlations were compared to each other to determine the strength of the relationship between goal focus and job title within the Division of Agriculture.

Chapter Summary

This chapter provided information on the method and instrument used for this research study. The sample survey included full-time employees of the Division of Agriculture and an electronic survey to report survey answers based on a five-point Likert-type scale. The data was collected and calculated through the Internet-based survey program, Qualtrics, and the correlations were calculated through Qualtrics and SPSS. A one-way analysis of variance (ANOVA) was used to determine if there were significant differences between the variables and a t-test was also used to determine if two or more group means were equal. The t-test determined the relationship between the groups of employees and the level of mission statement and goal focus for each group based on the survey responses. A narrative question was also included in the survey for narrative response.

Chapter 4

Results

Summary of the Study

This study included the survey of University of Arkansas System Division of Agriculture employees located at the Cooperative Extension Service headquarters in Little Rock as well as those at remote locations. These two categories of individuals represent a different physical distance from the Division of Agriculture's power base, or headquarters. The physical distance varies for the individuals located outside the headquarters; however, only the fact that they were located external of the headquarters was considered. An organizational chart of the Division of Agriculture is provided in Appendix D.

An electronic survey (Appendix A) was sent to 503 Division employees, internal and external of the Cooperative Extension Service headquarters. There were 254 completed responses received electronically by the end of the survey period of twenty days. Of the 254 responses, 124 individuals indicated they were located internally of the Cooperative Extension Service headquarters and 128 indicated that they were located externally, which is almost a 50/50 split. Two respondents did not answer the initial question of where they were located, but did answer other questions. Therefore, there were only 252 responses for the internal vs. external question.

Data from all 26 Likert-type scale questions (scale of 1-5) were used in the analysis. The first 18 questions were the McCroskey survey questions on internal advancement within the organization and an additional eight Likert-type scale questions were included to gain information about mission statement and goal focus of the organization. A ninth question in the mission statement and goal focus section was an open-ended question and not used in the data analysis. The final 10 questions in the survey were demographic questions and used only to

determine survey response as well as for group analysis. Table 6 provides the specific questions asked in the survey and the mean scores for each question. Table 7 provides the specific questions on mission statement and goal focus with the mean scores for each question.

Table 6
Internal Advancement Survey Questions and Mean Scores

Question	Mean
I generally try my best to do what the Division of Agriculture wants me to do.	4.63
If I had the choice, I would take a promotion over the acceptance of my peers any time.	3.02
One of my goals is to get a good job and excel at it.	4.53
Eventually, I would like to be the "big boss" in the Division of Agriculture.	2.09
I firmly believe that if I work hard enough, one day I will be right up at the top.	2.99
I am good at my job and I love it.	4.26
Most of all, I really want to be recognized for the excellent work I do.	3.94
I think moving up in the Division of Agriculture is not worth all the work you have to do.	3.48
Sometimes I think I am a "workaholic".	3.36
I want a job where what I do really counts for something.	4.50
Everyone tells me I am a really good worker.	4.01
I want work which has a lot of intangible rewards.	3.53
Ordinarily, I feel good about what I have accomplished when I am done with my day's work.	4.08
I would be willing to work hard to be the top person in Division of Agriculture.	3.04
Since I am really good at what I do, I will move up in the Division of Agriculture.	2.90
What I want most in a job is the possibility of really doing something important.	4.01
Any job worth doing is worth doing as well as I can.	4.66
I am a very creative worker.	4.10

Table 7
Mission Statement and Goal Focus Survey Questions and Mean Scores

Question	Mean
I can easily locate and repeat the mission of the Division of Agriculture.	3.49
The mission of the Division of Agriculture is clear and understandable.	3.78
I agree with the mission and goals of the Division of Agriculture.	4.10
I have been provided the information and resources required to effectively communicate the Division of Agriculture's mission and goals to those outside the organization.	3.68
My unit is aware of the needs of our constituents.	3.99
The Division of Agriculture appreciates my efforts and quality of work.	3.39
The duties and responsibilities that are assigned to me are clear and understandable.	3.79
The mission of the Division of Agriculture is communicated consistently by my supervisor and other administrators.	3.49
In my opinion, communication in the Division of Agriculture can be improved by: _____	N/A

Anonymity was maintained in the survey response; the only form of identification used was an IP address to prevent multiple responses. Race information was provided by the Human Resources departments prior to the survey distribution and included as embedded data in the response information. Names of individuals were not included in the responses. Each group of individuals and the categories within those groups were analyzed to determine the number of respondents, mean, standard deviation and range of each group's responses.

The responses were analyzed based on two major variables. The first variable tested was whether the individual or group was located internally or externally to the Division's power base, or in this case, the Cooperative Extension Service headquarters. The second variable was the individual's or group's perception of mission and goal focus, based on their responses to nine

Likert-type scale questions. The one-way Analysis of Variance was used to determine the significance of variance among the categories within the groups and the t-test was used to determine whether two or more group means were equal. A statistically significant difference was determined at the .05 level among the groups and categories. The Pearson Correlation was used to measure the degree of relationship between the two variables.

Survey Results

The general hypothesis of this study was that individuals located internally, or at the Cooperative Extension Service headquarters, will have a stronger self-reported mission statement and goal focus than individuals location externally from the headquarters (Research and Extension Centers or County Offices). The data was analyzed and reported based on the six research questions to determine the answer to the hypothesis. A summary of the study population including the number and mean scores of each category are displayed in Figure 1.

Research Question 1: Was there a significant difference in the self-reported mission statement and goal focus of Division of Agriculture employees based on gender? The results of the calculations for the respondents based on gender are provided in Table 8. There were 136 females and 118 males in the response group, 53.5% female and 46.4% male. The 136 females had a mean mission statement and goal focus score of 29.88 with a range of 17 to 40 on a scale with a maximum of 40. The standard deviation for the females was 4.17. The 118 males had a mean mission statement and goal focus score of 29.19 with a range of 14 to 40. The standard deviation for the male mission statement and goal focus score was 4.73.

Figure 1
 Population of the Study Including Number and Mission Statement and Goal Focus Mean Scores

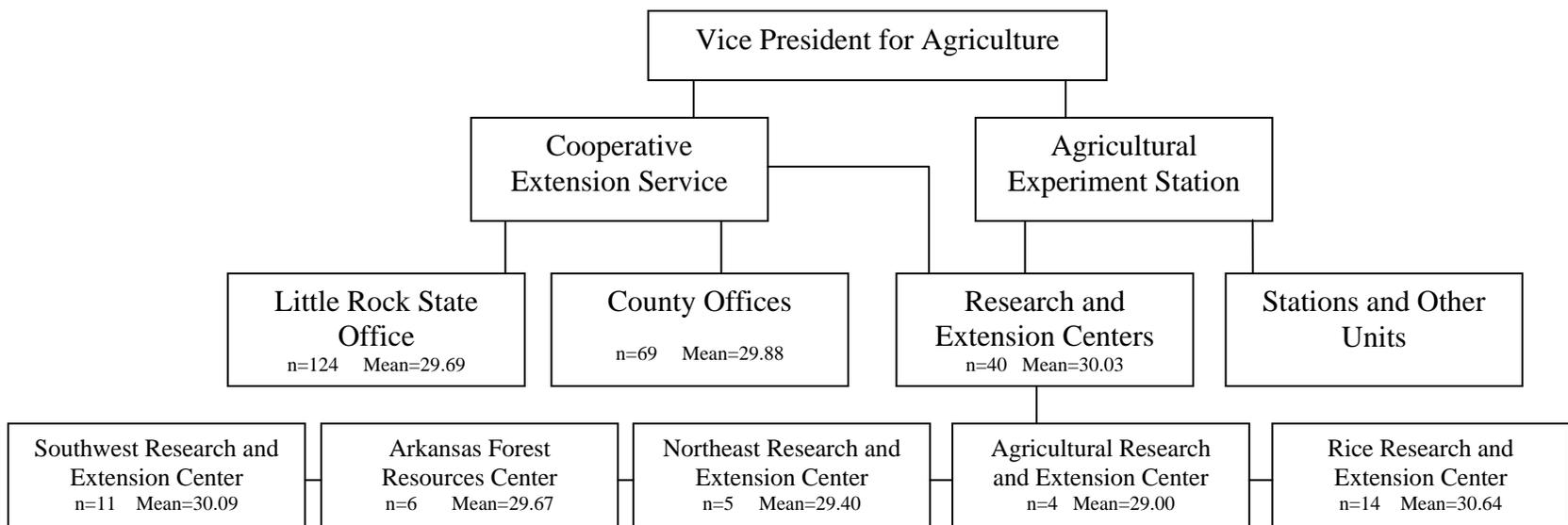


Table 8
Mean Mission Statement and Goal Focus Based on Gender

Gender	N	Mean	Standard Deviation	Min	Max
Male	118	29.19	4.73	14	40
Female	136	29.88	4.17	17	40

Research Question 2: Was there a significant difference in the self-reported goal focus of Division of Agriculture employees based on race? The calculations for the mission statement and goal focus of Division of Agriculture employees based on race are provided in Table 9. There were 208 white, one Native American, three Indian, three Hispanic, 29 African American, five Asian and five unknown individuals in the response group. The 208 white respondents represented 81.9% of the survey sample. The white group had a mean of 29.14 and standard deviation of 4.52 with a range of 14 to 40. The African American respondents had a mean of 31.93, a range of 24 to 39, and a standard deviation of 3.42.

Table 9
Mean Mission Statement and Goal Focus Based on Race

Race	N	Mean	Standard Deviation	Min	Max
White	208	29.14	4.52	14	40
Native American	1	30.00	-	30	30
Indian	3	34.00	5.20	31	40
Hispanic	3	29.33	2.52	27	32
African American	29	31.93	3.42	24	39
Asian	5	31.20	0.84	30	32
Unknown	5	29.00	4.69	24	36

Research Question 3: Was there a significant difference in the self-reported goal focus of Division of Agriculture employees based on job physical location? The calculations for mission statement and goal focus of Division of Agriculture employees based on physical location are provided in Tables 10 and 11. Table 10 provides the data categorized by the groups internal to the Cooperative Extension Service headquarters and those external to the headquarters. Table 11 provides group data of external respondents based on the specific location. There were 124 respondents located at the Cooperative Extension Service headquarters (internal) and 128 respondents located outside the headquarters (external). Two individuals did not answer this question, resulting in only 252 responses. Of the external respondents, 69 were located in a County Office and 40 were located at a Research and Extension Center (REC). The other respondents did not answer this question.

Table 10
Mean Mission Statement and Goal Focus Based on Physical Location

Location	N	Mean	Standard Deviation	Min	Max
Internal	124	29.69	4.40	16	40
External	128	29.55	4.32	17	40

Table 11
Mean Mission Statement and Goal Focus Based on External Location

Location	N	Mean	Standard Deviation	Min	Max
County Office	69	29.88	4.13	17	39
Arkansas Agricultural REC	4	29.00	4.08	23	32
Rice REC	14	30.64	3.84	23	37
Southwest REC	11	30.09	5.77	19	38
Northeast REC	5	29.40	4.16	25	35
Arkansas Forestry REC	6	29.67	5.47	22	36

Research Question 4: Was there a significant difference in the self-reported mission statement and goal focus of Division of Agriculture employees based on the number of years employed by the Division? The calculations for the mission statement and goal focus of Division of Agriculture employees based on the number of years employed are provided in Table 12. The majority of the respondents were employees of the Division of Agriculture between 1 and 10 years. There were 50 individuals employed for each category with employments of 1 to 5 years as well as 6 to 10 years. The next largest time of employment was 11-15 years with 40 respondents.

Table 12
Mean Mission Statement and Goal Focus Based on Years Employed

Years	N	Mean	Standard Deviation	Min	Max
< 1 year	23	31.04	4.03	24	38
1-5 years	50	28.56	5.07	14	38
6-10 years	50	29.84	3.85	19	38
11-15 years	40	28.78	4.51	20	39
16-20 years	29	29.59	3.72	22	40
21-30 years	39	29.82	4.72	17	40
31 +	23	30.52	4.62	23	39

Research Question 5: Was there a significant difference in the self-reported goal focus of Division of Agriculture employees based on job title? The calculations for the mission statement and goal focus of Division of Agriculture employees based on job title are provided in Table 13. The largest category of respondents were faculty members with 67 individuals. The next largest category was county agents with 43 respondents. Faculty members can be located either at the Cooperative Extension Service headquarters (internal) or at external locations such as Research and Extension Centers. All county agents are located externally from the Cooperative Extension Service headquarters.

Table 13
Mean Mission Statement and Goal Focus Based on Job Title

Job Title	N	Mean	Standard Deviation	Min	Max
Department Head	16	29.69	5.88	17	37
County Agent	43	30.44	3.42	20	36
Faculty	67	28.60	4.93	14	40
Project / Program Director	32	29.47	4.16	16	37
Program Tech	17	29.59	4.17	24	38
Program Assistant	17	28.53	3.45	22	34
Classified / Support	40	30.65	4.37	20	39
Project / Program Associate	16	28.81	3.83	21	36
Other / Unknown	6	31.67	6.47	23	40

Research Question 6: Was there a significant difference in the self-reported internal advancement of Division of Agriculture employees based on physical location? The calculations for internal advancement of Division of Agriculture employees based on physical location are provided in Table 14. The mean scores of the first eighteen questions of the survey were calculated to determine the upward mobility and desire for advancement. The means for those located internal (Cooperative Extension Service headquarters) and external were determined as well as the range of the scores based on a maximum scale of 90. Again, there were 124 respondents located at the Cooperative Extension Service headquarters and 128 respondents located elsewhere. Two individuals did not answer this question, resulting in 252 responses.

Table 14
Mean Internal Advancement Based on Physical Location

Location	N	Mean	Standard Deviation	Min	Max
Internal	124	68.99	7.12	53	86
External	128	68.84	7.03	47	84

The open-ended, narrative question, “in my opinion, communication in the Division of Agriculture can be improved by,” was answered by 135 individuals. Two of the responses were incomplete and incomprehensible, so they were removed. Therefore, there were 133 complete responses to the narrative question. These responses were categorized into major themes for analysis and reporting.

Data Analysis

Research Question 1: Was there a significant difference in the self-reported mission statement and goal focus of Division of Agriculture employees based on gender? Table 15 provides the Analysis of Variance for the mission statement and goal focus of individuals based on gender. The analysis produced an F value of 1.554, revealing that a significant difference does not exist at the .05 level in the mission statement and goal focus of Division employees based on gender. The Pearson Correlation was 0.078, indicating that the relationship between mission statement and goal focus and gender of employees is weak.

Table 15
Analysis of Variance of Mission Statement and Goal Focus Based on Gender

Source	SS	df	MS	F Value	Level of Significance
Between Groups	30.598	1	30.598	1.554	0.214
Within Groups	4962.016	252	19.691		
Total	4992.614	253			

Research Question 2: Was there a significant difference in the self-reported goal focus of Division of Agriculture employees based on race? Table 16 provides the Analysis of Variance for the mission statement and goal focus of individuals based on race. The analysis produced an F value of 2.863, revealing that a significant difference does exist below the .05 level in the mission statement and goal focus of Division employees based on race. The Pearson Correlation was 0.171, indicating that the correlation between race and mission statement and goal focus is significant at the .01 level.

Table 16
Analysis of Variance of Mission Statement and Goal Focus Based on Race

Source	SS	df	MS	F Value	Level of Significance
Between Groups	272.735	5	54.547	2.863	0.018
Within Groups	4630.285	243	19.055		
Total	4903.020	248			

Research Question 3: Was there a significant difference in the self-reported goal focus of Division of Agriculture employees based on job physical location? Table 17 provides the Analysis of Variance for the mission statement and goal focus of individuals based on physical location. The analysis produced an F value of 0.071, revealing that a significant difference does not exist at the .05 level in the mission statement and goal focus of Division employees based on physical location. The Pearson Correlation was -0.017, indicating that there is a weak relationship between physical location of employees and mission statement and goal focus. This Research Question was the major hypothesis of the study.

Table 17
Analysis of Variance of Mission Statement and Goal Focus Based on Physical Location

Source	SS	df	MS	F Value	Level of Significance
Between Groups	1.355	1	1.355	0.071	0.790
Within Groups	4748.074	250	18.992		
Total	4749.429	251			

Research Question 4: Was there a significant difference in the self-reported goal focus of Division of Agriculture employees based on the number of years employed by the Division?

Table 18 provides the Analysis of Variance for the mission statement and goal focus of individuals based on the number of years employed. The analysis produced an F value of 1.303, revealing that a significant difference does not exist at the .05 level in the mission statement and goal focus of Division employees based on the number of years employed. The Pearson Correlation was 0.035, indicating a weak relationship between mission statement and goal focus of employees and the number of years employed by the Division of Agriculture.

Table 18
Analysis of Variance of Mission Statement and Goal Focus Based on Years Employed

Source	SS	df	MS	F Value	Level of Significance
Between Groups	153.125	6	25.521	1.303	0.257
Within Groups	4839.489	247	19.593		
Total	4992.614	253			

Research Question 5: Was there a significant difference in the self-reported goal focus of Division of Agriculture employees based on job title? Table 19 provides the Analysis of Variance for the mission statement and goal focus of individuals based on job title. The analysis

produced an F value of 1.482, revealing that a significant difference does not exist at the .05 level in the mission statement and goal focus of Division employees based on job title. The Pearson Correlation was 0.27, indicating a weak relationship between mission statement and goal focus of Division of Agriculture employees and job title.

Table 19
Analysis of Variance of Mission Statement and Goal Focus Based on Job Title

Source	SS	df	MS	F Value	Level of Significance
Between Groups	229.772	8	28.722	1.482	0.164
Within Groups	4690.021	242	19.380		
Total	4919.793	250			

Research Question 6: Was there a significant difference in the self-reported internal advancement of Division of Agriculture employees based on physical location? Table 20 provides the Analysis of Variance for the internal advancement of individuals based on location. The analysis produced an F value of 0.031, revealing that a significant difference does not exist at the .05 level in the internal advancement of Division employees based on physical location. The Pearson Correlation was -0.011, indicating that there is a weak relationship between the internal advancement of employees and job location.

Table 20
Analysis of Variance of Internal Advancement Based on Physical Location

Source	SS	df	MS	F Value	Level of Significance
Between Groups	1.533	1	1.533	0.031	0.861
Within Groups	12514.547	250	50.058		
Total	12516.079	251			

Since a significant difference was determined for the mission statement and goal focus scores of respondents based on race, an independent t-test was conducted for these groups to determine if a statistically significant difference exists between the means of the categories within this group. A t-test was also conducted comparing the internal and external groups to determine if there is a statistically significant difference between these two groups. Table 21 displays the t-test results of the goal focus questions for the internal and external groups of all 254 respondents. No significant difference was found between the internal and external groups.

Table 21
Comparison of Mission Statement and Goal Focus Scores of Internal and External Groups

Comparison	t	df	Level of Significance
Internal vs. External Groups	0.267	250	0.861

Table 22 presents the t-test results of the mission statement and goal focus scores based on race categories. Since there was a large majority of white individuals, this was the category compared to all the other categories when determining if a significant difference exists. There was a significant difference between the white and African American categories with a -3.197 score based on 0.05 probability of a two-tailed test. There were no other significant differences between the white and other race categories.

Table 22

Comparison of Mission Statement and Goal Focus Scores of Race Categories

Comparison	t	df	Level of Significance
White vs. African American	-3.197	235	0.017
White vs. Asian	-1.016	211	0.311
White vs. Hispanic	-0.74	209	0.941
White vs. Indian	-1.846	209	0.066
White vs. Native American	-0.190	207	0.850

The open-ended, narrative question asked the respondent to state, in their opinion, how “communication in the Division of Agriculture can be improved”. There were 135 responses but only 133 responses were comprehensible. Those 133 responses were read and categorized into major topic and themes, including general communication, use of technology, training, administrative or organizational structure and work performance. Table 23 lists the general categories, as well as the specific topics within each of these categories, and the number of responses received for each category or topic. There were 11 responses which stated that no improvement was needed or that the individual had no opinion of the question asked. Some responses included items in more than one category.

Table 23
Narrative Question Responses by Category and Specific Topic

Category	Responses by Category	Specific Topic	Responses by Topic
General Communication	57	Timely Communication	8
		Direct or Open Communication	29
		External Communication or Branding	1
		Receiving Feedback	13
		Consistent Communication	6
Use of Technology	15	N/A	
Training	25	Internal Training	8
		Cross-Training	13
Administrative or Organizational Structure	20	N/A	
Work Performance	7	Providing Incentives or Rewards	4
		Resolving Non-Performance Issues	3
No Improvement Needed or No Opinion	11	N/A	

Chapter Summary

This study included the survey of University of Arkansas System Division of Agriculture employees located inside the Cooperative Extension Service headquarters building as well as those located outside the headquarters building. These two categories of individuals represent a different physical distance from the Division of Agriculture's power base, or administrative headquarters. The physical distances varied for the individuals located externally from the Cooperative Extension Service headquarters; however that was not taken into consideration.

An electronic survey (Appendix A) was sent to 499 Division employees, located internally and externally from the Cooperative Extension Service headquarters. Each group of individuals and the categories within those groups were analyzed to determine the number of respondents, mean, standard deviation and range of each group's responses.

The responses were analyzed based on two main variables. The first variable tested was whether the individual or group was located internal or external to the Division of Agriculture's power base, or in this case, the Cooperative Extension Service headquarters. The second variable was the individual's or group's perception of mission and goal focus, based on their responses to eight Likert-type scale questions. The one-way Analysis of Variance was used to determine the significance of variance among the categories within the groups and the t-test was used to determine whether two or more category means were equal. A significantly significant difference was determined at the .05 level among the groups and categories.

The open-ended, narrative question received 133 responses which were categorized based on topic. The question asked the respondent to state, in their opinion, how "communication in the Division of Agriculture can be improved". The majority of the responses were related to the improvement of communication in general, including more timely, direct or open, external and consistent communication as well as receiving feedback. The next two highest categories of responses were improvements in training (internal and cross-training) and the administrative or organizational structure. The fewest number of responses were in the categories of the use of technology, work performance and no improvements were needed or no opinion on the subject.

Chapter 5

Conclusions and Recommendations

Summary of the Study

The purpose of this study was to determine the relationship between physical distance from the University of Arkansas System Division of Agriculture's headquarters, number of years working within the Division of Agriculture, and job titles of full-time employees as they relate to mission statement and goal focus. The responses of an electronic survey sent to full-time Division of Agriculture employees were analyzed based on two main variables. The first variable tested was whether the individual or group was located internally or externally to the Division of Agriculture's power base, or Cooperative Extension Service headquarters. The second variable was the individual's or group's perception of mission statement and goal focus, based on their responses to eight Likert-type scale questions.

The responses to the survey were analyzed to determine if a difference in the mission statement and goal focus of Division of Agriculture employees existed based on physical job location. The one-way Analysis of Variance was used to determine the significance of variance among the categories within the groups and the t-test was used to determine whether two or more category means were equal. A significantly significant difference was determined at the .05 level among the groups and categories. A narrative question as also included in the survey.

Conclusions

The general assumption for the study was that the mission statement and goal focus of individuals within the Division of Agriculture was directly related to the physical location of the individual from the Cooperative Extension Service headquarters. Additional research questions were researched to determine if there are any other significant relationships between the mission statement and goal focus of Division of Agriculture employees and demographic characteristics

such as gender, years employed and age. The data concluded that there was no significant difference in the mission statement and goal focus of Division of Agriculture employees related to physical distance, so the null hypothesis is accepted.

The only category studied that indicated a significant difference in the mission statement and goal focus of employees was race. There was a significant difference between the mission statement and goal focus scores of the white and African American categories. Some of the explanation for this difference could be due to the large discrepancy in the number of individuals in each of these categories. There were 209 white individuals who responded to the survey while there were only 29 African American individuals. The majority of Division of Agriculture employees are white. According to FY 2013 Affirmative Action reporting, 82.78% of the 1,214 Division of Agriculture employees were white compared to 82.28% of the sample responses. Also, African Americans represented 9.06% of the population and 11.41% of the sample responses, so this sample size was also representative. There were no other significant differences among the categories of gender, physical location, years employed, or job title.

Based on this information, a few conclusions may be reached. First, the respondents located both internally and externally share little differences in the mean scores of mission statement and goal focus. Therefore, they are all similarly aware of the mission statement and goals of the organization, no matter where they are located. This could be interpreted to suggest that the Division of Agriculture is communicating its mission statement and goals consistently to all members of its organization at all locations. The similarity in these survey results could be attributed to advanced technology and the increase in social media and other forms of communication. Video conferences, email, and electronic newsletters in addition to regular face-to-face meetings can have a positive impact on the information that is communicated internally to organization employees.

Since the focus of this study was comparing individuals located within the Cooperative Extension Service headquarters and those located outside the headquarters, the majority of employees surveyed were employees of the Cooperative Extension Service. This part of the Division of Agriculture has a very service-based mission and prides itself on helping other individuals and serving the public. They have been known to operate in a more structured atmosphere and organizational structure. As a result, it would be very plausible that these employees, located throughout the state, would be kept informed and engaged in all aspects of the Cooperative Extension Service's day-to-day operations. They would especially be informed of the mission and goals of the organization. In fact, all new hires are introduced to the mission statement and goals of the organization in an online introductory course with the first week of hire. Then, a new hire orientation is conducted in-person at the headquarters for those hired within the most recent six months of time. The results of this survey suggest that these orientations do in fact make a difference in conveying the mission and goals of the organization.

Recommendations

Not all of the full-time Division of Agriculture employees were included in the survey due to time constraints and logistics in sending the survey to jointly-appointed individuals. A recommendation would be to send a similar survey to all Division of Agriculture employees for a more in-depth look at mission statement and goal focus. This would provide a larger sampling as well as a greater breadth of individuals and locations.

The only variable which demonstrated a strong relationship with mission statement and goal focus of Division of Agriculture employees was race. Therefore, a recommendation would be to further investigate and analyze the data collected through the survey on race as it relates to other variables such as location, job title, years employed and age. The data generated from this

more in depth analysis may produce some other conclusions or relationships which were not previously studied.

Another recommendation is for the Division of Agriculture to reduce any confusion that may exist about the mission statement by promoting a common mission statement and set of goals for the Division of Agriculture. Currently, there is a mission statement for the Division of Agriculture, for the Cooperative Extension Service, and for the Agricultural Experiment Station, which are all different. Those located in the Cooperative Extension Service have a good awareness of their mission statement, based on the results of this survey. However, more study would need to be conducted on whether there may be confusion about the Division of Agriculture's mission statement from other employees in the organization.

An additional recommendation to help promote a unified mission statement and goals for the Division of Agriculture would be for the two communications departments (located in Little Rock and Fayetteville) to work more cohesively together and perhaps join as one department. The Vice President for Agriculture has plans to streamline these units with the hiring of two new communications positions. Another survey on mission statement and goal focus as well as perhaps internal communication should be conducted after these two new individuals have been in place for six months. This would provide data on whether the new positions have indeed helped unify and provide consensus in the messaging from the Division of Agriculture.

Discussion

The fact that the research for this study concluded that there was no statistically significant relationship between an employee's physical location, years employed with the Division of Agriculture, job title or age and the employee's internal advancement and self-reported mission statement and goal focus was surprising. This surprise could be a result of the conclusions mentioned earlier in this chapter and the suggested recommendations for future

study should be conducted to help determine if these results are a direct result of the survey sample.

The responses received were relatively representative of the total population of the Division of Agriculture based on race. Therefore, the fact that there was a statistically significant relationship in mission statement and goal focus and race could be representative of the population as well as the sample. The majority of the sample was Cooperative Extension employees, which is not representative of the entire population. This should be considered for future studies.

The open-ended, narrative question asked respondents to state, in their opinion, what could be done to improve the communication in the Division of Agriculture. These responses were categorized based on common topics. The majority of the answers stated that communication could be improved through more direct, timely, consistent and openness to feedback. The other responses indicated that more training (internal and cross-training) would improve communication as well as improved administrative or organizational structure and better use of technology. The fact that the majority of the responses mentioned improved uses of existing communication indicates that communication already exists, it just needs to be improved.

The variability that was determined between the years of employment and the mean score of mission statement and goal focus was also interesting. The greatest variation was for respondents employed between one and five years, with a standard deviation of 5.07. This variance should be studied further since the Cooperative Extension Service has historically had a hard time retaining employees for the first five years of employment. Also, the standard deviations for respondents comparing job title to mission statement and goal focus resulted in the Department Heads and other or unknown categories having the greatest standard deviations.

This should be researched further since the Department Heads are the supervisors for many employees and expected to help explain the organization's mission statement and goals.

The ranges of the mean responses for different groups was also interesting. The respondents who were white had the greatest range (14 to 40) for the mean score of mission statement and goal focus compared to the other races. The range for African American respondents was 24 to 39. This could be a result of the difference in the sample size for each of these categories (208 whites and 29 African Americans). However, the male respondents had the same large range of 14 to 40 while the range for the female respondents was 17 to 40 and their sample size was fairly similar (118 males and 136 females).

Slack (2010) believed that an employee's job satisfaction directly related to the employee's commitment to the organization. The mean scores for internal advancement of the internal and external groups of this study were very similar (68.99 for the internal group and 68.84 for the external group). Since job satisfaction and internal advancement desires are similar, the commitment of employees in the Division of Agriculture could be represented by the mean scores of internal advancement for each of these groups. This could be something for future study, especially the study of internal advancement desires of employees based on years of employment since the Cooperative Extension Service has a retention issue for employees employed between one to five years.

As mentioned earlier, the majority of the respondents were individuals employed by the Cooperative Extension Service. The Cooperative Extension Service has a strong set of goals and a mission statement which is promoted internally. Employees of the Cooperative Extension Service are expected to have a stronger sense of mission statement and goal focus because of the culture of the Cooperative Extension Service. It would be interesting to survey a majority of Agricultural Experiment Station employees located internally to the Experiment Station

headquarters and those located externally to see if there is any statistically significant relationship exists between physical location and mission statement and goal focus of these individuals.

Chapter Summary

The purpose of this study was to determine the relationship between physical distance from the Division of Agriculture's headquarters, number of years working within the Division of Agriculture, and job titles of full-time employees as they relate to mission statement and goal focus. The data was analyzed for internal and external groups based on these categories. The results indicated that there was no strong relationship between the mission statement and goal focus or internal advancement of Division of Agriculture employees based on physical location, job title, gender, age or years employed with the Division of Agriculture. There was, however, a statistically significant relationship between the mission statement and goal focus of Division employees based on race. Therefore, the original assumption that a strong relationship exists between the mission statement and goal focus of Division of Agriculture employees and their physical job location was disproved through this study.

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Appendix A Sample of Instrument

Division of Agriculture Survey

This survey is a part of a study to determine if physical location plays a role in the mission and goal focus of Division of Agriculture employees. To complete the survey, select your response to each question until you come to the end of the survey. The survey should take no longer than 20 minutes to complete. The demographic questions at the end of the survey will only be used for the purpose of group comparisons in the published research. Please complete the survey no later than Friday, January 17, 2014. Should you have any questions about the study or the online survey, you can contact me at 501-686-2541. The University of Arkansas Institutional Review Board compliance officer for this study is Ro Windwalker. You can contact her at 479-575-2208 or irb@uark.edu. Thank you for taking the time to complete this survey.

Survey Instructions: Please indicate the degree to which you agree or disagree with each of the statements below by clicking on one response for each question. Note: "Unit" is your unit, center, or office.

I generally try my best to do what the Division of Agriculture wants me to do.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

If I had the choice, I would take a promotion over the acceptance of my peers any time.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

One of my goals is to get a good job and excel at it.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

Eventually, I would like to be the "big boss" in the Division of Agriculture.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

I firmly believe that if I work hard enough, one day I will be right up at the top.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

I am good at my job and I love it.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

Most of all, I really want to be recognized for the excellent work I do.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

I think moving up in the Division of Agriculture is not worth all the work you have to do.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

Sometimes I think I am a "workaholic".

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

I want a job where what I do really counts for something.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

Everyone tells me I am a really good worker.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

I want work which has a lot of intangible rewards.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

Ordinarily, I feel good about what I have accomplished when I am done with my day's work.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

I would be willing to work hard to be the top person in the Division of Agriculture.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

Since I am really good at what I do, I will move up in the Division of Agriculture.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

What I want most in a job is the possibility of really doing something important.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

Any job worth doing is worth doing as well as I can.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

I am a very creative worker.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

I can easily locate and repeat the mission of the Division of Agriculture.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

The mission of the Division of Agriculture is clear and understandable.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

I agree with the mission and goals of the Division of Agriculture.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

I have been provided the information and resources required to effectively communicate the Division of Agriculture's mission and goals to those outside the organization.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

My unit is aware of the needs of our constituents.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

The Division of Agriculture appreciates my efforts and quality of work.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

The duties and responsibilities that are assigned to me are clear and understandable.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

The mission of the Division of Agriculture is communicated consistently by my supervisor and other administrators.

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

In my opinion, communication in the Division of Agriculture can be improved by:

What is your gender?

- Male
- Female

What is your age?

- 19 - 37 years old
- 37 - 48 years old
- 49 - 67 years old
- 68 or more years old

Are you located at the Little Rock State Office?

- Yes
- No

If Yes Is Selected, Then Skip To How many full-time, years...

Are you located in a County Extension Office?

- Yes
- No

If Yes Is Selected, Then Skip To Which of the following Research and E...

Do you work at a Research Extension Center?

- Yes
- No

Which of the following Research and Extension Centers are you most closely located or work?

- Arkansas Agricultural Research and Extension Center (Fayetteville)
- Rice Research and Extension Center (Stuttgart)
- Southwest Research and Extension Center (Hope)
- Northeast Research and Extension Center (Keiser)
- Arkansas Forest Resources Center (Monticello)

How many full-time years have you been employed by the Division?

- Less than one year
- 1 - 5 years
- 6 - 10 years
- 11 - 15 years
- 16 - 20 years
- 21 - 30 years
- 31 or more years

Which category best describes your position?

- Department Head / Center Director / District Director
- County Extension Agent
- State/Departmental Faculty
- Project / Program Manager / Director
- Program Technician
- Program Assistant
- Classified Secretarial or Clerical Support Staff
- Other (please specify) _____

What is your current position allocation? (Source of salary funding.)

- 100% Extension
- 100% Research
- Split Appointment-Majority Extension
- Split Appointment-Majority Research
- Split Appointment-Equal Distribution

My immediate supervisor is a:

- Department / Unit Head
- District Director
- Center Director
- County Staff Chair
- Project / Program Manager / Director
- Other (please specify) _____

Appendix B
Email from Mark Cochran to Survey Recipients

From: Mark J. Cochran
Sent: Tuesday, January 07, 2014 9:04 AM
Subject: Mission and Goal Focus Research Survey

Happy New Year!

In today's budget climate, it is important that we deliver value to state, federal and local constituents. Over the last two years, I have stressed the importance of sharing with the public and our constituents the mission of the Division of Agriculture and the programs and services we provide.

Christina Miller, Assistant to the Vice President of Agriculture, is currently working on her doctoral dissertation at the University of Arkansas. The topic for her dissertation research is the relationship between the mission and goal focus of Division employees and the physical distances from which our employees work. I believe this is an important study and would be valuable information for our administrative team to have in the development of future strategies and communication plans.

Christina will be using an online survey to collect her research data from Division employees related to her study. I am asking you to please consider completing that survey when it is presented to you. Your responses to the survey will help us determine how well we are communicating our mission and goals to our own people and whether the Division's mission and goals are being effectively communicated.

I want to emphasize that your participation in this survey is completely voluntary. I appreciate your help with this survey and look forward to implementing any changes that may be seen as needed as a result of Christina's study.

Thank you again for all you do for the Division of Agriculture and our state.

Mark J. Cochran
Vice President for Agriculture
Division of Agriculture
University of Arkansas System
2404 North University Ave.
Little Rock, AR 72207
501-686-2540 / Fax 501-686-2543
mjcochran@uasys.edu

Appendix C
Reminder Email to Survey Recipients

From: Christina Miller <noreply@qemailserver.com>
Sent: Tuesday, January 07, 2014 10:19 AM
To: Christina L. Miller
Subject: Mission and Goal Focus Research Survey

You recently received a message from Dr. Mark Cochran about the research I am conducting as part of my doctoral degree in education from the University of Arkansas. The purpose of the study is to determine if physical location plays a role in the mission and goal focus of Division of Agriculture employees.

I am using an online survey to collect information from Division of Agriculture employees for this study. I would appreciate your assistance in this research effort by completing the online survey.

To complete the survey, click on the website link provided below. Select your response to each question until you have come to the end of the survey. The survey should take approximately 20 minutes to complete once you begin. The brief demographical questions at the end of the survey should only take a minute to complete and will only be used for the purpose of group comparisons in the published research.

All responses will be kept confidential to the extent allowed by law and University policy. Only aggregated group data will be published in the research.

Please complete the online survey no later than Friday, January 17, 2014. I will send a follow-up reminder email to those who have not completed the survey by January 17.

By completing this survey, there is implied consent that you comply with the risks and/or benefits of this study. However, there are no foreseeable risks or discomforts to you for completing this survey. Benefits for completing this survey include the opportunity to share observations and opinions on the Administrative team's ability to communicate the organization's mission and goals clearly, consistently and broadly.

Should you have any questions about the study or the online survey, you can contact me at 501-686-2541. The University of Arkansas Institutional Review Board compliance officer for this study is Ro Windwalker. You can contact her at 479-575-2208 or irb@uark.edu if you have any questions.

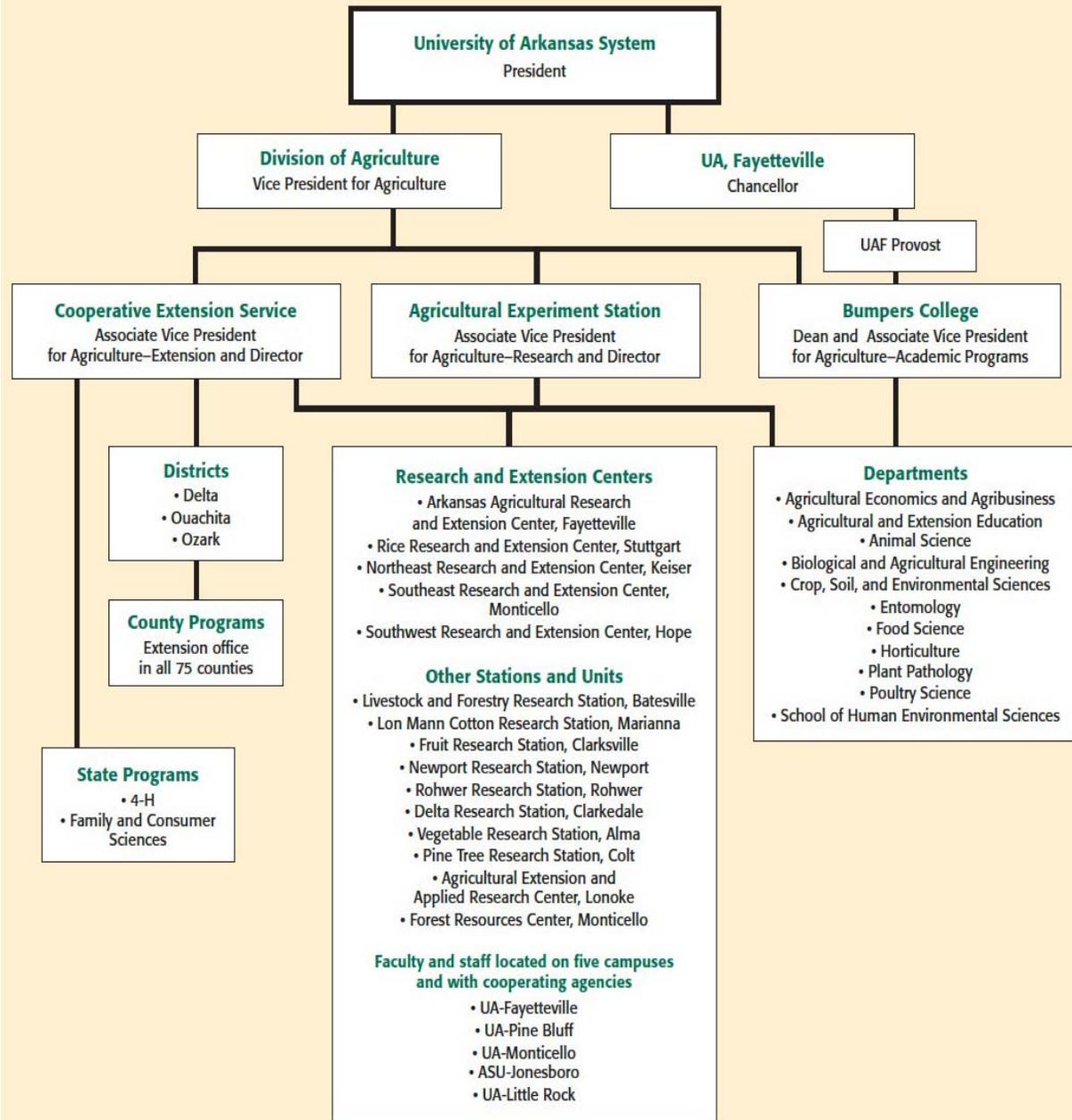
I appreciate you taking the time to respond to this survey and assisting with this research study.

Thank you!
Christina

[Take the Survey](#)

Appendix D

Administrative Organization of the Division of Agriculture, University of Arkansas System



Appendix E
Approval to Survey Division of Agriculture Employees



October 14, 2013

Ms. Christina Miller
2404 North University Avenue
Little Rock, AR 72207

Dear Christina:

This letter is to grant you permission to survey University of Arkansas System Division of Agriculture employees for your doctoral dissertation research. I will provide a cover memo to the employees indicating that this survey will be anonymous and voluntary so they will not mistake it for a mandatory assignment. You have permission to provide the surveys to Cooperative Extension Service county and headquarters personnel as well as faculty and staff members of Research and Extension Centers located throughout the state.

I look forward to reading the conclusions of your research and wish you luck on the completions of your doctoral degree.

Sincerely,

Mark J. Cochran
Vice President for Agriculture

Appendix F
Institutional Review Board Approval



Office of Research Compliance
Institutional Review Board

October 28, 2013

MEMORANDUM

TO: Christina Miller
Michael T. Miller

FROM: Ro Windwalker
IRB Coordinator

RE: New Protocol Approval

IRB Protocol #: 13-10-180

Protocol Title: *The Relationship of Goal Focus to Physical Distance, Job Title and Years Served within the University of Arkansas Division of Agriculture*

Review Type: EXEMPT EXPEDITED FULL IRB

Approved Project Period: Start Date: 10/25/2013 Expiration Date: 10/24/2014

Your protocol has been approved by the IRB. Protocols are approved for a maximum period of one year. If you wish to continue the project past the approved project period (see above), you must submit a request, using the form *Continuing Review for IRB Approved Projects*, prior to the expiration date. This form is available from the IRB Coordinator or on the Research Compliance website (<http://vpred.uark.edu/210.php>). As a courtesy, you will be sent a reminder two months in advance of that date. However, failure to receive a reminder does not negate your obligation to make the request in sufficient time for review and approval. Federal regulations prohibit retroactive approval of continuation. Failure to receive approval to continue the project prior to the expiration date will result in Termination of the protocol approval. The IRB Coordinator can give you guidance on submission times.

This protocol has been approved for 400 participants. If you wish to make *any* modifications in the approved protocol, including enrolling more than this number, you must seek approval *prior* to implementing those changes. All modifications should be requested in writing (email is acceptable) and must provide sufficient detail to assess the impact of the change.

If you have questions or need any assistance from the IRB, please contact me at 210 Administration Building, 5-2208, or irb@uark.edu.

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