Factors Influencing Vision of an Organization

Jamil Anwar

Assistant Professor, Department of Management Sciences, COMSATS
Institute of Information Technology, Abbottabad
jamilanwar@ciit.net.pk

SAF Hasnu

Professor Department of Management Sciences, COMSATS Institute of
Information Technology, Abbottabad
Hasnu@ciit.net.pk

Abstract

Purpose –this paper explores the factors that influence the vision of an organization. A conceptual framework depicting the relationship of these factors with vision of an organization and relationships among themselves is developed and explained along with a set of propositions for future research.

Design/Methodology - Thematic analysis method is used for developing themes while thematic network is used as a tool for presentation of the relationships and interpretation of the results.

Findings – Ideology, purpose, core values and leadership are the factors that influence the vision of an organization. Purpose and core values explain ideology whereas leadership, as the most influential factor, transcends and transforms the vision.

Research Limitations - Absence of an empirical analysis is a limitation to this research.

Practical Implications – This study will guide the organizations to develop their vision for long term sustainability. Organizations, while articulating their financial goals will be able to set goals for community, competence, and learning by giving importance to social, spiritual and ethical factors along with economic and financial goals.

Originality/Value – The study provides a unique framework to describe the factors influencing vision of an organization and their inter-relationship as well.

Key Words: Vision, Ideology, Purpose, Core Values, Leadership, Thematic Analysis and Thematic Network

Introduction

Organizations are living things and they need to be fed and nurtured by knowledge and experience with the passage of time. They grow and fall against the forces around and hence, they have to adjust themselves to sustain and remain abreast of the latest development. Organizations are actually the people, not buildings, who manage, support, and run it.

Christopher (1994), emphasized that since 1980s, technological, competitive, and market changes have eroded the effectiveness of the philosophy of strategy, structure and system. According to Greenleaf, (1998), there is a possibility of continuing erosion and deterioration of the social fabric in both for profit and not-for-profit organizations if a shared sense of moral integrity and responsibility is not taken by the leadership at all levels of society. Christensen (2010) emphasized that it is unfortunate in conventional thinking where a career in business means only buying, selling, and investing in companies. Whereas, the deeper rewards come from developing people and helping in providing the social justice to the people in terms of respect, honor, and creating work-life balance.

Fry (2003) stated that the prevalent uncertainty in the rapidly changing conditions in environments invoked the researchers to question the effectiveness of organizational settings. These researchers suggested that there is a need of fundamental change in the doctrine of management and leadership. The most recent area of interest in organizational development is organizational transformation and the focus has been on meaning, purpose, culture, core values, and spirituality besides financial and social achievements.

Organizations spend huge amounts and countless hours to come up with vision, purpose (mission), values and objective statements. These statements, well articulated and beautifully framed, can be useful, but they are not the essence of a visionary company. The essence lies in the translation of its core ideology, along with purpose and values, and the drive for progress into the whole culture of an organization with in its social environment (Collins, 1996). A faulty or poorly defined vision or mission statement could promote enterprise failure Abolaji (2010).

Creating a vision is of critical significance to the competitive environment of today. The urge to create a vision arises from one or more of the arguments: a need to control an organizational destiny; need for creative strategies, demand of turnaround and recovery and a need for a change in corporate culture (El-Namaki, 1992). According to Lipton (1996) managing with a vision can benefit an organization in five ways: a vision enhances a wide range of performance measure, a vision promotes change, provides basis for strategic change, it motivates the individuals, and it helps in keeping decision making in context. O'Brein and Meadows (2000) wrote that development of vision and vision statements advocates a process of internal and external analysis.

Awamleh (1999) found that leader's vision motivate followers to set quality goals and raise their self-efficacy, which in turn increase their performance. Researchers (eg Hamel and Pahalad, 1989; Kantrabutra, 2008) have asserted that sustained competitive advantage, over those organizations lacking such a vision, can only be achieved by a well articulated vision. Karns (2011) advocates that a new vision for the

purpose of business is vitally and urgently needed to replace the contemporary concept of wealth maximization of shareholders. Therefore, efforts are needed to promote virtuous personal and corporate behaviors for business paradigm to contribute to the wellbeing of customers, employees and community with positive ethics for the common good,

Existing literature, predominantly, take vision as a starting point and discuss the forward linkages to increase the organizational performance in accordance with stated strategies, goals and objectives. Very few studies have been done that take vision as the end point and explore backward linkages. Some studies, however, discussed values, spirituality or religiosity, purpose and ideology as the driving force for a vision of an organization. Similarly leadership, with its various dimensions, has been discussed as the most influential factor for creation of a vision of an organization.

Organizations are people joined together to work for a common objective. It is, therefore, important to find the reasons why an organization should exists at the first place; for what vision and destiny it should inspire its people to strive for; and what ultimate objective it wants to achieve. For this, we need to explore some basic questions. First, what is the concept of life in this world? What is the position of man on earth? What is the relation of man to this world? And how should a man spend his time (life) in this world? Second, what is the purpose of man on earth? For whom this world has been created? What on earth a man should struggle for? Third, what believes and thoughts are required to build the character of a person? What characteristics are required to reach to the ultimate purpose of life? Fourth, what personal traits and ethical basis are required to be developed in a person to achieve his purpose of life? Fifth, what types of roles a person must play and how they perform to have a relationship with fellow beings?

This research is carried out to find the answers to these questions to identify the factors that influence the vision of an organization. A conceptual framework, along with a set of propositions, is suggested to testify and validate the relationship of these factors through empirical research in future.

Methodology
The process of development of themes from textual data is well established in qualitative research. These themes are illustrated with some representational tools. Thematic analysis is used to explain the themes highlighted in a text at different levels while thematic networks aim to facilitate the structure of these themes (Stirling, 2001). Thematic analysis focuses on identifiable themes and patterns represented by texts, document, interview, or behavior. The steps include: to collect the data; to identify whole data that relate to the already classified patterns; to combine and catalogue related patterns into sub-themes; and to build a valid argument for choosing the themes by extensive literature review (Aronson, 1994; Guitian, 2009; Hansen, 1991). Thematic analysis (Clark Hu, 1996; Attride-Stirling, 2001; Ward et al., 2009) method is used to define the themes for this study whereas thematic network tool (Stirling, 2001) is used to analyze and interpret the relationships among the factors that influence the vision of an organization.

Discussion and Results

Vision of an organization
Vision is the "ability to think about or plan the future with imagination or wisdom; a mental image of what a future will or could be like; and a supernatural apparition" (Oxford Dictionary of English, 2006). Merriam's Webster Dictionary (on line edition, 2011) defines Vision as a "thought, concept, or object formed by the imagination; a manifestation to the senses of something immaterial; the act or power of imagination; mode of seeing or conceiving; unusual discernment or foresight; direct mystical awareness of the supernatural usually in visible form". Kotter (1996, p 68) states that ''Vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future.'' According to Kirkpatrick and Locke (1996), vision is a general transcendent ideal that represents shared values, ideological nature and moral basis. Conger and Kanungo (1987) referred vision to an idealized goal that leaders want to achieve for organizations in the future.

Visions challenge existing norms, policies and conventional wisdom. Vision conveys expectations of high performance. It provides confidence to the followers (House, 1977; Tichy & Devanna, 1986; Conger & Kanungo, 1987; House et al., 1991; Shamir et al., 1993). Vision creates the spark and excitement to stop an organization from doing ordinary things (Senge, 2006). Coulter (1998) identified four factors important to organizations' vision as (i) core beliefs and values as the foundations of an organization's vision (ii) vision elaborates a purpose for the organization, (iii) vision explain what is to be done to fulfill its purpose, and (iv) vision specify broad goals. According to Covey (2004), leadership endures and changes the world for good when conscience governs vision, discipline, and passion.

Vision serves three important functions in motivating change. One, it clarifies the general direction of change; two, vision simplifies detailed decisions; and three, it helps in coordinating quickly and efficiently the actions of people having diversified background. Vision describes and explains the organization's journey. Vision provides the basic reason why the leaders and their followers are taking specific organization journey. It must energize people and bring together the commitment of employees towards organizational goals. This gives meaning to work. It establishes the standards of excellence. Vision describes and explains the journey and provides the direction to reach the destination.

Dimensions of Vision
Table 1 below represents the dimensions of vision as themes. These dimensions explain that vision is conceptual and idealized representation of an organization having cognitive construction. It is a broad picture that an organization sees of itself in the future. Vision helps the organizations to conceptualize and understand the system and guides towards the right course of actions to achieve the goals. It is vibrant, compelling and comprehensive statement describing what the organization stands for, what it believes in, and why it exists? It helps in setting idealized goals, plans, targets and strategies keeping in view the moral and ethical obligations of an organization for its stakeholders in particular and for society in general. Therefore, vision, based on strong ideology, is needed to control the destiny of an organization while keeping its belief system intact.

Table 1: Dimensions of Vision (Global Theme)

Codes	Issues discussed	Basic Themes	Organizing Theme
- Thought - Concept - Idea - Design - Scheme - Destiny	• Mode of conceiving • Awareness of future reality • Act or power of imagination • Sense of Organizational destiny	1. Statement of strong belief about the right course of action for the firm 2. A need to control organizational destiny 3. Idealized goals and moral overtones 4. Ideological in nature 5. Conceptual representation used to understand system and guide the actions in the system 6. Idealized goals and meaning in work of an organization	Conceptual and ideological representation
- Cognitive - Mental models - Mind's eye - View	• Cognitive construction • Mental model and conceptual representation • Seeing with the mind's eyes	7. Mental perception of the environment an organizational aspires to create 8. cognitive construction and conceptual representation is used to understand system and guide the actions in the system	Cognitive construction and mental representation
- Imagination - Picture - Representation - Description	• Power of imagination • Organization's future picture • Description of organization journey	9. Identification and sense of something in the future 10. Concept of new or desirable future reality 11. Manifestation of creative and applied imagination 12. Vibrant and compelling idea and unique picture of future 13. Description organization journey, destination, hope and faith	Description of organization journey and destination with hope and faith
- Broad view - Horizon - Sight	• Broad view • Time horizon • Discernment of foresight	14. Broad and comprehensive view of future over the longer period of time 15. Compelling state of organization to become	Broad, comprehensive and compelling picture of future
- Personal - Shared - Positive - Negative	• Material, personal and service facets • Genuine vision • Commonality of shared aims, beliefs, and core values • Economic and social needs • Mental and spiritual need • Synergistic empowerment • Common Identity	16. Vision is intrinsic not relative 17. Multifaceted of vision – personal, service and material 18. Sense of commonality gives coherence, connection, and bondage for common aspirations 19. A general transcendent ideal that represent shared values 20. vision is partial if only social and economic needs are catered and mental and spiritual needs are ignored 21. Shared vision emerged from personal vision	Multifaceted
- Direction - Guidance - Spark - Passion	• Guide and inspire • Direction of change • Explosion of inner synergy • Fire within and deep burning	22. Direction, Empowerment and motivation 23. Guiding force for decision making 24. Process of reinventing and direction setting of organization's hope, goals and plans 25. Visions are exhilarating and create spark within and excitement	Motivating and guiding force for organizations

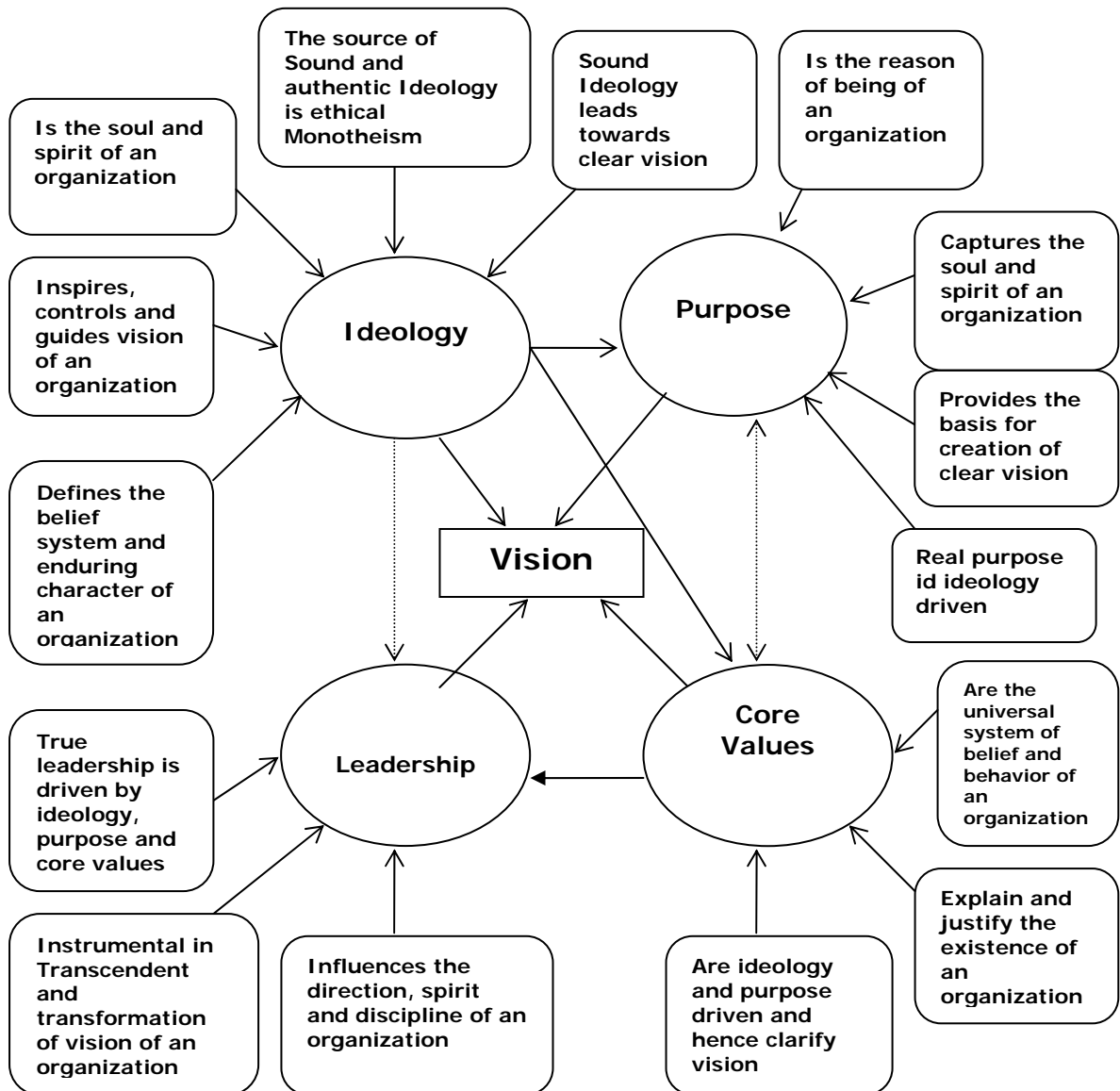## Factors Influencing the Vision of an organization

Four major factors are identified that influence the vision of an organization. These factors are Ideology, Purpose, Core values and the Leadership. The themes for these factors are derived using thematic analysis. These factors, along with their own dimensions, are depicted in **Table 2** below.

Table 2: Vision as Global Theme, and Ideology, Purpose, Core Values and Leadership as Basic Themes

References	Basic Themes	Organizing Themes	Global Themes
Maududi, 1937; Horton, 1950; Iannaccone, 1990; Smith, 1992; El-Namaki, 1992; Collin and Porras, 1996; Webster, 1996; Dijk, 1995 & 2004; MacArthur, 1998; Wagner et al, 1999; Neal et al, 1999; Steen, 2001; Hamdani, 2002; Fry, 2003; Kathleen, 2007; Kantabutra and Avery, 2010	1. Defines the belief system and enduring character of an organization 2. Inspires, controls and guides vision of an organization 3. Is the soul and spirit of an organization 4. The source of Sound and authentic Ideology is ethical Monotheism 5. Sound Ideology leads towards clear vision	Ideology	Vision
Collin and Porras, 1996; Lieder, 1997; Collin, 2001; Warren, 2001; Handy, 2002; Avery, 2005; Senge, 2006; Mohan, 2006; Kathleen, 2007; Kantabutra, 2008-9; Christensen, 2010	1. The reason of being of an organization 2. Captures the Soul and spirit of an organization 3. Provides the basis for creation of clear vision 4. Real Purpose is Ideology driven	Purpose	
Rokeach, 1973 & 1979; Hofstede, 1980; Schein, 1984-85; Eisenberg et al, 1989; Collin and Porras, 1996; Anderson, 1997; Kriger and Hanson, 1999; Wagner et al, 1999; Steen, 2001; Buchko, 2007; Becker, 2007	1. Are the universal system of belief and behavior of an organization 2. Explain and justify the existence of an organization 3. Are ideology and purpose driven and hence clarify vision	Core Values	
House, 1977; Greenleaf, 1977, 1998; Bass, 1985; Kouzes and Pozner, 1987; Hamel and Prahalad, 1987; Conger and Kanungo, 1987; Kotter, 1990; Bryman, 1992; Shamir et al, 1993; Covey, 1994; Robins et al, 1998; Goleman, 1998; Conger & Hunt, 1999; Kriger and Hanson, 1999; Awamleh and Gardner, 1999; Khatri, 2001; Senge, 2006; Kantabutra, 2009; Fry, 2003,2008; Kinjerski, 2006; Avery, 2004; Kouzes and Pozner, 2009; Gilbert, 2010;Sarros, 2011	1. Influence the direction, spirit and discipline of an organization 2. Instrumental in Transcendent and transformation of vision of an organization 3. True leadership is driven by ideology, purpose and core values	Leadership	

These factors give clarity and soundness to the vision. They provide the impetus, create organizational culture, align people with goals and objectives and transform them into an organizational force having clear and compelling vision. The relationship of factors and their influence on the vision of an organization is presented in a

thematic network below followed by a brief discussion of their relationship with vision of an organization.

Figure 1: Thematic Network where Vision is the Global theme and Ideology, Purpose, Core Values and Leadership as organizing themes

On the basis of these findings it is proposed that;

Proposition 1: The factors that influence the vision of an organization are ideology, purpose, core values and leadership.

Ideology and Vision
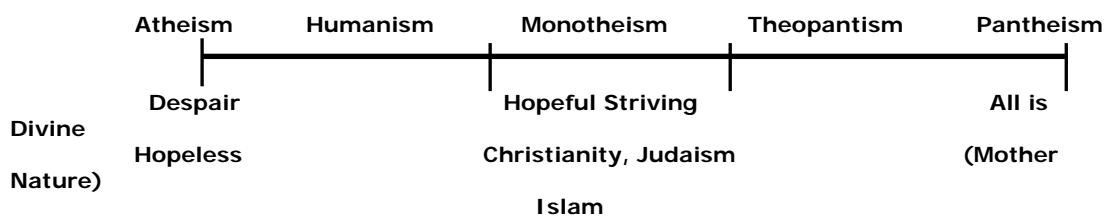Ideology is the systematic body of beliefs, philosophy or concepts especially about human life or culture. It is the systems of fundamental social cognitions. It organizes the attitudes and other social representations shared by members of groups. Ideology is the paradigms of thought at organizational level. It defines the character of an organization. Ideology is the soul and spirit of an organization and it inspires, guides,

and controls the vision of an organization. The source of guidance for sound ideology is God. Ideology derived from human rationalism and collective wisdom, without divine guidance, is weak ideology having narrow concept of values and purpose. Sound ideology has universal principles, core values and greater purpose.

Jim Collin & Porras (1996) explained that core ideology is the most significant contribution to build visionary companies. It provides the glue that holds an organization together when it grows. For this, core ideology has to be authentic not fake. The authenticity of the ideology differentiates visionary companies from the rest.

Dijk (2004), states that ideology defines people's everyday life in the family, at work, during study, at leisure, and so on. Fry (2003) argued that quest for spiritual survival, calling and membership reflects a common human search to know and act upon according to the will of God. The concept of ideology is incomplete, rather irrelevant, if the concept of God is omitted as the source of knowledge for guidance.

Horton (1950) placed conception of God (**Figure 2**) as a higher power on a scale. The scale started from the atheism (there is no God; one has no sense of calling or membership; all is evil, hopeless, and rooted in sorrow, distress, despair, and calamity) to complete pantheism (everything is God; all is good and rooted in joy, peace, serenity). The concept of unity of God converges towards the center on the Horton's scale of conception of God where both humanistic and pantheistic conceptions tend to converge. This conception is called ethical monotheism that takes nature and man both depend on God. They consider God as the real, true and purposive source of knowledge against the evil tendencies in the world.

Atheism	Humanism	Monotheism	Theopantism	Pantheism

Despair   Hopeful Striving   All is

Divine

Hopeless   Christianity, Judaism   (Mother

Nature)

Islam

Figure 2: Conception of God as a Higher Power (Horton, 1950)

Earlier, Maududi (1932) elaborated that the revealed knowledge, pure and absolute, of Oneness of God was sent to mankind in all ages, through prophets. Man became guilty by associating others with God or disbelief only because he turned away from the teachings of the prophets and started depending on his own faulty reasoning and his inadequate ability to interpret the true facts of life.

Stephen Covey (1999) believes that God is the true source of ultimate moral authority in the universe and His revealed words is the single most important and powerful discipline in life because it points our lives, like a compass, to our divine destiny. Maslow (1998) states that enlightened management mean taking religion deeply and seriously. This is the new style of management of those organizations who define religion (and spirituality) in terms of deep concern for humanity, ethics, future of

man, and work life etc. The above discussion is also reflected in the lines from T.S Eliot's Chorus from "The Rock" as under

"The endless cycle of idea and action,
Endless invention, endless experiment,
Brings knowledge of motion, but not of stillness;
Knowledge of speech, but not of silence;
Knowledge of words, and ignorance of the Word.
All our knowledge brings us nearer to death,
But nearness to death no nearer to God.

Where is the Life we have lost in living?
Where is the wisdom we have lost in knowledge?
Where is the knowledge we have lost in information?
The cycles of heaven in twenty centuries
Brings us farther from God and nearer to the Dust"

Fry (2003) concluded that the nature of God is referred in terms of ethical character, values, and purpose and is represented by principles of justice and love. The concept of God as ultimate source of power and guidance is the basis for religiosity and the role of religiosity in organizations' sustainability and profitability has been the topic of research over the time. According to Hackney and Sanders (2003) researchers (e.g., Jung 1933; Allport, 1950) see religion as a source of meaning and stability in an uncertain world. Koenig and Larson (2001) reviewed 850 studies systematically and found that 80 percent of the respondents showed a positive relationship between religiosity and performance of the people working in any organizational setting.

From the above discussion it can be summarized that a strong belief about the right course of action is a necessary source and component for creating the vision of an organization. Therefore, ideology should be the starting point for an organization's ultimate purpose of existence and hence its vision. For a vision to be clear and compelling, the ideology of an organization must be sound and authentic. And for authenticity of ideology it is important that the source of knowledge must be authentic. Based on this argument it is proposed that;

Proposition 2: Ideology derived from Ethical Monotheism is sound and authentic and any other source of knowledge for ideology is weak and non-authentic.

Proposition 3: Vision based on sound and authentic ideology is sound, clear and compelling while vision based on weak ideology is blurred and unconducive

Purpose and Vision
Purpose is the reason of being or existence of an organization. It provides the basis for creation of vision, strategies, and all other course of action to realize the vision. Purpose captures soul and spirit of an organization and hence influences the vision of an organization. Collins (2001) elaborated that purpose is broad, fundamental, and enduring when properly conceived. The purpose serves to guide and inspire the organization for years, even a century or more. Purpose creates vision whereas vision clarifies purpose.

According to Avery (2005) businesses need a purpose. Handy (2002) argues that the purpose of a business goes beyond making a profit. The purpose is the reason for existence and it provides a basis for creating the vision of an organization (Schein, 1990). Senge (2006) concludes that real vision cannot be understood in isolation from the idea of purpose. With no underlying purpose or calling, vision is just a good idea without signifying anything. The most basic level of commonality in organizations is established by shared sense of purpose, vision and operating values.

Summarizing the writings of Peter Drucker, Fletcher (2007), identifies four characteristics of purpose driven corporation: (i) Purpose driven corporations focus on long-term survival; (ii) Profit is not the ultimate purpose of such organization but it is the measure of its efficiency; (iii) Purpose gives primacy to human beings who, as customers, as knowledge workers and as managers, form a human community in which each and every person is necessary and valued; and (iv) Purpose recognizes the existence of social relationships having duties and responsibilities to the state, community, and organizations.

Kinjerski (2006) concludes that higher purpose promotes organizational integrity. It increases employee commitment and decreases their intention to leave the organization. Purpose helps the employees to identify their personal mission and values. It helps to align their work with the organizations' mission for high intrinsic reward, and motivation. The more one experiences personal purpose and meaning in one's work, the more they experience intrinsic satisfaction. (Brandt, 1996) suggested that integration of spirituality with corporate programs facilitate to find ultimate meaning and purpose in one's life. Similarly (Cacioppe, 2000a) argues that organizations' focus on values and meaningful work gives employees a sense of higher purpose.

According to Leider (1997), purpose is the deepest dimension within us. It is our central core or essence where we have a profound sense of who we are, where we came from, and where we're going. It is a source of energy and direction. Without purpose, people eventually lose their way and they live without the true joy in life and work. Until people make peace with their purpose, they will never discover fulfillment in their work or contentment with what they have. Warren (2001) sees purpose of life is far greater than personal fulfillment, peace of mind, or even happiness. Purpose is above family, career, dreams and ambitions. To know why man was placed on this planet, one must begin with God. Man was born by His purpose and is for His purpose. Without this understanding, life does not make sense. Therefore, our origin, identity, meaning, purpose, and destiny is in believing God and His purpose. In a purpose driven organization settings, it can be achieved by aligning higher purpose and vision to move towards the ultimate destiny.

Proposition 4: The companies with sound ideology and higher purpose assign more importance to the normative aspects of life and are likely to be more sustainable and profitable in the long run than those having weak ideology and purpose based on week ideology

Proposition 5: The employees of the companies with sound ideology and higher purpose are more satisfied than the employees of those companies having weak ideology and purpose based on week ideology

Core values and Vision

Core values represent the behavior and belief system of an organization. They are set of universal principles, and standards for choosing right course of action in day-to-day life of an organization. Values are not the exclusive property of any one group or institution. Core values explain and justify what people do and what organizations stand for. Since core values are ideology and purpose driven, they influence the vision of an organization. Therefore, working on core values and practicing on them in the organization setting is of profound importance for creating and clarifying the vision of an organization.

According to Collin and Porras (1996) core values are the essential, enduring and guiding principles for organizations. Peters and Waterman (1982) concluded that excellent companies have strong system of beliefs and values. Corporate culture has often been defined as 'shared beliefs' or as 'shared values' by sociological and management literature (Schein 1984; Schein 1985; Kotter and Heskett 1992). Steen (2001) stressed that the behavioral norms are interpreted as a reflection of underlying beliefs or values of an organization. Anderson (1997) argued that Managers neither can find nor invent new principles. Principles are prescriptive, universal, overriding and they provide truth on which to base attitudes and actions. They compel for doing one thing rather than another and they cannot be abandoned because of competing analysis.

Honesty with self and others, articulation of the firm's spiritual philosophy, mutual trust, commitment, truthfulness, humility, forgiveness, compassion, thankfulness, service and peace, creativity, dedication, initiative, motivation, respect, teamwork, avoiding harm to others, respecting the autonomy of others, avoiding lying, honoring agreements, charity, veracity, compassion, justice, and generosity are some of the core values for organizations (Quinn and Jones, 1995 ; Wagner et al,1999; Kriger and Hanson,1999; Anderson, 1997; Fry, 2003; Buchko, 2007) etc).

Kinjerski (2006) concludes that employee values and higher purpose promotes organizational integrity. Clarity of personal and organizational values (Kouzes and Posner, 2002) and alignment between the two (Milliman et al., 2003) is associated with increased employee commitment and decreased intention to quit the organization. Organizations which help employees to identify their personal mission and values, and then align them with the organizations' mission to give them meaning, are expected to be able to engage their employees in their work. The sense of community and culture of caring is expected to help employees increased commitment at work. A workplace culture where employees are supported and respected creates an atmosphere where they are able to focus on their work and feel satisfaction. Greater emphasis on values, social responsibility and meaningful work (Cacioppe, 2000a) give employees a sense of higher purpose of an organization. According to Anderson (1997), people keep their work and materialistic lives and their religious and moral lives together. Business decision making without values is incomplete. Therefore, business leaders should encourage employees to be morally strong, socially conscious, creative, and loyal.

Thus, based on the arguments cited above, the following propositions are proposed;

Proposition 6: Purpose and Core Values increase the organizational commitment by engaging, aligning and creating common and shared workplace culture and hence the efficiency and performance of an organization improve in the long-run

Proposition 7: Purpose and Core Values increase the likelihood that the employees of an organization will be satisfied and committed and decrease the likelihood of burnout and employee turnover

Leadership and Vision
Leadership influences the direction, spirit, and discipline of an organization. It is perhaps the most important factor that influences the vision of an organization. Leaders transcend and transform the vision of the followers, groups, and organizations. Contemporary leadership theories focus on transcendent, transformational, spiritual, servant, visionary and authentic leadership. The future vision of the organizations will be based on spirituality, ideology, and purpose driven leadership. According to Hamel and Prahalad (1989), the challenge for leadership is to develop faith in the organization's ability to deliver on tough goals. They have to motivate the organizations to achieve goals and to focus their attention in the long run to internalize new capabilities. Fry (2003) identified five basic practices that enable leaders to get extraordinary things. These fundamental practices include inspiring a shared vision, challenging the process, enabling fellow beings to act, guiding the way, and setting the example by behaving in manners consistent with shared values.

Since 1980s, the emphasis on leadership, particularly in organizations which are undergoing major change, has took a shift from traits and leader behaviors to the requirements for leaders to create and articulate visions for their followers (Kantabutra, 2009). Bryman (1992) terms this shift in approaches collectively as 'new leadership.' House and Shamir (1993) and Shamir et al. (1993) call them as 'new genre' of theories. Unlike traditional leadership theories, which emphasize rational processes, 'the new leadership' theories emphasize emotions and values (Bryman, 1992; Yukl, 1999). The 'new leadership' scholars contend that earlier leadership theories studied a limited aspect of leadership because of their focus on transactional processes of leadership (Bryman, 1992). They further argue that the 'new leadership,' addresses deeper effects than superficial compliance, and examines core leadership issues rather than supervision or management (Hunt, 1997; Conger, 1999).

Weber (1968) focused on God-given and divine traits of leaders that set them apart from ordinary men. House's (1977) theory is based on traits, behaviors, and effects of charismatic leaders on their followers. The idealized influence or charisma is central to Bass's (1985) theory of transformational leadership. Servant leaders view every problem as originating inside, rather than outside and initiate the process of change through serving the world rather than looking at the world (Lee and Zemke, 1993). Covey (1994), emphasized that leaders think about their thoughts; create awareness of the social and psychic programs that are within them; and they enlarge the separation between stimulus and response. Khatri (2001) found that the new leadership research consists of charismatic, visionary, and transformational leadership theories.

The success of vision-based leaders depends on emotionally committed followers. They accept and help to execute their leaders' vision. According to Daft (2005), the source of followers' commitment is influenced by the charisma and shared vision of

the leaders. Followers of a vision-based leader are not expected to be passive. Rather, they have a responsibility to participate in the group, work towards the vision and make their voices heard in influencing what is accomplished (Avery, 2004). Followers get aspiration and inspiration from the vision of their leaders for guidance (Conger and Kanungo, 1988; Senge, 1990; Sergiovanni, 1990; Shamir et al., 1993; Lipton, 1996). According to Kouzes and Pozner (2009), the best way to lead people into the future is to connect with them deeply in the present.

Vision is widely accepted as a tool for leaders. Many studies (e.g. Kotter, 1988; Bass, 1990) found that effective leaders were consistently viewed as credible and trustworthy. The integrity of leaders, therefore, is critical to organizational performance because followers appreciate the extent to which a leader really stands behind the vision, not only within their mind, but also with their hearts. Conversely, the leader's integrity can be questioned by followers when leaders express an unstable vision. When followers doubt the seriousness of the leader toward implementing the vision, they loose the trust as a consequence (Parikh and Neubauer, 1993). This brings deterioration and decline in organizational performance. Alternatively, when followers are satisfied, the customers are also satisfied. This will enhance organizational performance (Bass, 1985, 1998; Shamir et al., 1993; Collins and Porras, 1994; Lipton, 1996; Heskett et al., 1997; Kantrabutra, 2009).

According to Fry (2003) people, who perceive their leaders to be credible, are committed and productive for organizations. Kinjerski (2006) found that leadership was identified as the most important organizational component and was seen to be instrumental in all of the organizational settings. They cultivate a strong organizational foundation with a compelling vision and clear purpose. They influence, by exemplifying personal integrity, and set the tone and direction of the organization. They demonstrate and foster a culture of caring that contributes to a sense of community among employees. They support and create opportunities for personal development and fulfillment through the provision of opportunities for engaging work, creativity, initiative, flexibility, autonomy, and life-long learning. Leaders are in a position to inspire, appreciate, and reward those who contribute to the intention of the organization. Kouzes & Pozner (1993) suggested that the essential leadership characteristics and values that followers admire are honesty, forward-looking, inspiring in pursuit of a shared vision, and competence.

Leadership has a key role in facilitating wisdom and spirituality in the workplace. Leadership and organization development need to help people get rid of the self-interest and self ego. They are required to respond to the need of the moment (Cacioppe, 1999). From value-based and ethical perspective, leaders have an influencing power in establishing and reinforcing personal, group, and organizational values (Northouse, 2001). For this, ethics is central to leadership practices because of the nature of the leadership process. This is necessary to engage followers for accomplishment of goals through mutual and shared vision.
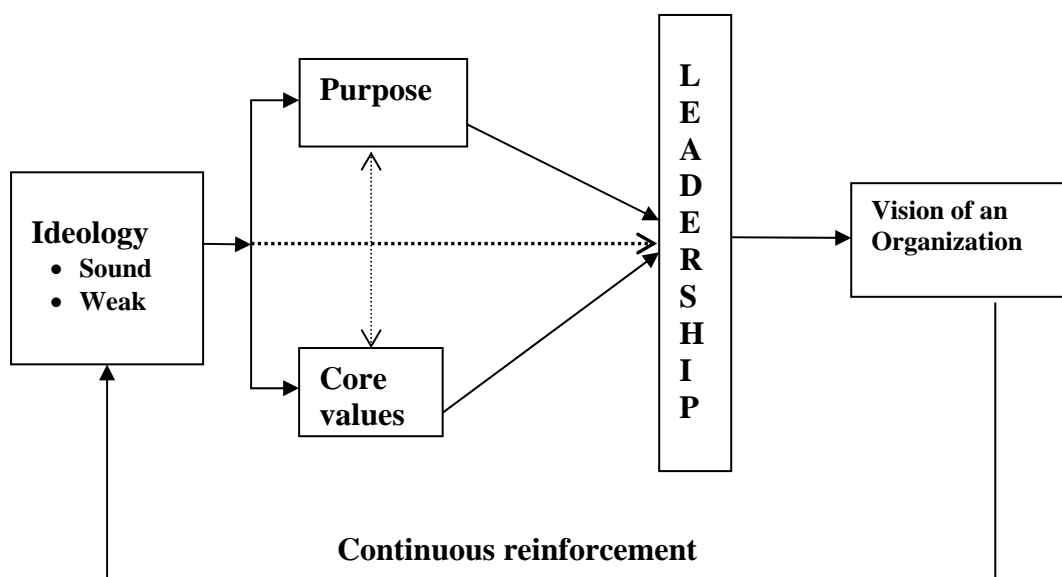
Proposition 8: Among the factors influencing the vision of an organization, Leadership is the most important factor that influence the vision of an organization

Proposition 9: If leadership of an organization is deriving their vision from sound ideology having higher purpose and core values, the vision of that organization will be sound, clear and compelling

Proposition 10: Companies whose leadership's vision is driven from sound ideology are more likely to have committed, satisfied and productive employees and hence those organizations are sustainable in profitability and reputation.

Conceptual Framework

The conceptual framework for above discussion is presented below (**Figure 3**). It summarizes the whole concept of how these factors influence the vision of an organization.

Figure 3: Conceptual framework of factors influencing the vision of an organization

The conceptual framework portrays the fact that purpose and core values get direct influence from ideology and hence explain the ideology. They also influence each others simultaneously. Leadership is influenced by ideology, purpose and core values and is, therefore, the most influential factors for creation of vision of an organization. Leadership transcends and transforms the personal visions based on ideology, purpose, and core values into the shared vision which is practiced and pursued at organizational level.

The soundness and clarity of the vision is based on the soundness of the ideology. Alternatively, vision will be blurred and unconducive. Clear and compelling vision attracts the people whose personal visions are aligned with the vision of an organization. These people are committed and satisfied. And when such a group of people join together, they make organizations productive and sustainable. To keep vision clear and sound, continuous reinforcement from the ideology is necessary. This is vital and important to keep the organizations abreast in the ever changing global and technological challenges.

Conclusion

Vision is conceptual and ideological representation of an organization. It is cognitive construction and mental representation or model. It describes the organizational journey and its destination with hope and faith. Vision is broad, comprehensive and is multifaceted. It acts as a guiding force for an organization. Vision, driven by ideology, purpose and core values and transformed by true leadership, must be seen in goals, job design, strategies, tactics, pay systems, cultural practices, building layouts and all other organization settings.

Ideology is the basic beliefs system of an organization or society. It provides the judgment scale to choose a right code of conduct. Ideology defines the character of an organization. It inspires, control and guide an organization's vision. It is the soul and spirit of an organization. The source of sound ideology is divine. Therefore, ideology influence and clarify the vision of an organization.

Purpose is the aim, mission and ultimate objective. It is the reason of being of an organization and therefore captures the soul and spirit of an organization. Purpose provides the basis for creation of vision of an organization. Core purpose is ideology driven. Hence, vision without underlying purpose signifies nothing. Purpose, therefore, creates the vision of an organization whereas vision clarifies the purpose.

Core values represent the behavior and belief system of an organization. They are set of universal principles, and standards for choosing right course of action in day-to-day life of an organization. Since core values are ideology and purpose driven, they influence the vision of an organization. Without values, business decision making is incomplete. Therefore, working on core values and practicing on them in the organization setting is of profound importance for creating the vision of an organization.

Leadership is the most important factor that influences the vision of an organization. Leadership takes its power and moral authority from ideology, purpose and core values and influences the direction, spirit and discipline of an organization. Leadership transcends and transforms the vision of an organization through common understanding.

People do not separate their work and materialistic lives from their religious and moral lives. Therefore, business leaders must be both strategists and philosophers. While articulating the organizations' financial goals they must set goals for community, competence, and learning. This will encourage employees to be morally strong, socially conscious, creative, and loyal. Therefore, organizations must hire those people whose personal visions, purpose and values are in align with the organizational ones. Such employees will remain committed and hence the organizations are likely to be financially, socially and morally sustainable over the time.

Future Research

Following are some of the recommendations for future research
- Development of a construct and questionnaires for empirical research to justify the findings of this research.

- Factor analysis, based on empirical data, can be done to show the influence of each factors on vision and also to know the inter-relationships among the factors

- More research is needed to explore the factors influencing the vision of an organization to validate, refine and/or modify the proposed framework

- The criteria for judging the basis of sound and authentic ideology should be explored and/or developed.

- Taking vision as the starting point, a conceptual framework identifying the process for forward linkages such as development of strategies, goals, objectives, structure, HR policies, and performance measures needs to be improved and refined based on this conceptual framework

- Research should be done on the integration of personal, organizational and societal vision.

- Some case studies can also be done to verify and validate the conceptual framework

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