Ideology, Purpose, Core Values and Leadership: How they influence the Vision of an Organization?

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Abstract

This paper explores the dimensions of Ideology, Purpose, Core values and Leadership in the context of creating a clear and compelling vision of an organization. It also explains how these factors influence the vision of an organization. It is argued that ideology defines the character of an organization. It inspires controls and guides the vision of an organization. The source of sound ideology is ethical Monotheism. Purpose is ideology driven and provides the basis for creation of vision. Working and practicing on core values in the organizational setting is of profound importance for creating and clarifying the vision. 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 understandings. It is suggested that for organizations to be effective and efficient, leadership must hire those people whose personal visions, purpose and values are aligned with organizational ones. Such employees will remain committed and loyal while such organizations are likely to be financially, socially and morally sustainable. A thematic analysis is used to identify the themes and their relationship with in these factors and with vision of an organization. A set of propositions are suggested to testify and validate these findings through research in future.

Key Words: Vision, Ideology, Purpose, Values, Leadership, Organization, Monotheism

1. Introduction

Buildings get destroyed; procedures and systems become obsolete and are replaced. However, principles and values remain intact as they are universal and timeless. 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.

Organizations are people not buildings and the development of organizations means the development of the people who run the organizations. People are developed if they clearly understand their reason of being of an organization –the shared vision, purpose, the organizational belief system and organizational, cultural, and ethical values. To do this, it is very 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. One of the critical areas of concern is, therefore, to explore the concept of vision, the factors that influence the vision, and the relationships of those factors in creating clear and compelling vision of an organization.

The authors (Anwar and Hasnu, 2012) developed a thematic network where they have identified that Ideology, Purpose, Core Values and Leadership are the factors (figure 1) that influence the vision of an organization.
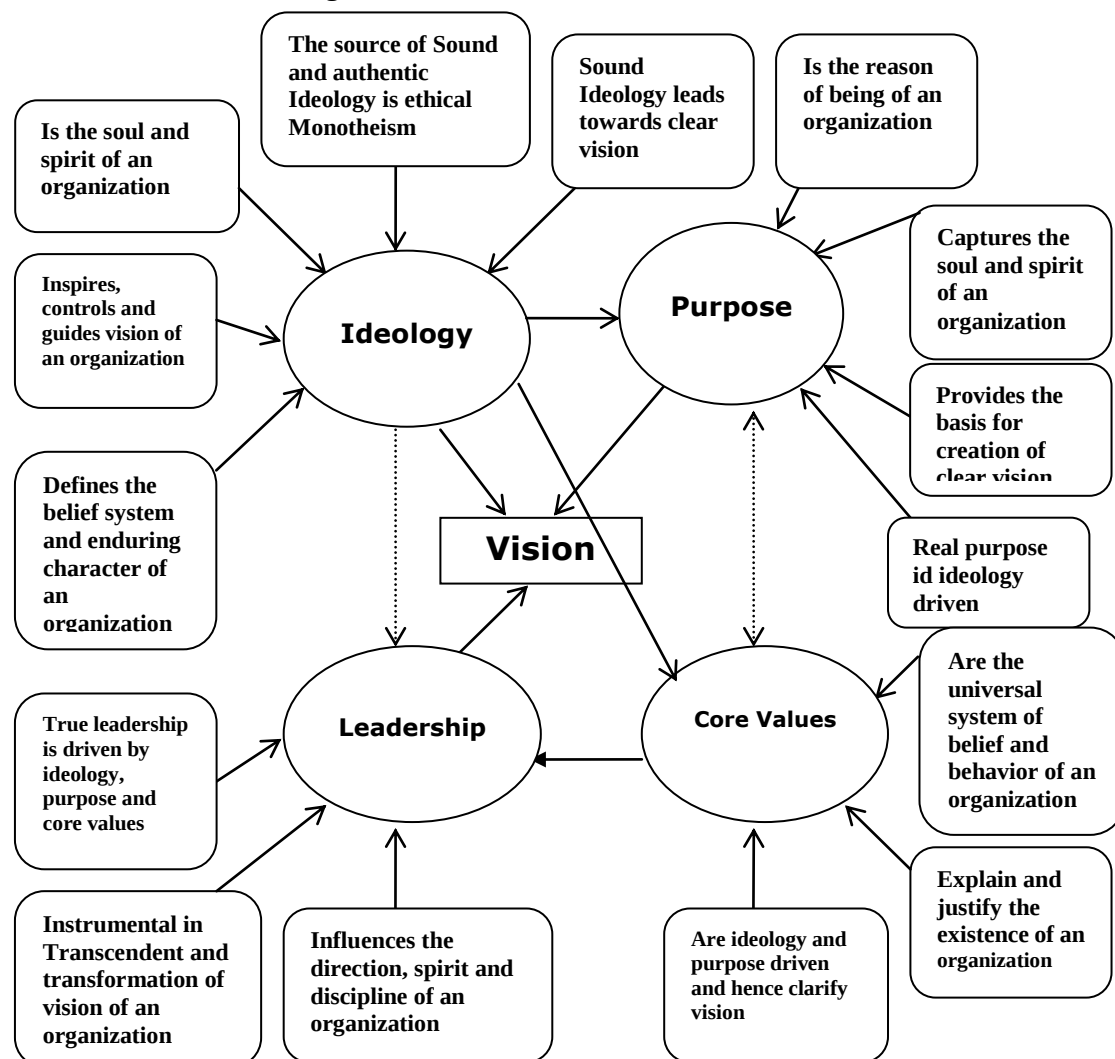

Figure 1: A thematic Network of Vision and factors influencing vision (Anwar and Hasnu, 2012)

This paper is an extension to the above findings and explores the dimensions of these factors in detail and explains in what way and how they influence the vision of an organization. Arguments are made to explain these factors and their relationship with the vision of an organization. A set of propositions are suggested to testify and validate these findings through future research.

2. Literature Review

Vision is a need to control an organizational destiny; a need for creative strategies, and a need for a change in corporate culture (El-Namaki, 1992). Managing vision can benefit an organization in five ways: it enhances performance measure; it promotes change; it provides basis for strategic change; it motivates the individuals, and it helps in keeping decision making in context (Lipton, 1996). The change management literature is replete with authors such as Kanter, Stein & Jick (1992) and Kotter (1996) whose central message is that if change managers are to have any chance of success then they should change vision right – and make sure that this is adequately communicated to those impacted by the change (Palmer, 2003).

Vision helps the organizations to conceptualize and understand the system and the environment and provides guidance towards the right course of action. Vision is vibrant, compelling and comprehensive statement describing what the organization stands for, what it believes in, and why it exists? Vision helps in setting idealized goals, plans, targets and strategies through alignment of the resources keeping in view the moral and ethical obligations of its stakeholders in particular and the society in general (Anwar and Hasnu, 2012). Therefore, in today's competitive environment, the urge to create a clear and compelling vision is of critical significance.

Well articulated and beautifully framed statements of vision, purpose (mission), values and objective 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).

Researchers (e.g Hamel and Pahalad, 1989; Kantrabutra, 2008) have suggested that sustained competitive advantage can only be achieved by having a well understood and articulated vision. According to Karns (2011), a new vision for the purpose of business is vitally and urgently needed to promote ethical and virtuous personal and corporate behaviors for business paradigm to contribute to the wellbeing of customers, employees and community for common good.

According to Fry (2003), 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. Christensen (2010) felt it unfortunate that in conventional thinking a career in business means buying, selling, and investing in companies only. 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 balance. This is in line with the theory of Frederick Herzberg, who asserts that the powerful motivator in our lives isn't money; it's the opportunity to learn, grow in responsibilities, contribute to others, and be recognized for achievements.

The quest for spiritual survival, calling (a vision of life's purpose and meaning), and membership (a community where one is understood and appreciated) reflects a common human quest to seek to know and do the will of God, the ideal intention of which underlies all historic ideas of God (Fry, 2003). A strong belief about the right course of action is a necessary component of vision and that vision creates meaning (Steen, 2001). Enlightened management is one way of taking religion seriously, profoundly, deeply and earnestly . . . for those who define religion (and spirituality) in terms of deep concern with the problems of human beings, with the problems of ethics, of the future of man, then this kind of philosophy, translated into the work life, turns out to be very much like the new style of management and of organization (Maslow, 1998).

Therefore, for organizations to be effective and efficient, vision should be driven by ideology, purpose and core values and transformed by true and authentic leadership. And these characteristics of vision must be seen in goals, job design, strategies, tactics, pay systems, cultural practices, building layouts and all other organizational settings (Anwar and Hasnu, 2012).

3. Methodology

Extensive literature is reviewed to create a relationship of ideology, purpose, core values and leadership. Thematic analysis and the concept of grounded theory (Hu, 1996; Stirling, 2001; Ward et al., 2009, Swart, 2010) is used to explain the themes highlighted in the text. The steps include: one, data (text and documents) are collected by using key words vision of an organizations, vision and ideology, vision and purpose, vision and core values and vision and leadership; two, identification and coding of selected text data into classified patterns; three, combined and catalogued related patterns into sub-themes; and four, a valid arguments were built for choosing the themes by extensive literature review. The qualitative analysis identified themes that related to the characteristics of vision, ideology, purpose, core values, and leadership. Particular themes which develop the interrelationship between the identified factors and vision of an organization are presented in a thematic network. The process of concepts and development of themes was iterative for refinement and clarity.

4. Results and Discussion

4.1 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, 2013) 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 invisible form".

In organizational context, vision is conceptual and idealized representation of an organization and is necessary to control the destiny of the organization. Vision is the understanding of the system and the environment that an organization aspires to create in the future. Vision provides guidance towards the right course of action. It is vibrant and compelling statement that describes what an organization stands for, what it believes in, and why it exists? It helps in setting idealized goals, plans, targets and strategies through alignment of the resources while keeping in view the moral and ethical obligations of its stakeholders in particular and society in general (Anwar and Hasnu, 2012).

Four major themes (organizing themes) i.e Ideology, Purpose, Core values and Leadership are identified as the key factors that influence the vision of an organization **(Table 1)**. References for each factor are also provided for facilitation. These factors create the vision and give clarity

and soundness to the vision. They help in creating the organizational culture, align people with goals and objectives and transform them into an organizational force.

Table 1: Vision as Global Theme, and Ideology, Purpose, Core Values and Leadership as Organizing Themes

References	Basic Themes	Organizing Themes
Maududi, 1932; Horton, 1950; Iannaccone, 1990; Smith, 1992; El-Namaki, 1992; Collin and Porras, 1996; Webster, 1996; Dijk, 1995 & 2006; MacArthur, 1998; Wagner et al, 1999; Neal et al, 1999; Steen, 2001; Fry, 2003; Kathleen, 2007; Kantabutra and Avery, 2010, O'Connell, D., Hickerson, K. and Pillutla, A, 2011, Anwar and Hasnu, 2012	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**
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; Anwar and Hasnu, 2012; Goswami, 2013	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**
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; Grant, 2012; Malbašić, 2012; Goswami, 2013	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; Bass, 1985; Kouzes and Pozner, 1987 &2009; Hamel and Prahalad, 1990; Conger and Kanungo, 1987; Kotter, 1990; Bryman, 1992; Shamir et al, 1993; Covey, 1994&2004; Robins et al, 1998; Goleman, 1998; Conger & Hunt, 1999; Kriger and Hanson, 1999; Awamleh and Gardner, 1999; Senge, 2006; Kantabutra, 2009; Fry, 2003,2008; Kinjerski, 2006; Avery, 2004; Sarros, 2011, Grant, 2012	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**

4.2 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.

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 (2006), 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)**
	and Islam	
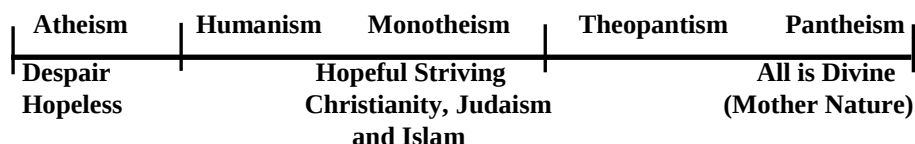
Figure 2: Conception of God as a Higher Power (Horton, 1950)

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 (2004, p 319) wrote "I would like to share my own personal conviction concerning what I believe to be the source of correct principles. I believe that the correct principles are natural laws, and that God, the Creator is the source of them, and also the source of our conscience. I believe that to the degree people live by this inspired conscience, they will grow to fulfill their natures; to the degree they do not, they will not rise above the animal plane. I believe that there are parts to human nature that cannot be reached by either legislation or by education, but require the power of God to deal with. I believe that as a human beings, we can not perfect ourselves. To the degree to which we align ourselves with

correct principles, Divine endowments will be released with in our nature in enabling us to fulfill the measure of our creation".

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. 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 at el. (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.

It can be concluded that God is the true source of ultimate moral authority in the universe and His revealed words are the single most important and powerful discipline in life because it points our lives, like a compass, to our divine destiny. Thus a strong belief about the right course of action is a necessary source and component for creating the vision of an organization. Therefore, soundness of 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 above discussion and argument it is further proposed that;

Proposition 1: Sound Ideology provides the foundation for creating sound, clear and compelling vision of an organization

4.3 Purpose and Vision

Businesses need a purpose. 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 Goswami (2013), vision statement generally explains the core purpose of the existence of the organization; it addresses the reason behind establishing, running and sustaining such an organization. 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). The real vision cannot be understood in isolation from the idea of purpose. With no underlying purpose or calling, vision is just a good idea signifying nothing. The most basic level of commonality in organizations is established by shared sense of purpose, vision and operating values (Senge, 2006).

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 2: The organizations 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 purpose based on week ideology

4.4 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 organizational setting is of profound importance for creating and clarifying the vision of an organization.

Core values are the essential, enduring and guiding principles for organizations (Collin and Porras, 1996). The corporate values define the corporate culture, generate emotional energy, and provide a compelling force and a sense of direction and self check (Goswami, 2013). 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. 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.

In the context of strategic management process, values are more prominent in visionary and future oriented organizations. In such organizations, the elements of vision, mission and organizational values are highly intertwined. This introduces a broader and more comprehensive concept of "strategic intent". It is the strategic intent, within which organizational values are comprised, that plays a key role in creating organizational plans and all the decisions made in an organization (Malbašić, 2012). Values play a silent but strong influential role in shaping the vision, crafting the mission and helps in validating the strategies evolved. Visionary organizations clearly communicate and meticulously follow values to enjoy benefits in the long run (Goswmi, 2013).

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 in an organization. According to Anderson (1997), people keep their work and materialistic lives and their religious and moral lives together. Hence, decision making in business is incomplete without considering values into account. Therefore, business leaders should encourage employees to be morally strong, socially conscious, creative, and loyal.

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 (Anderson, 1997; Fry, 2003; Kriger and Hanson,1999; Wagner et al,1999 etc). Following propositions are proposed based on the above arguments;

Proposition 3: 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 4: 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

4.5 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). House and Shamir (1993) call them as 'new genre' of theories. Unlike traditional leadership theories, which emphasize rational processes, 'the new leadership' theories emphasize emotions and values. 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; Yukl, 2000). 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). Khatri (2001) found that the new leadership research consists of charismatic, visionary, and transformational leadership theories.

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. 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.

The success of vision-based leaders depends on emotionally committed followers. Therefore, 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 expected to be active. They have a responsibility to participate in the group, work towards the vision and make their voices heard in influencing what is accomplished. Followers get aspiration and inspiration from the vision of their leaders for guidance (Conger and Kanungo, 1988; Senge, 2006; 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 within 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; Kantrabutra, 2009). Transformational leadership is most effective in motivating followers when they interact with the beneficiaries of their work, which highlights how the vision has meaningful consequences for other people (Grant, 2012)

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, 2005). From value-based and ethical perspective, leaders have an influencing power in establishing and reinforcing personal, group, and organizational values. When conscience governs vision, discipline, and passion, leadership endures and changes the world for good. In other words, moral authority makes formal authority works. When conscience does not govern vision, discipline and passion, leadership does not endure, nor do the institutions created by that leadership endure. In other words formal authority without moral authority fails…it also changes the world but not for good, rather for evil. Instead of lifting, it destroys; rather than lasting, it is eventually extinguished (Covey, 2004, p70).

Leadership is, therefore, one of the most important factors that influence the vision of an organization. Getting power and moral authority from ideology, purpose and core values, leaders influence the direction, spirit and discipline of an organization. For this, ethics is central to leadership practices. This is necessary to engage followers for accomplishment of goals through mutual and shared vision.

Proposition 5: 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.

5. 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 acts as a guiding force for an organization. The factors that influence the vision of an organization are ideology, purpose, core values and leadership.

Ideology defines the character of an organization. It inspires, controls, and guides vision of an organization. Ideology derived from Ethical Monotheism is sound and authentic and any other source of knowledge for ideology is weak and non-authentic. God is the true source of ultimate moral authority in the universe and His revealed words are the single most important and

powerful discipline in life because it points our lives to our divine destiny. The strong belief about the right course of action is a necessary source and component for creating the vision of an organization. The soundness and clarity of the vision is based on the soundness of the ideology.

Purpose and Core Values increase the organizational commitment by engaging, aligning and creating common and shared workplace culture. They improve the efficiency and performance of an organization. Purpose provides the basis for creation of vision of an organization whereas core values represent the day-to-day behavior and belief system of an organization. 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. The organizations 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.

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. Organizations, whose leadership's vision is driven from sound ideology, purpose and core values, are more likely to have committed, satisfied and productive employees. Therefore, business leaders, while articulating the organizations' vision must set goals for community, competence, and learning keeping in view the concept of ideology, purpose and core values. This will encourage employees to be morally strong, socially conscious, creative, loyal and committed.This concept is represented in the conceptual framework, developed by the authors (Anwar and Hasnu, 2012), as under;
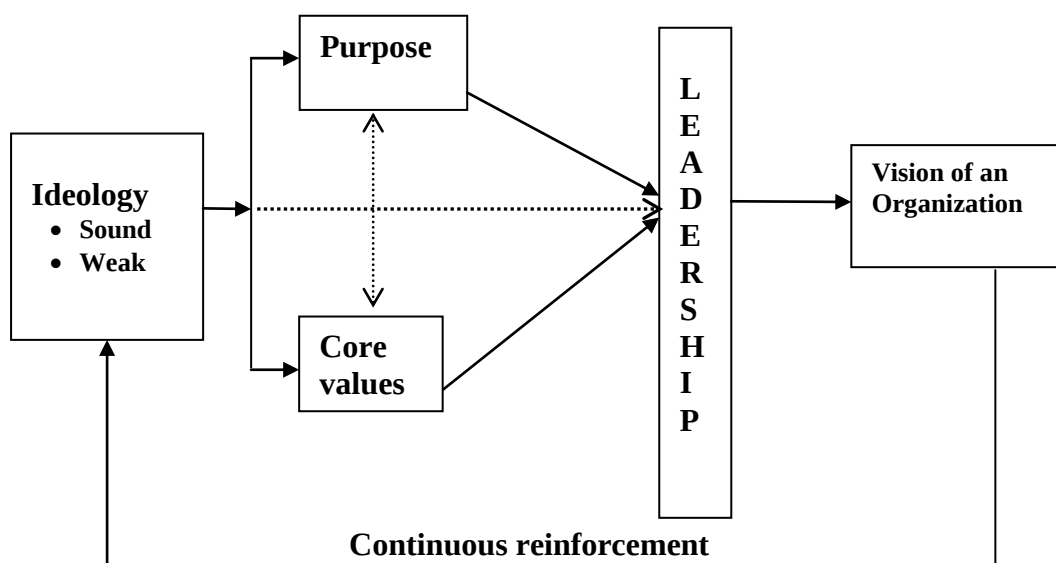

Figure 3: Conceptual framework of factors influencing the vision of an organization

To summarize, we can say that vision based on sound ideology, higher purpose, core values and authentic leadership is clear and compelling. Such vision attracts the people whose personal visions are aligned with the vision of an organization. When such type of committed and satisfied group of people join together in an organizational setting, they make organizations productive, sustainable, and purpose driven.

6. Limitations and Future Direction

This study is subject to a number of limitations that point toward avenues for future research. One, the findings are subject to test empirically. Two, there might be issues of validity and

reliability which need to be addressed. Three, the applicability of the proposed framework and methodology applied can further be improved by using some quantitative research. Four, the criteria for judging the basis of sound and authentic ideology can be explored and/or developed. Five, based on the framework presented in this paper, taking vision as the starting point, a theoretical framework for organizational effectiveness identifying the process for forward linkages such as development of strategies, goals, objectives, structure, HR policies, and performance measures needs to be developed and explained.   And six, some case studies can also be done to test and validate the conceptual framework.

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