

Factors Affecting Shared Vision in Organizations Culture

Syed Adil Mahmood¹, Saad Wasim Siddiqui², Muhammad Junaid³

¹MS Scholar, Department of Management Science, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST), Islamabad, Pakistan

²MS Scholar, Department of Business Administration, Air University, Islamabad, Pakistan

³Lecturer, Department of Management Science, COMSATS Institute of Information Technology, Sahiwal, Pakistan

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ABSTRACT

The organizational management scholars have devoted a lot of attention to the effects of shared vision. There has been little work examining the antecedents of shared vision. The purpose of this study is to identify and empirically test the factors that facilitate and helps in building a shared vision in organizations. A survey study with a convenient sampling consisting of employees of five private organizations will be tested. The results show that people perceive learning and training, communication and system connection as important variables in developing shared vision, whereas teamwork has an insignificant relationship with shared vision. Sample size can be increased to validate the results of this study. This study provides an important contribution on the importance of shared vision and the aspects that are missing from private organizations in Pakistan. Practicing managers would be able to help promote shared vision using internal and external environment.

1. INTRODUCTION

“The future is not some place we are going to but one we are creating. The paths are not to be found, but made, and the activity of making them changes both the maker and the destination”.

John Schaar, Political Scientist

Every organization is fighting a battle in the marketplace but only those battles are won that are fought by the shared efforts of employers and their leadership. The employee always looks to the leader for the guidance and leadership in difficult times. So the organization must create an environment where organizational goals should be aligned with the employee's personal strengths and harmony between organizational units should be achieved so that best results can be harnessed. Creating an environment where consensus is built amongst employers needs envisioning and brainstorming. To some extent it is the responsibility of the leader to introduce such system in an organization that motivates employees.

Shared vision in an organization also helps in minimizing the diversity that is presents in different departments and functional groups in an organization and helps in streamlining the efforts in a singular channel, thus building a common view of individual members (Hayes, Wheelright & Clark, (1988); Imai, Ikujiro, & Takeuchi, (1985); Lynn & Akgun, 2001).

In today's dynamic era, leaders are faced with numerous challenges. One of the vital challenges for leaders of today is to develop a workforce that is united in their vision and mission. Vision had received many definitions in the literature Kouzes & Posner (1987, p. 85) described vision as ideal image an organization has it for it for the future, different authors have consensus on a vision that helps in building future orientation based on excellence.

Creating a shared vision in an organization is vital to success and serves as a building block to other successful characteristics. Scholars have emphasizes that organizations need to develop a shared vision in their roots to influence success (Senge, 1990; Reardon, 1991; Saskin, 1988). However little research has been done in Pakistan on the attributes and contents of shared vision and the definition varies when observed from different perspectives and organizational cultures.

The importance of vision for leadership, strategy formulation and human resource is extensively discussed and widely emphasized in literature (Howell & Shamir, 2005; Conger & Kanungo, 1998; Collins & Porras, 1994; House & Aditya, 1997; House & Shamir, 1993; Doz & Prahalad, 1987; Kotter, 1990). Many scholars have different view on vision, some say vision is part of leadership in which leader takes charge, lead employees and changes organizational culture (Sashkin, 1988; Hunt, 1991); vision as an snapshot of future (Jacobs & Jaques, 1990; Collins & Lazier, 1992); vision as perceived by employee self concept (Howell & Shamir, 2005); and vision that serves as meaning and purpose for employees in an organization (Manasse, 1986).

Creating a vision with a consensus is of vital importance for the success of current era's organizations. Shared vision is a set of belief and values that are shared among organizational members. Jones, (1998)

*Corresponding Author: Syed Adil Mahmood, MS Scholar, Department of Management Science, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST), Islamabad, Pakistan,
Email: syedadilmahmood@hotmail.com

emphasizes the importance of shared vision and writes that it is important for the leader to involve everyone in the organization specially the people in the middle and lower level of organization because the policies are executed by them so involving and asking them for opining means half the job is done. Further it is also said that emotional commitment is also required to be taken care of because strategies are made by corporate level and accomplished by lower level staff and those people are the one that devote their life for the achievement of goals. Mintzberg, (1994) emphasized that real strategists and successful strategies are made by involving hearts and mind of individual employees while taking into consideration the big picture.

1.1 Significance of the Study

Previous studies have evaluated the impact of shared vision on performance and motivation of employees whereas this study aims to explore the antecedents and components that help in building shared vision in an organization.

1.2 Research Objectives

The first objective of the research is to identify variables that facilitate employees in building a shared vision. Secondly those variables will be tested in several organizations of Islamabad to validate the study. Conclusion will help in summarizing that which variable are given more importance in organizations.

1.3 Research Questions

The research is further divided into two questions.

- 1- What are the antecedents of shared vision?
- 2- What organizational and managerial practices help in achieving a shared vision?
- 3- What is the effect of a shared vision on employee performance and morale?

1.4. Delimitations

There are two delimitations in the present study. First, the government organizations were excluded from the sample of the study, only private sector organizations are included. Secondly, variables such as leadership and employee empowerment are not included in the study.

2. LITERATURE REVIEW

A shared vision in an organization is built through continuous efforts and long term commitment of every organizational member. The variables identified that are necessary for the successful achievement of shared vision are discussed below.

2.1 Shared Vision in Organizations

Senge, (1990) describes shared vision as the force that will drive people's hearts, a force with an impressive power. Shared vision helps in converting the company into my company and our company, the employees starts to take ownership of their work and support an environment where teamwork is prevalent. Shared vision helps building common identity and a sense of purpose among different teams. To foster such an environment a leader must encourage openness and listen to what people have to say on the floor. The leader must keep calm, it's a long term process and it can take time but by using effective communication one can reduce the time frame to achieve the vision.

2.2 Fostering Learning & Training for Common Vision

Now organizations are placing their priorities on knowledge management, learning and training in order to be dynamic in the work environment. The importance of learning and training is the direct result of the outcome of the previous studies conducted by various scholars who identified the need for formal and informal learning (Suggs, 2003); learning tacit and explicit knowledge (De Pablos, 2006); and organizational learning that takes place at organizational, group or individual level (Schachter, 2006).

Organizational change is a common concept in the current organization. Majority of organization implements change process as a proactive measure while other organizations have to do it to remain in the market. Organizations of the current generation are realizing that change is inevitable. Therefore organizations in order to transform themselves are constantly analyzing proper strategies to implement learning and training strategies in their organization. Managers are now realizing that to succeed in the current environment they have to produce skilled workforce that can take the pressure in tough time and only constant learning and training provided by organization can enable it.

Now the companies have to increase their cumulative capacity for learning in an era where joint ventures, technological warfare and social changes are boosting competition. Research has shown that learning organization and transfer of training are both critical component in achieving a shared vision. Researchers and

practitioners have over the time emphasized on the organizations to adopt learning organization systems and disseminate learning and training in their system continuously so that they can learn and improve at the same time (Marquardt, 1996).

Weick and Westley, (1996) and Boisot, (1995) said that a balance between exploration and exploitation should be made, here exploration is the value creation process that is activated by the addition of new knowledge and exploitation is how the knowledge is being used to help optimize the organizational performance. When there is consensus among organizational member about how they will explore and exploit the information, it will help them achieve a shared vision in their results.

Nonaka and Takeuchi, (1995) in their study identified six factors that enables a learning environment, organizational intention was first and most important determinant. They proposed that its top management and leadership tasks to activate learning and knowledge creation spiral. Designing vision, setting goals for employees, recognizing what knowledge is required and identifying appropriate learning and training programs. Secondly they said that in order to promote learning culture, the organizations should try to promote open communications in organizations, this open communication helps in building understanding among departments and individuals and promotes a sense of unity of purpose.

2.3 Teamwork

Gallo, (2007) in their study said that it takes teamwork to turn vision into reality. Different organizations are using a system that requires team work because it helps in streamlining processes, it enhances the contribution of every member of the team which results in improved quality of production (Cohen & Bailey, 1997). That is why teams and teamwork is becoming the primary reason for the inception of many new organizations (Brooks, 1993; McGrath, 1997).

The definition most often cited when filtered provided with four common attributes of definition, that is (Guzzo & Shea, 1992; Cohen, & Bailey, 1997; Converse & Tannenbaum, 1992).

- 1- A desired productive outcome,
- 2- A shared vision,
- 3- Task interdependency,
- 4- Two or more individuals.

Bill Gates founder of Microsoft once said in an interview that the key to his company success is hiring smart, skilled and intelligent workforce because there is no replacement of people with high IQ (Allison, 1993). In this era of intense competition, fast changes in technology intelligent leaders are recognizing the need of using teamwork in the organization to achieve organizational success and achieving a shared vision in organizations.

Teamwork helps in planning, coordinating and organizing the activities of teams. Research on team research has shown that teamwork has always produced productive results. There is always something common in successful teams that pull the team to work together, the secret ingredient of a successful partnership is shared vision, or creating an ultimate goal for the future. The ultimate goal of an organization that is known by every employee and the workforce is united behind the leadership. When a group of people or a team conceives an idea of sharing understanding and starts working on it then every individual in the team has some input, energy and spirit and only member of the team know the ultimate goal of the product, service or strategy. A shared vision reflects the shared understanding, by knowing that it is our idea team are more committed and spirited to work towards it. The employee owns the idea and collaborates with each other to blossom it.

As a leader and manager one has to know how to empower the team members. When you empower the team the team member find themselves ways to align their vision with the organizational vision. Thus they will be more dedicated towards the product and idea and that pride will help in the continuous generation of such entrepreneurial ideas in future. However leadership plays an important role in this process because leaders set the culture and sets the tone of vision. It is in their hand of how much they want to involve the employees the more teamwork and vision is aligned the more the success for the company.

2.4 Organizational Communication and Shared Vision

Effective leaders have a vision for their organization, its purpose and its direction. But their vision can fail if they are unable to transmit their objective in a meaningful manner to the employees so that alignment between management and staff is achieved.

A vision has to be shared in order to do what it is meant to do; inspire clarity and focus the work of your organization. One part of the job as a leader is to create commitment to the vision of the organization. Ask the people to have their input in setting long term directions for the future. In order to do this you have to communicate the vision effectively. There are many theoretical frameworks that can be used to create a shared sense of values and visions. The question that arises is how an organization can transmit and share those values

to the coming generations of the organization. The challenge is to keep the values consistent without changing the language in coming times (Rokeach, 1986; Williams, 1979; Young & Harrison, 2004).

For an organization to expand and prosper in its field it is highly recommended that leaders share as much information as they know, there should be an environment in which sharing is encouraged (Treleaven, 2004).Senge (1990) also emphasizes the importance of effective communication sharing in the organization and its success in the market. In a learning organization it is important for a leader to effectively communicate the mission and objective of the organization to instill a collaborative learning culture.

A study conducted by Hertel, Niedner and Herrmanns (2003) found that purpose identification and communication through a proper channel will help in successful completion of organizational tasks. The basic components of communication in organization included but are not limited to the vision and its understanding by the employees, is there a consensus build between higher management and functional level staff on what is their daily goals, are the teams on the same page or are they fighting separate battles and do the organization encourages inquiry in the form of feedback through consumers.

When going through the literature it is found that although there are many methods by which leader can help build shared vision but three of them most widely used are;

- 1- Input from the entire stakeholder in vision building.
- 2- After the creation of vision it must also be communicated across the organization and feedback is taken.
- 3- It should be reinforced on the basis of performance and feedback from stakeholders.

2.5 System Connection

System connection includes variables that help the employee in creating a healthy state of mind which help the organization in the form of a better environment. Many organizations do not provide with sufficient policies for the employee work and family balance. Keeping in consideration those problems, employees will not be able to align their thoughts with organizational objectives if they are not on the same page as the organization. We can further divide these conflicts into two categories which is work to family conflict

(W-F) and family to work conflict (F-W).Of these two works to family conflicts occurs more frequently and the authors suggest that the majority of time work has more detrimental effects on family lifeYukl, (1994). Both conflicts negatively affect employee health and his productivity.

One way of reducing low employee morale is by encouraging and creating an interactive environment in your organizationSashkin, (1988). Where people are exchanging positive thoughts, where there is a collaborative work environment with open communication. Morale is more like motivation; you can transfer it to employee by creating positive behaviors and routinely demonstrating to employees.

2.8 Theoretical Framework

The theoretical framework linking learning and training, teamwork, dialogue and communication and system connection is presented below. The independent variables are intended to serve as an antecedent to shared vision. The dimensions of the model are used as a lens to examine shared vision perception.

Review of literature on the subject leads to these hypotheses and with following theoretical framework.

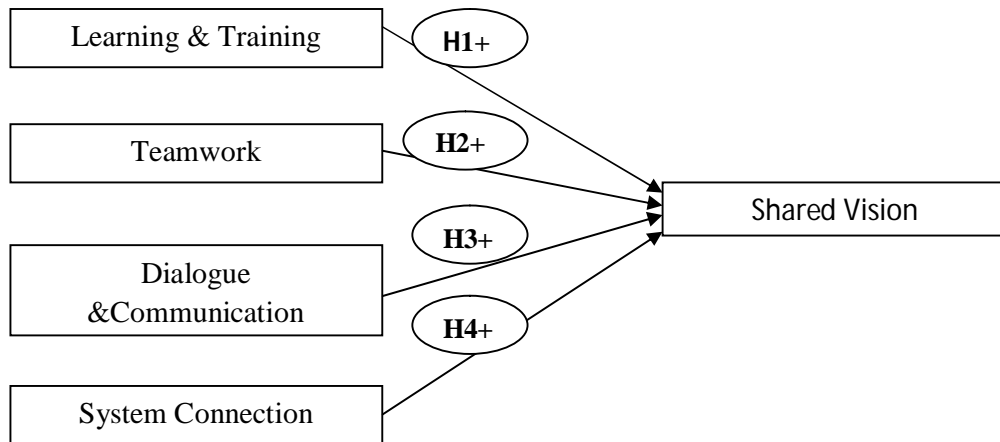


Figure 1: Theoretical Model “Factor Affecting Shared Vision in Organizations Culture”

2.9 Hypothesis

Based on the foregoing review of the relationships between the antecedents of shared vision, we suggests that the following four hypotheses may be posited:

- H1:** Learning and training culture in organizations have a significant positive effect on the shared vision.
H2: Teamwork within organizational boundaries will have significant positive impact on building a shared vision.
H3: Environment in which dialogue and communication are used for decision making will increase their shared vision.
H4: Employees system connection will increase organizational shared vision.

3. RESEARCH METHODOLOGY

3.1 Research Approach

The research study is an explanatory study as the objective of the study was to develop clear understanding of the antecedents and factors that contributes to the shared vision. The study design was cross-sectional as data is collected from sample at a particular point in time.

3.2 Type of Study

The present study is quantitative in nature, which investigates the causal relationship of variables on employee shared vision. After adapting the research questionnaire, quantitative analysis has been employed and regression and correlation test is used to obtain results.

3.3 Population Framework

As the objective of the study is to evaluate employees shared vision perception that's why organizational employees are chosen for study, which will help in recording their perception of organizational practices that are followed in their organization. The population of study consists of managers and executives.

3.4 Unit of Analysis

A self administered questionnaire was used to collect data. An instrument used by Nejat, Sesen, Korkmazurek (2007) was adapted. There were 37 items in the study of 5 variables including four independent variables and a dependent variable. The demographic section consisted of three items related to respondents including age, education and organization of the respondents. The items related to different variable were for shared vision (07 items); learning and training (08 items); teamwork (12 items); dialogue and communication (06 items) and system connection (05 items).

The scale of the study was Likert scale ranging from 1-5, where 1 was strongly disagree and 5 was strongly agree.

3.5 Sample Size and Characteristics

The sample size consisted of 147 employees working in different organizations in Pakistan. The employees relate to private sector organizations in the Islamabad region. The reason for choosing private sector is due to the complete organizational structure and resources provided to them for their job. The people that participated in the survey are manager, executives and officers that are well informed about the management practices that are followed country wide.

3.6 Sampling Techniques

The convenient sampling technique was applied to collect the data. This method of data collection was derived in order to deal with problems of access and to increase the sample size available to researcher. Such a technique can be useful when we want to record the opinions of a variety of people working in different organizations.

3.7 Instrument

The questions for learning and training, teamwork, dialogue and communication and system connection were adapted from the study of Nejat, Sesen and Korkmazurek, (2007). The question for dependent variable that is shared vision in an organization was developed by the researcher through detailed literature search.

4. DATA ANALYSIS

4.1 Demographic Analysis

In order to have a look at the characteristics of the respondents, demographic analysis has been carried out. This shows that out of 147 respondents 79% are male and 21% are female. Among the gender 68% aged between 20-25 and 31% lies in the age group 26-30, only 1% of respondents are below 20 ages. About their educational qualification, 28% have done their bachelors, 53% are masters qualified and 18% of respondents have earned their M-Phil degrees.

Table. 1
Demographics Analysis

		Frequency		Percent
Gender	Male	102		79
	Female	45	21	
Age	Less than 20	2	1	
	20-25	103	68	
	26-30	42	31	
Qualification	Bachelors	42		28
	Masters	78	53	
	M-Phil	27		18

4.2 Descriptive Analysis

The table shows the minimum and maximum values of the responses to items and their respective standard deviation.

Table.2
Mean and Standard Deviation

Rank	Variables	Mean	Standard Deviation
1	Learning & Training	3.6399	.34865
2	Teamwork	3.7853	.37428
3	Dialogue& Comm.	3.6745	.66907
4	System Connection	3.6058	.62390

4.3 Reliability

All scales whether they are newly constructed or adapted needs validity tests. Therefore cronbach's alpha coefficient is determined for analyzing reliability, which shows the degree to which factor's are linked with each other. Table 3 demonstrates the reliability results. The reliability results are above 0.60 which shows that the instrument is reliable for further study (Nunnally, 1978).

Table. 3
Results of Reliability Analysis

Variables	No of Items	Cronbach's Alpha
Learning & Training	8	.658
Teamwork	12	.764
Dialogue& Communication	5	.774
System Connection	6	.788
Shared Vision	7	.731

4.4 Normality Test

There are both graphical and statistical methods for measuring normality of the data. Graphical method included histogram and normality plot. Statistical method includes checking skewness and kurtosis of the variables and if the value of skewness and kurtosis lies between +1 to -1, we can assume that the data is normal. We checked the skewness and kurtosis of variables and the values lie in prescribed range.

Table. 4
Normality Test

	Learning & Training	Teamwork	Dialogue & Communication	System Connection
Skewness	-.829	-.595	-.093	-.0493
Standard Error of Skewness	.207	.207	.207	.207
Kurtosis	.857	.287	-.487	.203
Standard Error Kurtosis	.411	.411	.411	.411

From the results of normality we can assume that the data collected was normal and meets the assumptions of normality test.

4.5 Correlation

The correlation was performed to check whether the independent variables had any multicollinearity or not and also to find out the significant relationship with the dependent variable. To find the association between variables the Pearson product-moment correlation method is used. The variables are less to medium correlated as shown in the table 5.

Table. 5
Correlation

	Learning & Training	Teamwork	Dialogue Communication	System Connection	Shared Vision
Learning & Training	1	-	-	-	-
Teamwork	.480**	1	-	-	-
Dialogue & Communication	.093	.046	1	-	-
System Connection	.312	.323**	.042	1	-
Shared Vision	.271**	.159	.230**	.256**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.01level (2-tailed).

The correlation between dialogue and communication and system communication is low. The relationship is low due to cultural factors in Pakistan. Organizations here discourage system connection of employee and employee perceived that there is low dialogue and communication between managers with their workforce.

The same pattern is visible in dialogue and communication with learning and training and dialogue nad communication with teamwork due to communication barriers that exists in organizational boundaries.

4.6 Regression Analysis

Table 6shows that 12.1% variation is explained in the dependent variable by the regression model. Literature explains that value of R tends to be lower in studies which includes more than 4 variations.

Table. 6
Model Summary

Model of Estimate	R	R2	Adj R2	Standard Error
1	.384(a)	.147	.121	.48332

a. Predictors: (Constant), Learning&Training, System Connection, EmpEmp, Teamwork, Leadership, Dial&Comm.

Table. 7
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.320	6	1.330	5.693	.000a
Residual	30.835	132	.234		
Total	36.154	136			

Table 7 shows the result of regression analysis of this study. Shared vision that is dependant variable of this study is found significantly affecting Learning & Training $B=-.289$, $t=2.088$ and $p=.039 < 0.05$. Next variable Teamwork shows insignificant relationship with shared vision in Pakistan with results of $B=-.007$, $t=-.052$, $p=.958$. Variable dialogue and communication shows significant results with values of $b=.157$, $t=2.525$ and $p=.013$.

For system connection there is insignificant relationship with results of $\beta=.155$, $t=2.17$ and $p=.032 < 0.05$ so we can conclude that this variable is statistically proved significant, which means it positively contributes towards shared vision in Pakistan.

Table. 8
Regression Analysis

Independent Variable	Unstandardized Coefficients		Standardized Coefficients		Sig	Hypothesis
	B	Std. Error	β	t		
Constant	1.586	.534	.195	2.967	.004	
Learning Training	.289	.138	.188	2.088	.039	(H1) Accepted
Teamwork	-.007	.129	-.005	-.052	.958	(H2) Rejected
Dialogue & Communication	.157	.062	.204	2.525	.013	(H3) Accepted
System Connection	.155	.071	.188	2.173	.032	(H4) Accepted

5 Conclusions, Recommendation and Limitation

5.1 Conclusion

The aim of this study was to identify the variable that is important for an organization to achieve a shared vision. The literature proposes that organizations cannot achieve a shared vision until organizations main focus is their employee's continuous training and development needs.

The organization by effectively using teamwork, training and communication can focus and improve their growth. Improving and using these qualities in individual will help in overcoming threats from the external environment and boost the capabilities of employees operating in the organization.

The result of the study shows that teamwork's lacks in organization. Due to which organizations are less aligned with their long term goals, there is little commonality of direction and employees thinks in an individualistic manner. Successful implementation of team structures can help an organization in streamlining individual efforts, individual will not think of personal objectives rather than team and organizations will take priority and shared vision is built on their personal vision.

The analysis of the results has enabled us to support that employee in different organizations thinks that achieving shared vision is necessary to develop a learning organization, an organization where employee are in a continuous learning paradigm and the organization as a whole permits the employee to learn and impart their knowledge. Leaders can play vital role in building a shared vision in an organization. The leadership can seek help from employees and ask for their recommendation for vision of the organization. To successfully implement a culture of shared vision the organizations should ensure that teamwork, effective communication mechanisms and training needs are provided for.

5.2 Implication

5.2.1 Academic Implication

Rapid changes in society require swift changes in organizational institutions. The educational institutions also require revisiting their curriculum to ensure that they have not lost the direction of end in persuading the means. In the mean time our educational institution should also envision what our organizations will look like and what will be their business models like.

The vision is conceived in the mind first. In the real environment the educational institutions serve like mind which brings new business ideas and business model. Our educational institute should help students in building creative tension. As Socrates once said it is necessary to create an urge in mind that will break the shackles of myths and half truth bondages.

Now the problem that is identified in the research is that there is a gap between vision and current reality of employees serving. The problem of this gap can be solved in two ways

- 1- Raising the reality to the vision.
- 2- Lowering vision towards reality.

Our academician should be in continuous connection with the managers operating in organizations. Those conversations will help in getting to know what is needed from students when they pass out from universities. This will not only help academicians in better preparing the students and scholars but also when the students pass out their efficiency and effectiveness will also be positively contributing to the organizations they are serving so it will work out as a win-win situation for both groups.

On the other hand outcome is the ultimate evaluator of our performance. If we want our students to think critically, analytically and in out of box manner we should also observe and note how many of these skills are present in ourselves, our classroom, our society and our culture and do the society at large encourages such thinking styles.

“Anytime a change will take place in the future, it starts as a vision in someone's mind. The person draws other people into that vision, and when enough people are drawn into share that vision, it explodes into activity”. (Nancy Hathaway)

5.2.2 Managerial Implication

The objective of the study was to measure the factors that contribute in building a shared vision in organizations. With the results of the study it is found that organization supports learning and training, communication whereas lacks in teamwork.

The managers should change the contemporary job structure to team work. Through team work there is more collaboration and more opportunity for an employee to learn from a coworker. In the study results shows that employees of different organizations are hesitant to use teamwork to achieve shared vision the reason for this thinking can vary. Some employees think that teamwork can be time consuming due to coordination and consensus needs, while another thinks that they are not trained enough to work in teams.

5.3 Future Directions

Future studies can focus organizations of specific sectors such as oil and gas, telecommunication sector or government. This research also points out to future research fields. The shared vision literature has broken down the variable. To accurately achieve a shared vision in organizations there are other variables such as effect of leadership and employee empowerment that could be included in the study to validate the results.

It was also found from the study that variables such as system connection, leadership and employee empowerment are multidimensional and the opinions can vary of managers and operational workforce. The future studies can work on this study from different dimensions to measure and validate the results.

5.4 Limitations of the Study

One limitation of this study was the population consisted of only employees of 5 organizations. The respondent sample size was adequate but a larger population may have improved the results. Further research with a specific sample could provide more insight into practices that helps in achieving shared vision in organizations. Another limitation of this study was that it was cross-sectional and not longitudinal. A longitudinal survey may have been helpful to see if implementing the identified variables helps in achieving a shared vision.

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I am student of MS (Management Sciences) program in SZABIST, Islamabad. I am doing a study on the **“Factors Affecting Shared Vision in Organization Culture”**. I request you to take 10 minutes of your time in participating in my study.

Kindly fill in the blank field with appropriate answers.

I am thankful to you for your precious time and I am indebted to you for this favor.

Regards,

Syed AdilMahmood

syedadilmahmood@hotmail.com

Gender :	<input type="checkbox"/> Male	<input type="checkbox"/> Female	
Age:	<input type="checkbox"/> <20	<input type="checkbox"/> 20-25	<input type="checkbox"/> 26-30
Organization			
Qualification:	<input type="checkbox"/> Bachelors	<input type="checkbox"/> Masters	<input type="checkbox"/> MS <input type="checkbox"/> PhD

Scale: 1: Strongly Disagree(SD) , 2=Disagree(D) , 3=Neutral(N), 4=Agree(A), 5=Strongly Agree(SA)

#	Statements	SD	D	N	A	SA
<i>In my Organization</i>						
1	Teams/groups have the freedom to set their goals as needed.	SD	D	N	A	SA
2	Teams/groups treat members as equals, regardless of rank or other differences.	SD	D	N	A	SA
3	Teams/groups revise their thinking as a result of group discussions.	SD	D	N	A	SA
4	Teams/groups are rewarded for their achievements as a team/group.	SD	D	N	A	SA
5	Teams/groups are confident that the organization will act on their recommendations on improvement of work related tasks.	SD	D	N	A	SA
6	The norms and values of the company are clearly explained to the new employees during induction.	SD	D	N	A	SA
7	Training and development needs reflected in the organization’s budget.	SD	D	N	A	SA
8	The employees are helped to acquire technical knowledge and skills through training	SD	D	N	A	SA
9	Employees are sponsored for training programs on the basis of carefully identified developmental needs.	SD	D	N	A	SA
10	The HR department conducts briefing and debriefing sessions for employees sponsored for training.	SD	D	N	A	SA
11	There is a well-designed and widely shared training policy in the company.	SD	D	N	A	SA
<i>My Organization.</i>						
12	Helps employees balance work and family.	SD	D	N	A	SA
13	Encourages people to think from a global perspective.	SD	D	N	A	SA
14	Encourages everyone to bring the customers' views into the decision making process.	SD	D	N	A	SA
15	Considers the effect of decisions on employee morale.	SD	D	N	A	SA
16	Collaborate with all the stakeholders for mutual benefits.	SD	D	N	A	SA
17	My organization seeks opinion from across the organization when solving problems.	SD	D	N	A	SA
<i>In my department/Team.</i>						
18	People share their knowledge and skills.	SD	D	N	A	SA
19	People collaborate rather than compete with each other on this team.	SD	D	N	A	SA
20	We regularly evaluate our team satisfaction with our work.	SD	D	N	A	SA
21	Team objectives of different teams are achievable.	SD	D	N	A	SA
22	People know how to get things done in this team.	SD	D	N	A	SA
23	Everyone is highly skilled, and confident in their abilities.	SD	D	N	A	SA
24	This team's overall goals and objectives are clear.	SD	D	N	A	SA
25	When we have team meetings we always have a clear agenda.	SD	D	N	A	SA
26	We get feedback on whether we have achieved our goals or not.	SD	D	N	A	SA
27	I have complete authority to carry out my assigned responsibilities.	SD	D	N	A	SA
28	Ability not politics determines whether someone is leader.	SD	D	N	A	SA
29	I think this team has a lot of influence at higher levels of the organization.	SD	D	N	A	SA
30	Teamwork skills are given more attention in the workplace.	SD	D	N	A	SA
<i>In my Organization</i>						
31	People give open and honest feedback to each other.	SD	D	N	A	SA
32	People listen to others' views before taking a decision.	SD	D	N	A	SA
33	People are encouraged to ask questions regardless of their status/rank.	SD	D	N	A	SA
34	Whenever people state their view, they also ask what others think.	SD	D	N	A	SA
35	People spend time with each other to build trust.	SD	D	N	A	SA
36	Vision is understood and accepted by employees	SD	D	N	A	SA
37	Top management and employees shared the organization’s vision towards work accomplishment	SD	D	N	A	SA
38	There is clear vision and mission that guides our business strategies.	SD	D	N	A	SA
39	We have consensus on what is important for our customers.	SD	D	N	A	SA
40	Top management and employees are sharing the common vision of organization’s main business.	SD	D	N	A	SA
41	There is cohesion of vision in the organization’s different units.	SD	D	N	A	SA
42	Staff and clients encourage comments and complaints to do better job	SD	D	N	A	SA
43	A high degree of the changes proposed by the shared vision are achieved.	SD	D	N	A	SA