

The Determinants of Vision of a Company – A Case from Pharmaceutical Company

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Abstract

Vision of an organization in case of a pharmaceutical company is influenced by four factors which are ideology, purpose, core values and leadership. This research has been carried out to verify and confirm the factors which affect the vision of a pharmaceutical company. The nature of this study is deductive. It was carried out in the offices located in Karachi. The research was carried out on 50 respondents. The instrument of research was a questionnaire. Analysis of the data was carried out by the help of Minitab. From the analysis it was found out that ideology is prevalent in the organization and employees believe that their actions are steered by organizational ideology. The second point that comes to attention is that the purpose of this pharmaceutical company is related to its ideology. Employees are also of view that there is an association between the core values practiced in the organization and philosophy of the organization. Lastly the employees believe that there is a relationship between the leadership and ideology and the influence leadership exerts on vision through mutual cooperation. Thus, it can be concluded that the vision of a pharmaceutical company is influenced by ideology, purpose, core values and leadership.

Keywords: Ideology, Purpose, Core Values, Leadership and Vision

1. Introduction

An organization is an entity consisting of people supervised to meet an objective or to pursue collective targets on a continuing basis. All enterprises have an organizational structure that outline interactions between functions and positions, delegates and assign roles, responsibilities, and authority to carry out various assignments. Organizations have an impact on their surroundings and are in turn affected by the situation beyond their boundaries. (Business Dictionary.com, 2012) According to the researchers; ideology, purpose, core values and the leadership are the major factors which affect the vision of an organization. An ideology is a set of ideas that comprise one's aims, outlook and doings. It provides structure to the attitudes shared by members of groups.

Ideology is the essence of an organization. It assists in achieving the vision of an organization. So, ideology is the basis of an organization's existence and vision. Purpose is the reason for which

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something exists. It captivates the soul and spirit of an organization. It furnishes ground work for creation of a well-defined vision. Real purpose is ideology driven. The core values of an organization are those values according to which they carryout work and behavior. These values form the basis of our work; define individuals' interaction with each other, and also the strategies we use to accomplish our mission. As ideology and purpose have an impact on core values so in turn core values also affect vision. Leader is thought of as a person who has vision and ability to transfer the vision to his team so vividly that they adopt his vision. And as a leader is able to convey his vision to those in his team for this reason ethics and integrity are required. Thus, real leadership is compelled by ideology, purpose and core values. (Hasnu and Anwar 2011).

1.2 Research Problem

This research has been carried out to verify and confirm the factors which affect the vision of a pharmaceutical company.

1.3 Research Objective

This study will help the organization under study and to a certain extent other pharmaceutical companies in this industry in developing their vision or improving various factors on which vision is based. The company while setting its monetary targets will be able to set goals for society, proficiency, and wisdom by giving importance to social, divine and moral factors along with economic and financial goals

1.4 Research Scope

As discussed earlier there are certain factors that influence vision and they are ideology, purpose, values and leadership. In this research efforts will be made to verify and confirm the factors (ideology, purpose, values and leadership) which influence the vision in generally all organizations and as per the scope of this study, a case study of pharmaceutical company.

1.5 Research Limitations

A leading pharmaceutical company has been chosen for the purpose of research. However, data will be only collected from its offices located in Karachi. The limitation of this study is its inability to provide a much-generalized conclusion which can be applied to the pharmaceutical industry as whole.

1.6 Research Question

Q1. Identifying the factors which affect the vision of a pharmaceutical company?

2. Literature Review

2.1 Vision

Vision may be described as the ability to perceive future developments or a supernatural religious experience of seeing some paranormal happening, individual, etc or it can also be described as the stated goals and objectives of a company or other organization.

Lipton (1996) explained that vision summarizes what the organization wants to become. It is future oriented and does not concern short term goals and objectives. It can be poignant and can also be viewed as a tool to inspire employees. A vision is not concerned with the present or past but focuses on the time yet to come and serves as a base for an organization. It provides a feeling to the people that their work and lives are interconnected and moving towards an objective. Clarifying a vision and letting everyone know about it can have powerful results. Unfortunately, the requirement for an organization to have vision does not necessarily lead to one and a shoddily conceived or mismanaged vision is worse than not having any.

Managing with a vision can be beneficial for the organization in five ways, first and foremost a vision improves a wide range of performance measures, secondly it encourages transition and transformation, thirdly a vision provides starting point for strategic planning, and fourthly a vision inspires workers and facilitates the hiring of qualified talent. Last but not least a vision helps keeping decision making in context.

Many organizations that have a vision lay emphasis on it through a vision statement although it is not a requirement. Having a written vision statement simplifies the planning phase of vision and it becomes like a constitution. Whether written or not the vision should echo three central themes that inform the people what the organization works for and what employees should pay attention to. Analysis of highly effective organization showed that the principal theme of their vision includes: purpose, strategy for achieving the purpose plus organizational culture that is the leadership and values required to achieve it.

2.1.1 Ideology

Ideology can be described as the body of thoughts. Ideology highlights the thought pattern in which humans think about the world and their principles and ideas on how to live in the world. It describes the common viewpoint of the society. Mendes et al. (2002) explains that ideology or spirituality is the animating force, the principle of life or the core of the being that promotes life and which is expressed and experienced as interconnected web of relations with the self, others, nature and God. The meaning and purpose of life and actions sprout from it.

Whether they have a religious orientation or not, whether they deny the existence of the divine or not, all people are spiritual; however, ideals, beliefs and values are shaped by each individual's spirituality as well as by social and cultural conditioning.

Gani et al. (2010) further stated that there are three ways in which spirituality benefits a person and enhances an organizations performance (a) Spirituality plays a role in enhancing an employee's welfare and quality of life; (b) Spirituality provides employees a rationale to work for and attaches importance to that work (c) Spirituality gives birth to a sense of affiliation and relation.

And it is this basic belief which makes the lasting framework of an organization and it provides the bond which keeps an organization together as it evolves, decentralizes, diversifies, expands globally, and develops workplace diversity (Collins & Porras,1996)

According to Levin (2000) organizational philosophy creates foundation for a vision, but it should not be confused with the vision. Vision needs to reveal and be compatible with an organization's basic beliefs, which were actually the ideals of early leaders and also these ideals should be put into practice. Thus, it can be assumed that the strong philosophy and sound beliefs are foundation of successful vision which in turn plays a part in making an organization successful.

2.2 Purpose

Basically, core purpose addresses the reasons behind the existence of an organization and the reasons why is it in business and for whose benefit. Collins and Porras (1996) further elaborated that core purpose is the second element and it is the organization's motive for survival. Gani et al. explained this phenomenon using the concept of spirituality which includes an individual pursue to fulfill their yearning for more meaning and purpose in their work, alongside healthy sentiments for humanity and the need to add to the betterment of the world.

McGhee& Grant (2008) further explained this phenomenon by using the concept of spirituality and states that spirituality provides answers to the question "why?" and makes a person feel entirely complete. The reason why spiritual employees have better organizational commitment, increased job motivation increased productivity and greater job satisfaction is because they view work as a mission not just a job; and it is a job in which they want to perform the finest they can and with humility while respecting others.

As Souba (2002) puts it no need is as compelling as the need for our lives to make sense. Most of the people are motivated to work for reasons other than compensation. It is visible that happiness and well- being are linked to a cause or purpose beyond oneself. Individuals want to practice their ideals and work serves as that vehicle. Whether individuals acknowledge it or not but they seek purpose from their spiritual or religious teachings. There is a craving in all individuals for a sense of connectedness and purpose in outer lives and an inner desire for connection to a higher source.

2.2.1 Core values

Values are defined as concepts or beliefs regarding end states or behaviors, specific situation, assist in evaluation of behavior and are ordered by relative importance according to Ceja et al. (2010).

Morrison (1996) describes value as a belief, standard, or feature considered worthwhile or desirable. Organizational values are those principles that are shared by a large majority of people in the organization Values are those principles which have a long-lasting impact on the success of

the organization.

At the organizational level, values are viewed as a most important component of corporate culture. Values affect perceptions and actions; they also have ramifications for all type of communications including interpersonal communication. That is, when persons sharing like value systems tend to perceive external stimuli in similar manner which simplifies their interpersonal communications. Such people conduct themselves in similar ways and are able to foresee the behavior of others and also organize their proceedings. Thus, it is easier to achieve common objectives (Meglino & Ravlin ,1998)

Thus, when individuals work in organizations whose culture fits their personal values, they feel enlightened and are able to bring their full selves to work which comprises their spiritual energies, physical and emotional energies. Releasing this energy helps to augment the corporate spirit (Seevers ,2000).

2.2.2 Leadership

Winston and Patterson (2006) state that a leader is someone who picks out, furnishes, trains and influences one or more followers and makes the supporters pursue the organization's mission and objectives while at the same time making them to freely and passionately apply spiritual, emotional, and physical energy in a synchronized effort to attain these mission and objectives. The leader has this effect and is able to do so is because he passes on a prophetic vision of the future with such clarity that it strengthens the follower's beliefs and values.

The leader attains this entirely by using ethical means Thus igniting a follower's passion when the follower feels passionate about work, he expends emotional energy along with physical energy. In this manner the follower senses of spirituality and have a feeling of well- being.

Fry and Slocum (2008) have further explained that when an employee has sense of spiritual wellbeing, he feels that his life has a purpose and that individual also feels like making a difference. Thus, leadership generates hope and belief to achieve organizational vision which is also dependent on organizational culture and values which have to be practiced by a leader as well. The feeling of duty and belonging results in spiritual growth and well-being and an employee can draw strength from this experience.

Thus, according to Brown and Trevino (2006) a leader who is visionary, has conviction that the vision will be achieved and is concerned about his employees and lays emphasis on integrity and whose leadership style reflects characteristics of ethical, transformational and authentic leader may be considered as a spiritual leader.

2.1 Research Hypotheses

For this research, the potential hypotheses are:

H1: "There is no significant evidence that employees are guided in their action by organizational ideology".

H2: There is no significant relationship between the thinking pattern (ideology) in organization and the organizations reason for being (purpose)".

H3: There is no significant relationship between the thinking pattern (ideology) and core values practiced in the organization.

H4: There is no significant relationship between the thinking pattern (ideology) in organization and influence exerted by leadership on vision of an organization through common understanding.

3. Methodology

3.1 Research Design

The data was collected from the respondents of a pharmaceutical company, M/S. XYZ (the name of the company is hidden as per will of the company) in Karachi. One- sample t- tests are carried out using Minitab.

3.2 Research Sample Size

In this study, pre testing was conducted on 10 respondents in order to identify if there is any problem in questionnaire faced by respondents while filling the questionnaire. A pre-test of 5-10 representative respondents is usually sufficient to identify problems with a questionnaire. This research was conducted on 50 respondents. One- sample t- tests are carried out using Minitab.

3.3 Target Population

Respondents include those employees who have agreed to participate without biasness.

3.4 Research Approach

This case study is deductive in nature as it tends to justify the factors which influence vision Instrument used in this study is a questionnaire.

3.5 Research Instrument

Instrument used in this study is a questionnaire. A single questionnaire was constructed to carry out this research. The questionnaire has been designed containing close ended questions having rating from (Least to Most). Few questions related to all factors have been asked. A single questionnaire was constructed to carry out this research. The questionnaire has been designed

containing close ended questions having rating from (Least to Most). Few questions related to all factors have been asked.

4. Results

4.1 Analysis for Ideology

H0-1: "There is no significant evidence that employees are guided in their action by organizational ideology".

H1-1: "There is significant evidence that employees are guided in their action by organizational ideology".

The results are:

Table 4.1: One-Sample T: Ideology
Test of $\mu = 0$ vs not = 0

Variable	N	Mean	StDev	SE Mean	95% CI	T	P
Ideology	50	2.900	1.147	0.162	(2.574, 3.226)	17.87	0.000

The results determine that the p-value of this hypothesis testing is 0.000, which is less than 0.05 (5% level of significance). It means that this null hypothesis can be rejected and it indicates that employees believe that their actions can be steered by the ideology of the organization.

4.2 Analysis for Purpose

H0-2: There is no significant relationship between the thinking pattern (ideology) in organization and the organization's reason for being (purpose)".

H1-2: There is a significant relationship between the thinking pattern (ideology) in organization and the organization's reason for being (purpose)".

The results are:

Table 4.2: One-Sample T: Purpose
Test of $\mu = 3$ vs > 3
95% Lower

Variable	N	Mean	StDev	SE Mean	Bound	T	P
Purpose	50	4.600	0.808	0.114	4.408	14.00	0.000

The results obtained from Minitab determine that people are agreed with this idea that the ideology or thinking pattern of the organization helps employees to understand the purpose of the organization and if it is; there is positive relationship between them. The mean of the collected data was three and calculated mean is 4.6, which is more than 3 and the p-value is 0.000, which is less than 5% level of significance. Both indicate that there is significant evidence to reject the null hypothesis.

4.3 Analysis for Core Values

H0-3: There is no significant relationship between the thinking pattern and core values practiced in the organization.

H1-3: There is a significant relationship between the thinking pattern and core values practiced in the organization

The results are:

Table 4.3: One-Sample T: Values

Test of mu = 0 vs not = 0							
Variable	N	Mean	StDev	SE Mean	95% CI	T	P
Values	50	3.500	0.931	0.132	(3.235, 3.765)	26.57	0.000

The results obtained from Minitab determine that people have agreed with this idea that the ideology or thinking pattern of the organization also has an impact on core values and there is positive relationship between them. The calculated mean is 3.5, which is more than 3 and the p-value is 0.000, which is less than 5% level of significance. Both indicate that there is significant evidence to reject the null hypothesis.

4.4 Analysis for Leadership

H0-4: There is no significant relationship between the thinking pattern in organization and influence exerted by leadership on vision of an organization through common understanding.

H1-4: There is significant relationship between the thinking pattern in organization and influence

exerted by leadership on vision of an organization through common understanding

The results are:

Table 4.4: One-Sample T: Leadership

Test of $\mu = 0$ vs not = 0

Variable	N	Mean	StDev	SE Mean	95% CI	T	P
Leadership	50	3.320	1.203	0.170	(2.978, 3.662)	19.52	0.000

The results obtained from Minitab determine that individuals have agreed with this thought that the ideology or thinking pattern of the organization influences leadership which also makes an impact on vision of the organization through common understanding. The calculated mean is 3.320, which is more than 3 and the p-value is 0.000, which is less than 5% level of significance. Both indicate that there is significant evidence to reject the null hypothesis.

5. Discussions and Conclusion

It can be concluded that the vision of a pharmaceutical company is also influenced by factors which are ideology or thinking pattern, purpose, guiding principles or core values and leadership. All these factors play a vital part in realization of vision. As the results obtained from Minitab determine that people have agreed with this idea that the ideology or thinking pattern of the organization also has an impact on core values and there is positive relationship between them. As the mean is 3.320, which is more than 3 and the p-value is 0.000, which is less than 5% level of significance. Both indicate that there is significant evidence to reject the null hypothesis. As the mean of the collected data was three and calculated mean is 4.6, which is more than 3 and the p-value is 0.000, which is less than 5% level of significance. Both indicate that there is significant evidence to reject the null hypothesis. the p-value of this hypothesis testing is 0.000, which is less than 0.05 (5% level of significance). It means that this null hypothesis can be rejected and it indicates that employees believe that their actions can be steered by the ideology of the organization. For the attainment of vision in a pharmaceutical company it is necessary for all these elements to be present as they also have an impact on each other and in achieving vision. It will not be easy if any of the factors is astray it will cause hindrances in achieving vision.

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