Impact of Clear and Compelling Vision on Workers' Commitment in Nigerian Organizations: An Examination of Workplace Spirituality

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This study examines the relationship between vision as an element in the emerging theme of 'workplace spirituality', and 'workers' commitment' in Nigeria. In this cross-sectional survey, the data generated from 235 respondents was analyzed and hypotheses were tested using Regression Analysis. The results of the study show that there is a positive and significant association between 'hope' and the measures of workers' commitment, namely: affective, normative and continuance commitment. The study found that when workers have a clear and compelling vision, it leads to high workers' affective and normative commitment, as well as low workers' continuance commitment.

INTRODUCTION

The prime importance of Workers' commitment to managers and researchers has been highlighted in resent studies (Suliman and Iles, 2000). Gbadamosi (2003 p.274) affirms the stance that workers' commitment is now a central theme in management discourse and argues that "organizational commitment continues to be a topical issue in management research and continues to engage the attention of practicing managers". As a consequence business operators are increasingly acknowledging workers' commitment as an important factor in the attainment of organizational goals. Rego and Cunha (2007 p. 4) arguing in this direction, posit that "in the management discourse, commitment is a central variable, given that more committed people tend to devote higher efforts to work, thus contributing to organizational performance". Kinjerski and Skrypnek (2006) corroborate this view as they iterate that in order for organizations to be successful, employees need to be committed to, and be passionate about their work. Accordingly, Ahiauzu and Soye (2009 p.106) posit that "recognizing the sources of organizational commitment has therefore become an increasingly significant priority for organizations". The point to the position of Overberghe *et al* (2003) that confirm that over thirty years of research has been done to investigate how commitment influences organizational life – a position, which is corroborated by Liu (2000, p.1) who argues that "organizational commitment (OC) has been seen as one of the most important variables in the study of management and organizational behavior in the last three decades". Butressing their argument, Ahiauzu and Asawo (2009) further refer to Karim and Noor (2006, p.1) who acknowledge that "the topic of organizational commitment has been the subject of much theoretical and empirical effort

in the field of organizational behavior, human resource management and industrial/organizational psychology".

While the importance of workers' commitment is established, there is the need to identify the factors that influence workers' commitment in order for organizations to make the most of their workers. As a result, there is now an increasing necessitate for the emergence of a theory that encapsulates the full panoply of contributive forces, which give rise to workers' commitment. Ahiauzu and Asawo (2009 pp.106-107) thus capture the position of several scholars (Yang *et al*, 2004; Overberghe *et al*, 2003; Noordin and Zainuddin, 2001), who in x-raying the research literature on organizational commitment, identify the incompleteness of assumptions about the sources of workers' commitment. A vivid example of the proponents of this assumption is Oliveira (2002, p.17) who argues that "little attention has been paid in the literature to the investigation of spirituality as a cultural phenomenon that might influence organizational behavior and induce organizational change". Thus, "while research that examines the relationship between organizational processes and commitment is well developed (Kwon, 2002), there is a dearth of theory to elucidate the impact of the critical facets of workplace spirituality on workers behavior" (Ahiauzu and Asawo 2009 p.107). Fry and Matherly (2006) identifies 'vision' as one of these critical facets of the contributive forces of worker's commitment. This study, which focuses on the impact of a clear and compelling vision on workers' commitment, is premised on the position of Campbell (2007) that organizational members, being humans, apart from their physical component, are made-up of spirituality, cognition and emotion; none of which should be ignored in organizational studies. The study focuses on Nigerian work organizations because at present, there is no evidence that the impact of the critical facets of workplace spirituality on workers' commitment has been sufficiently examined empirically even though there is evidence of low level of workers' commitment in the country as pointed out by Aluko, 2004. We have therefore, in this study, examined the nature of 'vision', as a spiritual component of man, and its impact on workers' commitment in the Nigerian manufacturing industry.

LITERATURE REVIEW

Vision

Traditional leadership theories and the later theory of transactional leadership are based on self-interested exchange of the leaders and followers. The underlying philosophy of these earlier theories was that of economic exchange. Describing the philosophy of economics and economic sociology, Light (2007, p.3) argues that "people are said to always expend their valued scarce resources – time, skill, energy, money, and other resources – to gain income, wealth, or other rewards such as pleasure or prestige which they regard as worth as much as or more than what they expend". However, the more recent theories like transformational and servant leadership theories appeal to followers beyond their self interest and this appeal is driven by vision.

Vision is a multidimensional construct (Dvir *et al*, 2004) and Selznick (1984) defines it as "sensitivity to changes in an organization's environment, together with an accurate perception of the direction in which the organization must move" (Rollinson *et al*, 1998 p.365). It is "the capacity to relate a compelling image of a desired state of affairs" (Bennis and Nanus, 1985 p. 33). It has thus been argued (Patterson, 2003, 18) that vision enables the leader to look forward and see the employees as viable and worthy persons, and to believe in the future state for each individual, seeking to assist each one in reaching that state. In essence, vision enables organizational members share a common future, which they look forward to with great expectation. Vision which is a broad appeal to stakeholders, defines the destination, reflects high ideals, encourages hope/faith and establishes a standard of excellence (Fry, 2003).

An ideal and unique vision communicates standards of excellence and a clear choice of positive values as well as inspires pride in organizational members (Bateman and Snell, 1999). Dvir *et al* (2004) argue that Vision provides an interpretive frame of shared meaning for the organization members and its articulation presents goals in terms of the values they represent, which may be difficult to justify on pragmatic or narrowly rational grounds, but rather represent transcendental or trans-rational ideals. Their argument is premised on Bennis and Nanus' (1997), view that by focusing attention on a meaningful

vision, the leader operates on the emotional and spiritual resources of the organization, rather than on its physical resources. Thus vision breeds hope in organizational members and stimulates workers' commitment.

Workers' Commitment

Several authors have attempted to define commitment. Gbadamosi (2003) for instance looks at commitment as identification, involvement and loyalty to ones organization, as well as a feeling of obligation to stay with ones organization. Similarly, Armstrong (2003) is of the view that commitment is about identification with the goals and values of the organization which manifests as a craving to belong to the organization and the associated readiness to display effort on its behalf. In this study, we have adopted the concise definition of workers' commitment given by Meyer *et al* (1993 p. 539) in which commitment is viewed as "a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization". According to Gbadamosi (2003), this view of commitment, which determines the likelihood that an organizational member will leave does not only propose a definition of commitment, but also its measurement. Workers' commitment is operationalized in Meyer *et al* (1993) as a three-component model and is thus a multi-dimensional construct consisting of three distinct forms of commitment (Ashman, 2007). According to this model, the three distinct forms of workers' commitment are affective, continuance and normative commitment (Ashman, 2007; Yousef, 2002). Allen and Meyer (1990) explain the three forms of commitment by positing that:

> Affective commitment refers to identification with, involvement in and emotional attachment to the organization… Normative commitment refers to commitment based on sense of obligation to the organization… On the other hand, continuance commitment refers to commitment based on employees' recognition of the cost associated with leaving the organization (Yousef, 2002 p. 252).

Affective commitment, which is also referred to as attitudinal commitment (Ahiauzu, 2005; Iverson and Buttigieg, 1998) is a psychological attachment to the organization (Coleman *et al*, 1999) and it indicates the comparative potency of an employee's identification with the organization, such that the employee is willing to remain with the organization because he or she wants to do so. Employees with normative commitment on the other hand, feel a persuasive sense of obligation such that their willingness to stay with the organization is because they feel they ought to do so. Employees with continuance commitment or calculative commitment (Ahiauzu, 2005; Iverson and Buttigieg, 1998) count the cost of leaving an organization and base their judgment on whether to stay or live on the outcome of the cost benefit analysis. "Therefore employees with strong continuance commitment remain with the organization, because they have to do so, either because of low perceived alternatives or because of personnel sacrifice associated with leaving the organization" (Yousef, 2002 p. 252).

Nexus of Vision and Workers' Commitment

A cardinal purpose of spiritual leadership is to create vision among organizational members (Malone and Fry, 2003) that reflect high ideals and clarify the destination of the organization to its members. Thus envisioning, which engages the total human sensory system has become a core human resource competence that is important for the identification and clarification of the future direction of organizations. We argue that as workers experience personal purpose and meaning at work, they tend to be more emotionally attached to their organization. Spiritual leadership entails creating a vision wherein leaders and followers experience a sense of calling as their life is made to have meaning and challenged to make a difference (Fry and Whittington, 2005). Fairholm (1996, p.14) argues that "spiritual leaders exhibit a sustained ability to build consensus and lead democratically within the framework of a common vision". This creates a sense of value congruence that fastens organizational members together such that they are bound by their own actions.

Empirical evidence (Kinjerski and Skrypnek, 2006) shows that a shared vision, which clarifies and aligns personal and organizational values, is associated with increased employee commitment to the organization. Similarly, Dvir *et al* (2004) confirm that vision is a potentially powerful tool for creating high levels of emotional attachment in workers towards their organization. Kriger and Seng (2005, p. 793) therefore hypothesize that a vision, which "is defined as a long-term future image of what the business organization can be" and shared between leaders and other organizational members has a direct effect on the level of subordinate commitment. A high sense of vision will therefore increase the workers' sense of identity, strengthen their belief in the social exchange relationship, and increase their perceived cost of leaving, thereby ensuring increased organizational commitment. We therefore hypothesize that:

H_1: *There is a significant and positive association between Vision and Workers' Affective Commitment.*

H_2: *There is a significant and positive association between Vision and Workers' Continuance Commitment.*

H_3: *There is a significant and positive association between Vision and Workers' Normative Commitment.*

THE EMPIRICAL STUDY

Method

This study, which generated data from a population of 1,500 middle and senior level organizational members of manufacturing firms listed in the 2007 updated directory of the Port Harcourt zone of the Manufacturers Association of Nigeria (MAN) was conducted in a non-contrived setting as cross-sectional survey. Adopting the Krejcie and Morgan (1970) table (Sarantakos, 2005 p.173; Sekaran 2003 p.293-294), the corresponding sample size for the study was 306 and with a 76.8% response rate attained, 235 copies of the questionnaire were returned and used for analysis in this study that was built around the purpose of hypotheses testing. The study units for data generation were individual organizational members and the micro-level of analysis was adopted. We adopted the concurrent methodological paradigm triangulation approach by combining both the Nomothetic and Ideographic methods of data collection and analysis. Consequently, we administered both the questionnaire and conducted indepth interviews in the data generation process. The study relied on extant literature for the survey instruments used to measure the study variables. Thus the instruments were adapted from earlier studies conducted by Meyer and Allen, 1993 and Fry *et al*, 2005. Specifically, data on vision were obtained using the Spiritual Leadership Theory (SLT) Survey Instrument (Fry *et al*, 2005). This survey instrument, which had been pre-tested in other studies (Fry *et al*, 2005) had five questions on vision. Similarly, data on the three measures of workers' commitment were obtained using the revised Organizational Commitment Questionnaire (OCQ) developed by Allen *et al* (1993). This instrument, which is one of the leading instruments for empirical research on organizational commitment (Pittinsky and Shih, 2005) had been pre-tested in several studies (Overberghe *et al*, 2003, Noordin and Zainuddin, 2001; Iverson and Butigieg, 1998). It is an 18-item series that has six questions on each of affective, continuance and normative commitment. The OCQ instrument is a self-scoring questionnaire (Brown, 2003 p.41). Responses to each of the items in the research instrument were rated using a 5-point Likert scale. Model Fit of the data, was confirmed through the use of Structural Equation Modeling (SEM) with LISREL 8.63, and the following indices were obtained: RMSEA= 0.13, Chi-Square= 839.24, df= 235, Chi-square Ratio= 3.57, NNFI= 0.83 and CFI= 0.85, IFI 0.85. For test of reliability of the scale the following Cronbach's alpha coefficients were obtained: vision (.81), Affective Commitment (.77), Continuance Commitment (.71), and Normative Commitment (.73). Going by Nunnaly's (1978) model, the reliability level of the study scale is confirmed to be acceptable. We also generated data on a number of individual difference elements to investigate possible patterns and their influences on the study. The demographic section of the instrument thus had questions on respondents' educational qualification, gender, tenure and status in organization, and religion.

Data Analyses and Results

Analysis was done at two levels, viz. the primary and secondary levels. While frequencies and descriptives were used in our primary analysis, which focused on the study demographics and univariate analysis respectively, inferential statistics was applied at the secondary level of analysis. At the primary level, the results show that 51 persons representing 21.7% of the respondents have obtained the minimum required qualification of the West African Examination Council (WAEC) certificate or its equivalent. The majority of respondents (135 or 57.4%) have gone further to acquire a university degree while 49 persons or 20.9% of the respondents have a minimum of a second degree. Also, 193 of the 235 respondents are males indicating that the male population makes up 82.1% of participants in this study. Only 42 persons or 17.9 percent are females. 91 (38.7%) of the respondents were at the senior organizational level, while 144 (61.3%) were at the middle level. 155 respondents or 66.0%, have spent between one and nine years on their jobs while those who have spent between ten and nineteen years are 70 (29.8%). Only 10 persons or 4.3% of respondents have spent at least 20 years in their present employment. We also had 225 (95.7%) Christians, 2 (0.9%) Muslims and 8 (3.4%) affiliated to other religious groups. The results of univariate analysis are shown in Table 1. The mean scores (x) obtained for the study variables are: Vision (3.88), Affective Commitment (3.30), Continuance Commitment (2.91), and Normative Commitment (3.12).

TABLE 1
DESCRIPTIVE STATISTICS OF STUDY VARIABLES

	N	Mean	Std. Dev.	Skewness	
	Statistics	Statistics	Statistics	Statistics	Std. Error
Vision	235	3.8817	.74038	-.743	.159
Affective Commitment	235	3.3014	.74171	-.296	.159
Continuance Commitment	235	2.9191	.67099	.248	.159
Normative Commitment	235	3.1291	.71653	-.417	.159
Valid N (listwise)	235				

At our secondary level of analysis, inferential statistics such as Pearson r correlation coefficients and Regression coefficients including the p-values, were calculated for purposes of testing the research hypotheses. Correlation analyses using the Pearson r correlation were interpreted based on Guilford's (1956) scale given in Irving (2005, p.16). The correlation coefficients (r), which were all significant at the 0.01 level (1-tailed) and coefficient of determination (r^2) are shown in tables 2, 3 and 4. The coefficient (r) for hypothesis 1 is 0.423; that for hypothesis 2 is 0.229; while that of hypothesis 3 is 0.440. Basing our decision on Kerlinger and Lee's (2000) benchmark as reported in Irving (2005, p.16) we thus accept H_1, H_2 and H_3 that there is a significantly positive association between vision and workers' affective, continuance and normative commitment.

TABLE 2
ASSOCIATION BETWEEN VISION AND WORKERS' AFFECTIVE COMMITMENT
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.423[a]	.179	.175	.67365

a. Predictors: (Constant), Vision

TABLE 3
ASSOCIATION BETWEEN VISION AND WORKERS' CONTINUANCE COMMITMENT
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.229[a]	.052	.048	.65461

a. Predictors: (Constant), Vision

TABLE 4
ASSOCIATION BETWEEN VISION AND WORKERS' NORMATIVE COMMITMENT
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.440[a]	.193	.190	.64492

a. Predictors: (Constant), Vision

From the results obtained, the correlation coefficients show that there is a significant and positive relationship between the spiritual leadership dimension of vision and all the three commitment measures namely: affective commitment, continuance commitment and normative commitment. The results in table 2 show that there is a statistically significant and positive relationship between vision and affective commitment ($r = 0.423$, $p = 0.000 < 0.01$). The correlation coefficient represents a moderate correlation indicating substantial relationship. Specifically, the results ($R^2 = 0.17$; $p < 0.01$) suggest that an increase in the level of vision by one unit reflects a 0.17 unit increase in workers' affective commitment. In other words vision accounts for a 17% increase in workers' affective commitment. It therefore implies that the clearer and more compelling the vision of the organization is to organizational members, the more they are likely to be psychologically attached to the organization. In other words workers that are made to appreciate the organization's journey and why the organization is taking the path it is taking are likely to substantially identify with, and exhibit high involvement in the organization. This happens because such workers are better placed to build up a clear and compelling picture of what the organization stands for and does.

From table 3, vision also positively and significantly co-varies with continuance commitment ($r = 0.229$, $p = 0.000 < 0.01$), but to a minimal extent. The results represent a low correlation indicating a definite but small relationship. Specifically, the results ($R^2 = 0.05$; $p < 0.01$) suggest that an increase in the level of vision by one unit reflects a marginal 0.05 unit increase in workers' continuance commitment. In other words vision accounts for only a paltry 5% increase in workers' continuance commitment. Thus, although the extent of clarity and the compelling nature of vision is a factor in workers' decision either to quit their jobs or not, it is not the major determining factor. As workers do a calculation of the cost associated with leaving their organization for other jobs, the nature of the shared vision in their organization barely comes to bear on their decision, and even when it does it is only to a small extent. From the outcome of the survey, it is obvious that there are considerations other than vision that influence continuance commitment. This suggests that as workers align to the vision of the organization it only minimally affects their thinking that they have to stay with the organization.

Finally, vision positively co-varies with normative commitment ($r = 0.440$, $p = 0.000 < 0.01$). This result in table 4 represents a moderate correlation indicating substantial relationship. Specifically, the results ($R^2 = 0.19$; $p < 0.01$) suggest that an increase in the level of vision by one unit reflects a 0.19 unit increase in workers' normative commitment. In other words vision accounts for a 19% increase in workers' normative commitment. This implies that clear and compelling vision creates a sense of obligation in workers, which ensures that they remain loyal to their organization. In other words as

workers align their personal vision to that of the organization, they generate a substantial feeling that they ought to remain with their current employer. As workers understand and share in the long term aspirations of the organization they also share in the aspirations of fellow workers. This causes them to owe allegiance not only to the organization but also to colleagues, which create a sense of obligation that binds organizational members. The results of our QSR Nvivo-based analysis of qualitative data obtained through the in-debt personal interviews, which was issue focused were consistent with the foregoing quantitative results.

FINDINGS AND DISCUSSION

From the foregoing we find in this study that, (1) As organizational members in the Nigerian manufacturing industry understand, believe and align themselves to the vision of their organization, they substantially identify with, get involved in, and get emotionally attached to the organization; (2) In the Nigerian manufacturing industry, organizational members' commitment based on their recognition of the cost associated with leaving the organization is only minimally influenced by their understanding, belief and alignment to the vision of their organization; and (3) As organizational members in the Nigerian manufacturing industry understand, believe and align themselves to the vision of their organization, they substantially develop a sense of obligation towards the organization.

The univariate analysis shows that the Nigerian manufacturing industry is vastly characterized by a clear and compelling vision that inspires the best performance of organizational members. Fairholm (1996, p.14) argues that "spiritual leaders exhibit a sustained ability to build consensus and lead democratically within the framework of a common vision". Drawing from this view, our finding suggest that within the Nigerian manufacturing industry, clear and compelling vision creates a democratic atmosphere, which drives organizational members to work harmoniously towards the achievement of set targets. We reiterate that a fundamental rationale for the practice of spiritual leadership is to create vision among organizational members (Malone and Fry, 2003) that mirror high ideals and illuminate the long term objectives of the organization to its members. Within the industry therefore, vision seems to create a sense of corporate value system that knits organizational members together, such that they are held accountable by their own actions.

As organizational vision becomes clearer and acceptable to organizational members, their consciousness is raised to pursue higher ideals for the long term benefit of the organization. This happens because corporate vision becomes so real and motivating, such that individual vision and corporate vision become seamlessly aligned; in which case the pursuance of corporate vision results in the attainment of individual vision. This is important for forward looking organizations because according to Lucas (1998) "a vision is necessary to trace a company's future" (Quesada and Gazo, 2007 p.8). It is therefore imperative for any organization that wishes to gain a competitive edge over rival organizations in the ever increasing competitive market to ride on the wings of a clear and compelling corporate vision. Indeed it will appear that the manufacturing industry is increasingly appreciating this core human resource competence, which is why organizational members feel increasingly attached to their organization.

A number of organizational members view work as a path to self discovery, meaning and purpose in life. It is therefore perceptible that organizational members' alignment to the vision of their organization as found in this study gives them the opportunity to contribute to a higher purpose, which makes them feel useful. People do not normally like to be ignored or made to feel unimportant or unwanted. Thus those who view work as a path to self discovery get an added impetus from a compelling vision to strive to give their best for the good of the organization. Giacalone *et al* (2004 p.524) while advancing the argument that calling and membership are important features that underscore the inevitability of spiritual wellbeing to organizational advancement, argue that spiritual leadership is the "intrinsically motivating force that enables people to feel alive, energized, and connected with their work". Thus, from the study it appears that clear and compelling vision enhances capacity of, and instigates towering passion in organizational members, to drive their organizations to success despite daunting challenges posed by the

external environment. As it is, organizational members now appear to have higher levels of motivation, which cause them to tap from their inner strength to contribute to organizational goal attainment.

It can therefore be argued that as organizational members in the Nigerian manufacturing industry understand, believe and align themselves to the vision of their organization, they substantially identify with, get involved in, and get emotionally attached to the organization. As we have shown, empirical evidence (Kinjerski and Skrypnek, 2006) give us an idea that a shared vision, which clarifies and aligns personal and organizational values, is associated with increased employee commitment to the organization. It is in this regard that Dvir *et al* (2004) affirm that vision is a potentially influential tool for generating towering levels of emotional affection in workers towards their organization. Thus as the alignment to corporate vision increase workers' emotional attachment to the organization, it causes them to "want to stay" with the organization (Brown, 2003).

A high sense of vision, as we have found in this study does not only bring about higher levels of emotional attachment to the organization but also appear to increase workers' sense of identity and strengthen their belief in the social exchange relationship. Consequently, we have found that as organizational members of the Nigerian manufacturing industry understand, believe and align themselves to the vision of their organization, they substantially develop a sense of obligation and loyalty towards the organization. The social exchange relationship implies that as the organization invests resources for the personal development of organizational members it tends to increasingly engenders them to the organization and make them feel that they "ought to stay" with the organization. Confirming the positive association between workers' normative commitment and the psychological contract, Rego and Cunha (2007, p.13) argue that "normative commitment develops when people internalize the organization's norms through socialization, receive benefits that induce them to feel the need to reciprocate and/or to accept the terms of the psychological contract". As we find in the case of the manufacturing organization, when organizational members share the corporate vision and thus 'internalize the organization's norms' through huge investments in training and development and other activities that enhance individual development and interpersonal bonding, they are 'induced to feel the need to reciprocate'.

Consequently, the only exception of the three measures of commitment that does not share similar strong association with vision is continuance commitment. We have found that in the Nigerian manufacturing industry, organizational members' commitment based on their recognition of the cost associated with leaving the organization is only minimally influenced by their understanding, belief and alignment to the vision of their organization. This finding is consistent with other empirical findings (Rego and Cunha, 2007; Rego *et al*, 2006; Fry, 2003; Giacalone and Jurkiewick, 2003). Jex *et al* (2003, p.173) argue that "continuance commitment reflects feeling of attachment toward the organization based on an employee's 'sunk costs' that have accumulated over the years". Advancing this argument, Sinclair *et al* (2005, p.10) iterates that the 'sunk costs,' which affect continuance commitment include "levels of financial (e.g., pension benefits accrued) and non-financial investments (e.g., seniority), as well as the availability of alternative jobs (Meyer & Allen, 1997)". Thus we argue that there are likely to be instrumental motives that impact workers' continuance commitment in the Nigerian manufacturing industry.

CONCLUSIONS AND IMPLICATIONS

Having examined the relationship between vision and workers' commitment, we conclude that, (1) As organizations in the Nigerian manufacturing industry develop a clear and compelling vision, workers' affective commitment is significantly increased; (2) As organizations in the Nigerian manufacturing industry develop a clear and compelling vision, workers' normative commitment is significantly increased; and (3) Workers' continuance commitment does not increase proportionately to the degree to which organizations in the Nigerian manufacturing industry develop a clear and compelling vision. We thus argue that although a clear and compelling vision only contributes minimally towards workers' continuance commitment, it contributes substantially towards the high level of workers' affective and normative commitment. Thus vision, which is one important leadership action that is shown in literature

that significantly impact on workers' commitment (Brown, 2003) is confirmed in this study to be of great significance for organizations in the manufacturing industry in their bid to maintain their knowledge workers. This implies that organizations that want to remain competitive and stay in business should pay particular attention to their vision statement. Organizations must now ask themselves why they are in business and ensure that the vision is not only clearly stated, but also emotionally and intellectually stimulating.

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