Chapter 17

Change Emphasis in Mission and Vision Statements of the First 1000 Turkish Organizations:
A Content Analysis

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ABSTRACT

According to the strategic management literature, contents of mission and vision statements can create some individual and organizational level outcomes for organizations. For instance, organizations can give some messages to their stakeholders via their mission and vision statements. By this way, they can take attentions of various stakeholders into the concepts which they attribute importance. In addition, literature on organizational change has a consensus to a large extent about that change is a necessity for organizations in many situations and organizations can use mission and vision statements as a tool to change. Therefore, it is investigated in this study that how much large-scale Turkish organizations give a place to concept of change in their mission and vision statements. For this aim, mission and vision statements in the web sites of first 1000 Turkish organizations in terms of data in year of 2012 are examined and the results are presented.

INTRODUCTION

Both scholars and practitioners largely reach a consensus on that change is a necessity for organizations in many situations. Organizations can take some supports from different vehicles such as vision and mission statements to create a change in their product and services, structures, technologies and cultures. By using some concepts such as change and innovation, organizations can show importance to

stakeholders which they attribute to this concepts. In this study, it is investigated that how much large scale Turkish organizations emphasize change in their mission and vision statements and whether there are some differences in change emphasis in terms of sector, industry and rank.

For this aim, first, literatures on organizational change, mission and vision statements will be reviewed briefly. Then, the second section, following brief literature reviews, will focus on methodology of this study. During the third section of this study, findings will be shared. In the fourth section, researchers will present some directions for other researchers who want to study in this field in future. The study will be ended with a conclusion part which includes limitations and originalities of this study.

BACKGROUND

Organizational Change

Organizational change is an extensive field of study. According to some scholars, language and lexicon of change is inadequate to reflect complex change phenomenon in modern organizations (Marshak, 2002). Therefore, some studies can be conducted to extend lexicon of organizational change. The authors of this study are agreed with this perspective. However, to clarify extant concepts in field is so important as well. According to Downs and Mohr (1976), so many scholars who study on organizational change and innovation, don't clarify basic concepts of the field. In this situation, danger seems to be that scholars can't create a cumulative scientific knowledge (Bingham, 1978). Therefore, giving a definition of organizational change seems to bear an importance. According to Tosey and Robinson (2002), change is a set of responses which different elements of an organization give to various parts of an environment. It is clearly observed in this definition that Tosey and Robinson seemed to adopt a reactive change approach to a large extent. Organizations can sometimes exhibit proactive change behavior as well. In addition, these changes can be made in structure, strategy, technology, product and service, and culture of an organization (Appelbaum *et al.*, 1998; Daft, 1998; Keidel, 1994). On the other hand, successful change projects generally take many or all of these elements into consideration at the same time (Appelbaum *et al.*, 1998). This approach is sometimes called as "systemic view of organizational change" by some authors (e.g. Cao *et al.*, 2000).

Since many organizations operate in dynamic environments, "Organizational Capacity for Change (OCC)" is vital. OCC means readiness of an organization as a collective entity (Judge & Detelin, 2005). Via a high OCC, organizations can obtain various benefits. For example, during the period of Margaret Thatcher presidency, British Airways (BA) went to a cultural change and replaced its "bureaucratic and militaristic culture" with a "service oriented and market driven". By this way, BA significantly increased its financial performance (Goodstein & Warner, 1991). In addition, institutional environments can demand some changes from organizations. When organizations give responses to these demands, they can gain legitimacy in the eyes of stakeholders as well. However, these don't mean that organizations should always change. Sometimes continuing a status quo can be more appropriate option when it is compared with a change project (Glover et al., 2002). In a similar vein, Abrahamson (2004) recommends that organizations should avoid from overdosed change, because excessive amount of change projects can give some damages to organizations. Organizations can understand from some symptoms that they accessed the limits. Some of these symptoms are burnout syndrome which can be diagnosed among employees of related organization, and initiative overload (Abrahamson, 2004).

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