Knowledge, Wisdom, Leadership and Vision:
A Conceptual Framework for Learning Organizations

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Abstract: Purpose – The objective of this paper is to define the term 'knowledge' and to explore the authentic sources of knowledge, wisdom, leadership and vision and their relationship for a learning organization. *Design/methodology/approach*: An extensive literature survey, mostly articles from top relevant journals is used to investigate the philosophical foundations. Contemporary scholarly work, classic literature and personal observations are used to clarify the meaning and development of framework. *Findings*: Knowledge is the sum total of divine knowledge and scientific knowledge. Divine knowledge is authentic, spiritual and ethical-based while scientific knowledge comprises professional and technical know how about a phenomenon. This combination creates wisdom both at individual level and at organizational level. Leadership equipped with this knowledge and wisdom, will be authentic, ethical, spiritual, transformational while the vision of such organizations will be sound, clear and compelling. *Research limitations/implications*: The research is based on the literature review and the personal understanding and observations of the author. The conceptual framework needs to be tested and explored further for its validation and reliability. *Practical implications*: Following this framework, the learning organizations are expected to have developed people, sustained profit, integrated society and pervasive spirituality and pervasive spirituality. *Originality/value*: The paper provides a unique conceptual framework for learning organizations where authentic sources of knowledge combined with scientific knowledge is shown as the foundation for crating wisdom, leadership and vision in one setting.

Key words: Divine Knowledge · Wisdom · Leadership · Vision · Learning

INTRODUCTION

Knowledge is a term which everyone talks about and everyone tries to learn about. People working for an organization face problems and also get opportunities for improvement in heir day-to-day activities. To overcome these problems and to exploit opportunities, people seek knowledge because they expect that knowledge will help and guide them in performing their work in a better way. According to Call [1], knowledge is considered to be the most sought after remedy to uncertain conditions. Each day people in organizations use what they have learnt from the available knowledge to solve the problems they face.

Unfortunately, knowledge is an elusive and misunderstood concept. Each discipline has its own way of realizing the meaning of knowledge in certain contexts [2, 3]. Researchers acknowledge that knowledge is still a crucial, black-boxed and mystified concept and is hard to define. True ideas, some times, are neglected in favor of a wrong but a more process-oriented and pragmatic view on knowledge. This approach towards knowledge focuses on what works not on what is true. Management in organizations faces normative as well as cognitive and legal pressures for adapting specific forms of knowledge while developing new strategies [4]. According to Nonaka [5], a firm's knowledge vision is composed of superficial words if there are no efforts to realize the knowledge.

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The organizations need a concrete concept and set of standards to connect the vision with the knowledge creating process to be justified for organizations' knowledge vision.

The differences in understanding the concept of knowledge is widely seen in the conception of God, man and its relationship with fellow being, universe, value system, social and community setups. Same is true in organizational settings where people from different background join together for a common objective. Therefore, there is a dire need of fundamental change in the philosophy of leadership and management where the emphasis of transformation must be on purpose, core values, meaning and spirituality. For this to achieve, the authenticity and clarity of knowledge is of utmost importance for providing the true and authentic leadership and for creating of a clear and compelling vision in learning organizations.

Also, the leadership of the learning organizations must take proactive steps to facilitate organizational learning and encourage positive adaptation to external changes. To have competitive advantage, an organization has to learn better than its competitors. It has to apply that knowledge throughout its organizational setting more widely and faster than its competitors. The competitive environment increasingly requires organizations to exploit and rely on the knowledge, skills, experience and creativity of all of their employees. This will require a new leadership approach to organizations.

There exist ambiguity in the definition and understanding the term "knowledge", its management and d its influence on leadership and vision in general and in organizational in particular. This paper tries to bridge this gap and explores the authentic and philosophical foundations of the terms "knowledge" and "wisdom". The relationship of these terms and their influence on the leadership and vision of a learning organization is analyzed and explained. As a result a conceptual framework is developed that will help learning organizations in acquiring the necessary and relevant knowledge, converting that knowledge into wisdom and inculcating this wisdom into the character of the leadership to create sound, clear and compelling vision.

A systematic literature review is used to explore the key words knowledge, wisdom, leadership, vision and learning organizations. Contemporary scholarly work and classic literature is also explored to clarify the meaning and to develop the framework. Personal observations, experiences and insights got from over 500 participants of my training workshops during last 5 years on strategic time management, strategic vision, leadership and meaningful life frameworks also contributed towards development of these relationship and framework.

In the following sections, we will discuss the concept of knowledge and its composition; wisdom and its relationship with knowledge; and the influence of knowledge and vision on leadership and vision. The outcome of the study is the learning organizations framework (LOF) where the relationship of knowledge, wisdom, leadership and vision is established and the implications for learning organizations are explained as well.

What Is Knowledge?: Knowledge means information, understanding, or skill that you get from experience or education and it is an awareness of something [6]. Knowledge means information, understanding, or skill that you get from experience or education and it is an awareness of something. Knowledge is defined by Webster [7], as "a clear and certain perception of something"; "the act, fact, or state of understanding; a shared collection of principles, facts, skills and rules" [8]; "the state or fact of knowing; familiarity, awareness, or understanding gained through experience or study; the sum or range of what has been perceived, discovered, or learned, specific information about something; enriched information with insight into its context" [9]; and "useable ideas" [10]; "the negotiation of meaning and social construction of truth" [3]; "a robust and substantial capacity which can bring about 'good results' and productive effects"[4] etc. Lowendhal [11], provided, in reference to Grant [12] 'elements of knowing': "being acquainted with; being familiar with; being aware of; remembering; recollecting; recognizing; distinguishing; understanding; interpreting; being able to explain; being able to demonstrate; being able to talk about; and being able to perform". According to Senge et al. [13], the word ''know'' derives from the Latin noscere, also meaning ''to know''. . . The suffix ''ledge,'' may have originally meant ''process'' or ''action'' and knowing this knowledge can be defined as ''the capacity for effective action''.

Knowledge is an elusive and misunderstood concept. Each discipline has its own way of realizing the meaning of knowledge in certain contexts [2 cited in 3]. Researchers acknowledge that knowledge is still a crucial, black-boxed and mystified concept and is hard to define. True ideas, some times, are neglected in favor of a wrong but a more process-oriented and pragmatic view on knowledge. This approach towards knowledge focuses on what works not on what is true. Management in

organizations faces normative as well as cognitive and legal pressures for adapting specific forms of knowledge while developing new strategies for reorganizations [4]. For example in relativism, knowledge is totally dependent upon the subjective conditions of the knower. The propagators of this concept (Mill, Comte, Dilthey, James and Dewey etc.) claim that human knowledge is purely phenomenal and hence lacks the determination and certitude necessary to fully overcome skepticism. On the other hand, empiricism takes experience as the sole source and the only dependable guarantee of true knowledge while idealism maintains that the object known is dependent for its reality on the activity of the mind knowing. Berkeley, Fichte, Hegel, Gentile, Groce etc are the leading promoters of this concept. Rationalists believe in a logical fruition of the cleavage between soul and body. According to them, soul is a complete being and does not need a body. Therefore knowledge unfolds from within the contents of mind. They tend to neglect the sense experience, postulate innate knowledge and exaggerate the power of human mind. According to the concept of skepticism, the human mind can never attain any knowledge with certitude. Hence the proper attitude for which one should strive is the total suspension of the judgment [14].

The purpose of the knowledge, according to Iqbal, a great philosopher of 20th century, is to arouse in man the consciousness of his relationship with God and the universe and make him understand that the universe is the habitat of God. To him, knowledge is not an intellectual luxury because man is of a dual nature, so is knowledge is of two kinds: the one is the food for the soul of the man while the other is provision with which man may equip himself with the pursuits of worldly ends. The first kind is divinely ordained knowledge and the other refers to scientific knowledge which is acquired through experience, observation and research. The second kind is discursive and deductive and refers to the object of worldly value [15]. Great Scholar, Al-Ghazali declares that knowledge is excellence in itself and is a mean of acquiring a share in the life in hereafter. Nearness to God can only be achieved through knowledge [16]. Ghazali is praiseworthy of the scientific knowledge and emphasized that there is a great need for the reason (rationalism) and experience (empiricism). He declared that these two must be used under the framework of divinely ordained knowledge to gain a deeper understanding [14].

We understand that the knowledge has no meaning and purpose if it is without divinely ordained framework. This can be seen in prevailing disorders, imbalance in lives, stresses, tensions, conflicting behaviors, widening gap between rich and poor, directionless growth etc. The following lines from the Chorus from "The Rock" by T.S Eliot highlighted the above issue as under:

"The endless cycle of idea and action,
Endless invention, endless experiment,
Brings knowledge of motion, but not of stillness;
Knowledge of speech, but not of silence;
Knowledge of words and ignorance of the Word.
All our knowledge brings us nearer to death,
But nearness to death no nearer to God.

Where is the Life we have lost in living?
Where is the wisdom we have lost in knowledge?
Where is the knowledge we have lost in information?
The cycles of heaven in twenty centuries
Brings us farther from God and nearer to the Dust"

We conclude that the concept of knowledge, most of the time, is taken as scientific knowledge only. Divine knowledge, which is the true source of knowledge for the guidance of humankind, sent by God through His messengers is usually ignored. We include this in to the definition of knowledge and categorize the knowledge in spiritual sense as 'Authentic-Ideological', 'Universal' and 'Ethics -based' knowledge and from scientific perspective as: professional, technical, functional and subject specific knowledge. The sum total of these two set of knowledge becomes the whole. The distinguishing features of these two categories are presented in Table 1. It is recommended that learning organizations must acquire both types of knowledge to achieve quadruple bottom line: developed people, sustainable profit, integrated society and pervasive spirituality.

The knowledge, described above, guides to make wise and ethical business decisions that direct management decisions to promote environment (CSR) and better serve internal customers (employees) and external customers in designing transparent policies and quality goods and services meeting ethical and legal compliance.

Knowledge and Wisdom: Wisdom is defined as "knowledge that is gained by having many experiences in life; the natural ability to understand things that most other people cannot understand; knowledge of what is proper or reasonable; good sense or judgment [6]. Wisdom is "the faculty of making the best use of knowledge, experience and understanding by exercising good judgment" [7]; "the ability to best use of knowledge

Table 1: Sources of Knowledge

	Divine Knowledge	Scientific Knowledge
Sources	Divine Guidance: Revelations, Prophets commandments and their practices	Human Experiences, Experiments, Discussions, Observations, research, Education and Training
Purpose	Knowing God, understanding purpose of life and serving humanity, making life meaningful	Professional excellence, wealth maximization, competitive advantage, market share
Value Creation	Through serving humanity and pleasing the Creator (God)	Through quality goods and services for customer satisfaction
Outcomes	Spiritual and religious thoughts, ethics, universal values and principles, personal and social competence, Shared Behaviors, Strategy	Profit, Professional expertise, organizational competence, System, Structure and Strategy

Source: Author

for establishing and achieving desired goals based on knowledge" and the ultimate outcome of knowledge, which is a refined form of data and information [16]. They argued that the concept of wisdom is action-oriented, used to apply appropriate organizational knowledge while planning, making decisions and implementing strategies.

Wisdom, in the eastern thought led by Confucius, Tao, Buddhism etc., is the establishment of harmony with environment and leading a meaningful, righteous and true life. Western thought, led by Aristotle and Kant, stress on the practicality or value-added quality of wisdom. According to Beck [17], "wisdom is comprised of both understanding of the truth (knowledge) and doing what is good (action)". To know what is right to do and not to do it is not wisdom. Also, wisdom is not to do what is right without knowing it right or wrong. Wisdom is to know what is right and to do it.

Whereas in Islamic perspective, true wisdom consists in using one's resource moderately to meet one's needs and in spending whatever is left for charitable purposes because the life of this world is only a fraction of man's total life which is not limited to the confines of this world. Therefore, the truly wise person is he who makes full use of the tenure of this life and invests his resources in prosperity keeping in views the bounties of Allah (SWT) in this life and in the life in hereafter [18]. According to Bible (Jam 3:13-17 (Phi)) the wisdom that comes from above is first pure, then peace-loving, gentle, approachable, full of merciful thoughts and kindly actions, straightforward, with no hint of hypocrisy.

Wisdom is the outcome of the combination of divine knowledge supported by scientific knowledge (spirituality, ethics, experience, research, observations) and fueled by consistent passions (Figure 1). This provides the true insights in decision making both at personal level and at organizational level.

The sources of wisdom are experience, spirituality and passion [16]. Experience provides individuals an intuitive ability in assessing the relative importance of events, detecting changing patterns, judgment about the
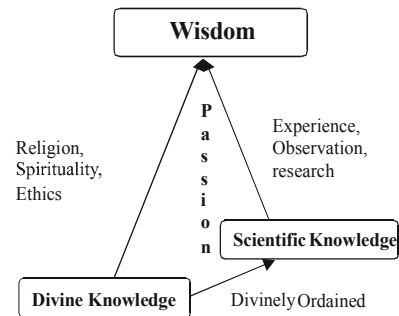

Fig. 1: Causal Model of Knowledge and Wisdom (Author)

importance of developments and in making right or wise decisions. According to Malan and Kriger [19], managerial wisdom is the ``the ability to detect the thin differences between what is right and what is not". Spirituality involves the understanding and appreciation of the role of God and one's relationship with God, one's purpose in life, one's position in the universe, one's soul etc. Religion provides rituals, routines and ceremonies for achieving spirituality [20]. Spirituality enhances wisdom in two ways: one, by formulation of deeper goals and through a self-reflection of experiences and secondly by clarifying objectives and goals by providing a basis of core beliefs and understanding of one's purpose in life. Spirituality, therefore, promotes faith, courage and hope and facilitates in making wise and fair decisions. Passion is the strong feelings and desire to do something. One must have the strong belief to make it happen. Passion increases where employees believe that their work is meaningful. Spirituality promotes passion. Without passion, wisdom does not work and even potential knowledge will not realize the [16]. Passion, therefore, excites for excellence in an organization. It helps in overcoming resistance to change and ensure continual learning.

Knowledge and Leadership: Leaders influence the discipline, direction and spirit of an organization. Leadership is considered as one of the most influencing factors for creating the vision of an organization.

Fig. 2: Causal Model of Spiritual Leadership (Fry, 2003)

Authentic and true leaders transform the vision of the followers, groups and organizations. The contemporary theories of leadership focus on Transformation, spirituality, servant, visionary, level -5 and authentic leadership etc. Therefore, the future vision of the organizations will be based on spirituality, ideology and purpose [21]. Leadership plays a fundamental role in facilitating wisdom and spirituality in the workplace [22]. Leadership is the guiding force for organizational learning [23]. The vision of the leader motivates followers to set quality goals and raise their effectiveness and increases their performance [24]. Leadership influence knowledge-creating process by providing vision; sharing of knowledge assets; and promoting and enabling the continuous spiral of knowledge creation [5].

According to Fry [25], for a continued success of a learning organization, spirituality is necessary because spiritual leadership addresses the fundamental needs of both leader and follower for spiritual survival. His model for spiritual leadership comprises the values, attitudes and behaviors that are necessary to intrinsically motivate individuals so that they have a sense of spiritual survival through calling and membership (Figure 2). The model entails: one, creating a vision wherein organization members experience a sense of calling that their life has meaning and makes a difference and two, establishing a social/organizational culture based on altruistic love whereby leaders and followers have genuine care, concern and appreciation for both self and others, thereby producing a sense of membership and feel understood and appreciated. For this, ethics, spirituality, honesty and humbleness are central to leadership practices for accomplishment of goals through mutual and shared vision and understanding.

According to Covey [26, p 70], "when conscience governs vision, discipline and passion; leadership endures and changes the world for good. In other words, moral authority makes formal authority works. When conscience does not govern vision, discipline and passion, leadership does not endure, nor do the institutions created by that leadership endure. In other words formal authority without moral authority fails…it also changes the world but not for good, rather for evil. Instead of lifting, it destroys; rather than lasting, it is eventually extinguished".

To conclude, it is emphasized that leader uses spirituality, ethics, sound knowledge-base to establish a knowledge culture by using wisdom in crafting organization vision, structure and policies to realize vision through motivating people/followers. This is done by giving followers a sense of valuing human relations and moral values.

Knowledge and Vision: Vision creation is of critical importance for the competitive environment of the time. Vision is of significance because: it helps in controlling organizational destiny; is helpful in developing creative strategies; and it provides basis for a change in corporate culture (El-Namaki, 1992). There are four important objectives of the vision of an organizations (i) vision describes the core beliefs and values of an organization (ii) elaborates a purpose for the organization, (iii) explains what is to be done to fulfill its purpose and (iv) specifies broad goals [28]. Vision is idealized and conceptual representation of an organization. Vision is comprehensive, vibrant and compelling statement describing what the organization stands for, what it believes in and why it exists? Vision helps organizations in planning, setting idealized goals and creating strategies. This is done by the alignment of the available resources taking into account the ethical and moral obligations towards its stakeholders and society [21].

Organizations spend huge time and large amounts to develop vision statements. These statements, although beautifully framed and well articulated, are not the essence of visionary companies. The core and the essence lies in the translation of organizations core ideology, purpose and values. The essence also lies in organizations' drive for progress into their whole culture in their social environment [29]. A faulty or poorly defined vision or mission statement could promote enterprise failure [30]. Sustainable competitive advantage can only be achieved by having a well articulated and well understood vision [31, 32]. Vision challenges policies, prevailing wisdom and existing norms [33, 34, 35]. Hence, a new vision for the purpose of business is vitally and urgently needed to replace the contemporary concept of wealth maximization of shareholders. Therefore, efforts are needed to promote ethical and virtuous personal and corporate behaviors for business paradigm to contribute to the wellbeing of customers, employees and community for common good.

The knowledge vision of an organization arises from exploring the basic question: 'Why do we exist?' By thinking beyond profits and asking 'Why do we do what we do?' The answers to these questions provide the foundation and give a direction for knowledge creation that guide to develop vision of organization. While the strategy of a company can change as the situation changes, the knowledge vision does not change so easily. Knowledge vision also inspires the passion of organizational members to encourage them to create and share knowledge [36].

It can be concluded that God is the true source of ultimate moral authority in the universe and His revealed words are the single most important and powerful discipline in life because it points our lives, like a compass, to our divine destiny. Thus a strong belief about the right course of action is a necessary source and component for creating the vision of an organization. Therefore, soundness of ideology should be the starting point for an organization's ultimate purpose of existence and hence its vision. For a vision to be clear and compelling, the ideology of an organization must be sound and authentic. And for authenticity of ideology it is important that the source of knowledge must be authentic [37].

Learning Organizations: Learning is "the process of linking, expanding and improving data, information, knowledge and wisdom" [16]. Learning in organizations has been proposed as a fundamental strategic process.

Theories of organizational learning owe much to the work of Argyris, SchoÈn who introduced the concepts of ``single-'' and ``double-''loop learning, while Senge developed the ideas of ``adaptive'' and ``generative'' learning [38, 39, 40]. Bateson [41] and Berman [42] talked about second order and third order learning which is based on the concept of learning the context. They also suggested a fourth order of learning that involves evolutionary change in society. Swart and Kinnie [43] developed a learning orientation matrix. They argue that the ability of the organizations to learn requires exploring and creating new knowledge while exploiting already existing one. Also, learning organizations have to respond and adapt to client requests in the accelerated time frame whilst simultaneously delivering solutions over longer, planned, periods of time. Besides this, culture is one of the most important components of learning in organizational context. Organizational culture consist values, attitudes and beliefs that steer the actions and behavior of the individuals making up the organization. The culture existing within the learning organizations creates an atmosphere of trust. And in this environment of trust, individuals feel empowered to experiment with new approaches to business, often resulting in the development of new core competences. One of the characteristics of learning organizations is that they learn about learning. Such organizations not only endeavor to learn about their own business, but attempt to understand the processes and environment by which individual and organizational learning take place. In this way, they can improve and accelerate the process of building and applying new knowledge [44].

The role of leader in developing and promoting knowledge sharing culture by creating continuous learning environment at individual and organizational level is of vital importance. This can be done by developing a knowledge promoting system and structure through visionary thoughts and wise decisions based on sources of knowledge.

Learning Organization Framework (LOF): The above discussions lead us to the development of a framework for learning organizations (Figure 3). The framework links knowledge, wisdom, leadership and vision of learning organizations. It is argued that learning organizations must acquire the whole set of knowledge comprising divine knowledge which is authentic, spirituality and ethics based along with scientific knowledge comprising professional and technical know-how based on experience, observation and research etc. The sources of
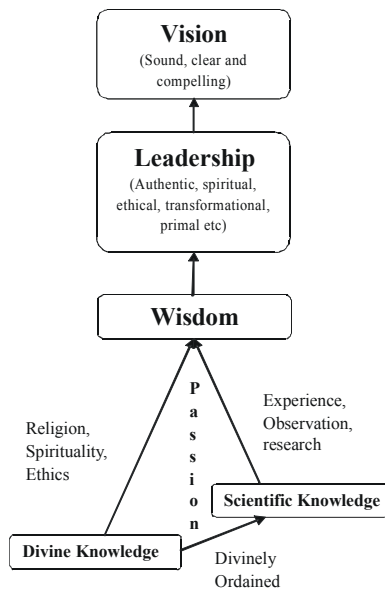
Fig. 3:

divine knowledge are revelations of God to His Prophets and the practices and actions of prophets. This is the most authentic and true knowledge and is beneficial for individuals, groups and society. The purpose of divine knowledge is the understanding the purpose of life, knowing God and serving humanity. The value is created by making just and right decisions for employees and other stakeholders. The outcome of the practice of divine knowledge is spiritual and religious thoughts, universal principles and values, ethical behavior, personal and social competence. On the other hand, the sources of scientific knowledge are experiences, discussions, observations, research, education and training etc. the purpose is to create professional excellence, competitive advantage, wealth maximization etc. The value is created through provision of quality goods and services to the customers. The outcome would be the sustainability in profits, professional expertise and competency and a developed organizational system and structure.

Wisdom is the outcome of the combination of divine knowledge supported by scientific knowledge where later is under the broader guidelines of the former. Divine guidance is the necessary condition for wisdom. Passion is the fuel for increasing wisdom. Spirituality promotes passion and when employees believe that their work is meaningful their passion increases. Without passion, wisdom does not work and even potential knowledge will not realize the value (Bierly, Kessler, & Christensen, 2000). Passion excites for excellence in an organization. It helps in overcoming resistance to change and ensure continual

learning. Wisdom provides the true insights in decision making both at personal level and at organizational level.

Leadership is perhaps the most powerful factor that influences the vision of an organization. Spirituality, ethics, honesty and humbleness are central to leadership practices for accomplishment of goals through mutual and shared vision and understanding. When conscience governs leadership endures and the institutions created by that leadership endure. This means that moral authority makes formal authority works. The LOF emphasizes that leader uses spirituality, ethics and sound knowledge-base to establish a knowledge culture by using wisdom in crafting organizational vision, structure and policies. Leadership with this knowledge and wisdom will be authentic, spiritual, ethical, primal and transformational.

Vision creation is vital for the competitive environment of today. Vision helps in controlling organizational destiny; develops creative strategies; and provides basis for strategic change in organizational culture. Vision describes what the organization stands for, what it believes in and why it exists? Vision helps organizations in planning, setting idealized goals and creating strategies. This is done by the alignment of the available resources taking into account the ethical and moral obligations towards its stakeholders and society (Anwar, 2013; 2012; El-Namaki, 1992). Therefore, efforts are needed to promote ethical and virtuous personal and corporate behaviors for business paradigm to contribute to the wellbeing of customers, employees and community for common good. We recommend and believe that vision created through the process highlighted in the framework will be sound (authentic not fake), clear and compelling and the employee of such organizations will be committed, loyal and productive.

CONCLUSIONS

Knowledge is something everyone seeks as an individual and as a member of collective settings. Every day, people working for an organization face problems and also get opportunities for improvement in their personal and organizational life. For their solution, people seek knowledge because they expect that knowledge will help them in problem solving and decision making. Knowledge is a term which everyone talks about and everyone tries to learn about.

Despite its importance, knowledge is a slippery and elusive concept. The meaning of knowledge is mostly misunderstood and un-clarified. For researchers, most of

the time, knowledge is difficult to define. The truth and reality is neglected in favor of a more pragmatic, process-oriented view on knowledge. The focus is not on what is true but on what works. The differences in understanding the concept of knowledge is widely seen in the conception of God, man and its relationship with fellow being, universe, value system, social and community setups. Same is true for organization setting.

We define knowledge as the sun total of divine and scientific knowledge where later is under the former's authority. Wisdom is the outcome of this knowledge. We also developed a learning organizations framework (LOF) showing a relationship of knowledge with wisdom, leadership and vision. We argue that the purpose of the knowledge is to arouse in man the consciousness of his relationship with God and the universe and his fellow beings. Knowledge is not mere an intellectual luxury. As man is of a dual nature, so is knowledge: the one is the food for the soul of the man while the other is provision with which man may quip himself with the pursuits of worldly ends. The first kind is divinely ordained knowledge and the other refers to scientific knowledge which is acquired through experience, observation and research. The combine outcome of these two set of knowledge is the wisdom that provides insights in decision making both at personal level and at collective level. The other components for creating wisdom are experience, spirituality and passion. Leadership with this knowledge and wisdom will be authentic, spiritual, ethical and transformational. Vision, the reason of being of an organization, in such organizations will be sound (authentic not fake), clear and compelling. Continuous reinforcement of knowledge, wisdom and leadership is required to keep vision sound, clear and compelling.

For learning organizations, these characteristics of knowledge, wisdom, leadership and vision must be understood. They must be seen in organizational goals and objectives, job designs and strategies, payment systems, organizational culture, HRM policies, building structures and all other organizational settings. Organizations with such foundations are people focused and purpose driven. They keep themselves abreast of the latest developments while keeping their foundations intact. Their ultimate objective is to work for the development of quadruple bottom line: developed people, sustainable profit, integrated society and pervasive spirituality.

There are certain limitations to the research. The research is based on extensive literature review and the personal understanding and observations of the authors making it more subjective in nature. Therefore, the conceptual framework needs to be tested and explored further through empirical research. The issues of validity and reliability are to be addressed in order to investigate causal relationships with identified measures of performance.

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