



A Visionary Approach Study about the Member Construction Firms of Turkish Contractors Association (TCA)

**Latif Onur Uğur, Ali Ateş, Serkan Subaşı, Yılmaz Koçak*

(Assist. Prof. Dr. Latif Onur Uğur, Duzce University, Faculty of Technology, Department of Civil Engineering, Duzce, Turkey, latifugur@duzce.edu.tr)

(Assist. Prof. Dr. Ali Ateş, Duzce University, Faculty of Technology, Department of Civil Engineering, Duzce, Turkey, aliates@duzce.edu.tr)

(Assoc. Prof. Dr. Serkan Subaşı, Duzce University, Faculty of Technology, Department of Civil Engineering, Duzce, Turkey, serkansubasi@duzce.edu.tr)

(Assoc. Prof. Dr. Yılmaz Koçak, Duzce University, Faculty of Technology, Department of Civil Engineering, Duzce, Turkey, yilmazkocak@duzce.edu.tr)

1 ABSTRACT

In this study Turkish Contractors Association (TCA) members construction firms' visionary approaches were investigated. A questionnaire has applied to technical and administrative elements who works in 56 construction firms for evaluation of visionary approach of these firms. In this wise general profile of these firms' evaluation of visionary approach has been understand and which firms emphasize which characteristics in determine vision investigated. Acquired by findings; these firms emphasizes their quality, trust and technologies in first three; their tangibility, being polyhedral and sensuality followed them. These firms' emphasis to quality ratios were 64.3%, emphasis on job security were 32.1% and environmental stress ratio were 35.7% in their visions. Turkish construction firms have to create and applicate the most appropriate strategies for being successfull in global competitive race and to carry that success into long term. Our companies' competitive advantage by providing with a strategic advantage are associated with their visions.

Key Words: Construction Firms, Vision, Total Quality Management (TQM), Turkish Contractors Association (TCA)

2 INTRODUCTION

It is very essential that the organizations have strong visions in order to easily adapt to today's rapid change, to increase their activities, and to have employees with strong visions for the provision of their commitment to the organization. The word vision can be expanded in the way as drawing and sharing the picture of desires about their application in the future and related with life.

The applications of quality and environment management required by EU and the globalized commercial applications, CE marked manufactures, technical specifications, international standards, the practices of commercial agreements and etc. are of vital importance for the organizations to survive and grow.

Vision would serve as a roadmap for the organizations (even people) within the process of globalization and accelerating change. A clear vision with an open communication would allow the employees to understand each other better and make their efforts to focus on a single point.

Vision earns a proactive structure to the organization and its employees about the changes in proportion to its effect and power. On the other hand, a vision wrongly created, not shared and having structural and analytical deficiencies would not fulfill this function sufficiently. Strong visions would prepare the changes and the necessity of change/development in the audience's minds. And after the beginning of change and development they would continue their functions by eliminating uncertainties and doubts.

Forming and applying a vision can be evaluated as an aforethought and planned success. Vision can be understood as a foresight, concept or idea, or a designed picture of the future or an ideology [1].

According to N. Stone, vision is a feeling of the future and the meanings to be attached to vision are simple. That is, vision is neither an extreme exaggeration of the aims nor empty pictures and euphuisms. The vision to be established is a clear, simple description showing the employees who they are, their duties within the company and the steps they are going to take for a competitive change and development [2].

1.1 What is Vision? (Positive qualities)

- Conditions desired to be reached in the long run,
- An ideal which can be achieved not on its own accord, yet as a result of great efforts,
- A combination of long-term aims in the current situation,
- A distinct future ideal aimed to be attained and the effort of projecting the future,
- Selection of a target which describes the level desired to be reached,
- Determining the tendencies for strategies, goals, motivations, emotions and values [2].

1.2 What is not Vision? (Negative qualities)

- Make predictions about the future,
- Describing the condition to be reached by letting the fate to lead the way,
- Giving up on today and tomorrow,
- Dreaming about the impossible,
- Making the feelings and visions, which can only be in dreams, to be the starting point,
- Searching for an adventure, playing some sort of gamble like betting on 1 but getting 3. [2].

Aim is like a star on the horizon followed forever, but never reachable. Though it cannot change, the aim may be a source of inspiration for the change. The fact that the aim can never be fully met means that the organizations can never cease change and progress [3].

The main purposes of some successful organizations are stated in Table 1. [4].

Company name	Characteristics of main purposes
3M	Solving the unsolved problems through innovative ways
Cargil	Raising the standard of living all over the world
Fannie Mae	Strengthening the social pattern by democratizing continuously owning a house
Hewlett Packerd	Contributing technically to the welfare and progress of mankind
Merck	Protecting and improving the human life
Nike	Tasting the feelings of competition, winning and crashing with the opponents
Sony	Tasting the pleasure of advancing and applying technology for the sake of society
Telecare	Ensuring that mentally retarded people are aware of their existing potentials

Table 1 – Examples of main purposes [4]

The statement of “Management is to look to the future” indicates the degree of importance given to planning in the business world. In fact, planning makes up a significant part of management if not all of it. Planning is the evaluation of the future and taking precautions accordingly. It corresponds to the selection of required policies and methods for achieving the organizational aims. Planning is a kind of scheme showing what works will be done in which order, in which way, when, during what period and by whom in order for the aim to be attained, and a model showing the way to be followed. Besides, because the works to be done will be towards the future, the works in question need to be designed and arranged in the direction of a certain aim. And vision is of vital importance at this point (in the determination of an aim).

An organization not making a planning is like a person walking on the street with his eyes closed; he is always in the fear of being crashed and ran over. Such organizations are bound to be easily lost in a severely competitive environment [5].

The following conditions are looked for in order to suggest the efficiency of a vision that needs to have a series of qualitative criteria [1];

- Being strong
- Being purposeful
- Determining oneself
- Being concrete
- Being multi-faceted
- Being emotional

1.3 Mission

Mission means by its definition means a special duty assumed by a person or a group. This concept in terms of organization management may be defined as a long term duty or aim that is determined to provide the members of the organization a direction and gain them a meaning and that will help in distinguishing the organization from similar organizations [6].

Mission should be thought extensively. This context changes according to the organizations. As the context of the expression of mission expands, its ability to lead decreases. On the other hand, a very limited expression of a mission also restricts the use of organization's resources and abilities against various chances in an active and fruitful way [7].

Vision and mission of an organization may be the same or similar. However, vision and mission are not concepts totally similar to each other. While vision expresses a better position in the future than the one present today, mission expresses the situation now. When a vision is achieved, there is a need to develop a new vision. On the other hand, a mission can stay the same for a long time [8].

Most of the vision papers define the missions that presents the expectations of the groups with which the organizations work. Mission should hold the boundaries of the organization related groups as much as possible; it should not address only the interests of one group. It should be about people. A mission cannot be possible without a vision and without mission; the vision whose realization is anticipated cannot be reached [9].

1.4 Vision statement and selections from the visions and missions of the construction companies in subject

Murgatyard and Morgan identified especially these principles in the forming of vision statement in organizations [9];

- Be ambitious for success
- Being clear and understandable
- Being easily remembered
- Having a participatory feature
- Attaching importance to values
- Being visual
- Mobilizing
- Guiding
- Being interested in the needs of the customers

2 MATERIALS AND METHODS

In this paper, the visionary approaches of the construction firms who are members of the Turkish Contractors Association (TCA) are studied. In the first part of the study, the vision and mission statements of these companies were studied on their web sites. The vision statements were collected as a single written document. A questionnaire prepared in order to evaluate the visionary approaches of these 56 companies whose vision and mission statements could be found on their web sites were applied to the technical and administrative staff who works in the Total Quality Management (TQM) practices. Therefore, the study aims to understand the general profiles of these companies in their visionary conducts and to determine with which qualities the firms become distinct while projecting their visions.

There are six positive vision properties (i.e. stating the conditions to be reached in the long run; stating an ideal which can be achieved not on its own accord, yet as a result of great efforts; being a combination of long-term aims in the current situation; covering a distinct future ideal aimed to be attained and the effort of projecting the future; covering a target which describes the level desired to be reached; determining the tendencies for strategies, goals, motivations, emotions and values) and six negative vision properties (i.e.

making predictions about the future; describing the condition to be reached by letting the fate to lead the way; giving up on today and tomorrow; dreaming about the impossible; making the feelings and visions which can only be in dreams to be the starting point; searching for an adventure, playing some sort of gamble like betting on 1 but getting 3). A questionnaire form was prepared for scoring these properties. In addition to these, sections were divided for scoring the efficiency criteria (such as strength, intentionality, determining oneself, being concrete, being multi-faceted, and being emotional) and the fundamental principles (such as being ambitious for success, being clear and understandable, being easily remembered, being participatory, attaching importance to values, being visual, mobilizing, guiding, being interested in the needs of the customers) of the vision of each company. The questionnaire form is comprised of 26 questions in total, three of which is multiple-choice – in order to determine whether quality, occupational safety and environmental protection are particularly emphasized in vision statements or not – and two of which requires filling the statements of the aspects prioritized by each company.

The questionnaire form enclosed in the collection of vision statements in a file was applied to the technical and administrative staffs who work at the headquarters of these companies. Only two or three members of the staff were required to respond to the questionnaire. Therefore, there were 141 respondents in total. The respondents were engineers, architects, technicians, business administrators, economists, etc. and took part in the TQM practices of these firms. In conclusion, the TQM staff of the 56 members of the Turkish Contractors Association evaluated the visionary approaches of their companies. All the findings obtained from each questionnaire form were collected and the average of the scores for each vision property of each company was calculated.

3 FINDINGS

Findings obtained from the study are given with help of the following tables.

As seen from Table 2, among the strong aspects of the companies surveyed regarding their visions and missions, quality with 71.4 %, trust with 39.3 % and technology with 32.1 % have been among the first three.

	Frequency	100 %
Quality	40	71.4
Trust	22	39.3
Technology	18	32.1
Innovativeness	9	16.1
Development	8	14.3
Team spirit	7	12.5
Time	7	12.5
Experience	6	10.7
Accuracy	3	5.4
Honesty	3	5.4
Leadership	3	5.4
Being economic	2	3.6
Esthetic	2	3.6
Being distinctive	1	1.8
Comfort	1	1.8
Prominence	1	1.8
Sound	1	1.8
Reputable	1	1.8

Table 2 - Strong aspects highlighted in visions

The construction companies, which are members of TBM, have used striking expressions in their visions to express themselves. In Table 3, the most effective slogans that remained in the minds of the employees who were surveyed, and the companies using these slogans are given.

Tepe İnşaat	We take the peak not as a target but as the basis.
Teknik Yapı	We build the future by using existing values.
Alptekin	We survive in an environment of competition.
Varyap	The biggest work to leave in the world is servicing to people and the humanity.
Özkar	We are establishing the future.
Yaşar Özkan	We are always the leader with an unchanging understanding.

Table 3 - Striking expressions in visions

Results regarding the averages of the points obtained for the positive qualities asked in the survey, which was about the visions and missions of the companies, are given in Table 4. As can be seen here; “stating the conditions to be reached in the long run” approximately got 5.76 points, “stating an ideal which can be achieved not on its own accord, yet as a result of great efforts” approximately got 4.80 points, “being a combination of long-term aims in the current situation” approximately got 4.99 points, “covering a distinct future ideal aimed to be attained and the effort of projecting the future” approximately got 4.36 points, “covering a target which describes the level desired to be reached” approximately got 4.83 points and “determining the tendencies for strategies, goals, motivations, emotions and values” approximately got 4.12 points.

Positive Parameters	Average
Stating the conditions to be reached in the long run	5.76
Stating an ideal which can be achieved not on its own accord, yet as a result of great efforts	4.80
Being a combination of long-term aims in the current situation	4.99
Covering a distinct future ideal aimed to be attained and the effort of projecting the future	4.36
Covering a target which describes the level desired to be reached	4.83
Determining the tendencies for strategies, goals, motivations, emotions and values	4.12

Table 4 - Positive qualities in visions

The companies that got the highest average points for their positive qualities are shown in Table 5. On the decimal evaluation scale, high point corresponds to the excess of the positive quality. AYDINER (9.5 points), AKFEN (8.8 points) and ATAÇ (8.8 points) in “stating a condition to be reached in the long run”; ATAÇ (8 points), CCG (7.8 points) and ALARKO (7 points) in “stating an ideal which can be achieved not on its own accord, yet as a result of great efforts”; AYDINER (9.1 points), ÜSTAY (8 points) and AKFEN (7.8 points) in “being a combination of long-term aims in the current situation”; AYDINER (8 points), AKFEN (7.1 points) and YAPIM M. (7.1 points) in “covering a distinct future ideal aimed to be attained and the effort of projecting the future”; ATAÇ (8.8 points), AYDINER (8.5 points) and AKFEN (7.3 points) in “covering a target which describes the level desired to be reached”; AKFEN (7.3 points) , ÜSTAY (7.3 points) and AYDINER (7.1 points) in “determining the tendencies for strategies, goals, motivations, emotions and values” got the given points and were placed the first lines in the rankings made in the related matters.

Positive Parameters	AKFEN	ALARKO	ATAÇ	AYDINER	CCG	ÜSTAY	YAPIM M.
Stating the conditions to be reached in the long run	8.8	4.5	8.8	9.5	8	7.1	8.5
Stating an ideal which can be achieved not on its own accord, yet as a result of great efforts	6.5	7	8	6.8	7.8	6.8	6.8
Being a combination of long-term aims in the current situation	7.8	5.5	7.5	9.1	7.5	8	6.6
Covering a distinct future ideal aimed to be attained and the effort of projecting the future	7.1	5	5.6	8	6.8	6	7.1
Covering a target which describes the level desired to be reached	7.3	4.6	8.8	8.5	4.3	6.8	4.6
Determining the tendencies for strategies, goals, motivations, emotions and values	7.3	6.6	5.6	7.1	5	7.3	3.6

Table 5 - Companies whose positive qualities got the highest points

In the survey made about the companies' visions and missions, the grading averages of the negative qualities asked are given in Table 6. On the decimal evaluation scale, high point corresponds to the excess of the negative quality. As can be seen here, the following results were obtained: "making predictions about the future" (3.01 points); "describing the condition to be reached by letting the fate to lead the way" (1.24 points); "giving up on today and tomorrow" (1.18 points); "dreaming about the impossible" (1.12 points); "making the feelings and visions, which can only be in dreams, to be the starting point" (1.16 points); "searching for an adventure, playing some sort of gamble like betting on 1 but getting 3" (1.19 points).

Negative Parameters	Average
Making predictions about the future	3.01
Describing the condition to be reached by letting the fate to lead the way	1.24
Giving up on today and tomorrow	1.18
Dreaming about the impossible	1.12
Making the feelings and visions, which can only be in dreams, to be the starting point	1.16
Searching for an adventure, playing some sort of gamble like betting on 1 but getting 3	1.19

Table 6 – Negative qualities in visions

In the survey made about the companies' visions and missions, the grading averages of the negative qualities asked are given in Table 7. Such results were obtained: ASTUR (8.5 points), ASKA (7.5 points) and ATAÇ (7.1 points) in "Making predictions about the future"; VARYAP (2.0 points), CEMİL ÖZGÜR, DAĞLI, ÜNAL, YAŞAR ÖZKAN and YENİGÜN (1.8 points) in "Describing the condition to be reached by letting the fate to lead the way"; VARYAP (1.8 points) in "Giving up on today and tomorrow"; all of the companies existing in the following table (1.6 points) in "Dreaming about the impossible"; ATAÇ (2 points) in "Making the feelings and visions, which can only be in dreams, to be the starting point"; ASTUR (3.8 points) and ATAÇ (2.5 points) in "Searching for an adventure, playing some sort of gamble like betting on 1 but getting 3".

Negative Parameters	ASKA	ASTUR	ATAÇ	CEMİL ÖZGÜR	DAĞLI	ÜNAL	VARYAP	YAŞAR ÖZKAN	YENİĞÜN
Making predictions about the future	7.5	8.5	7.1	2.5	4.3	2.5	2.5	2.6	4.3
Describing the condition to be reached by letting the fate to lead the way	1.6	1.6	1.6	1.8	1.8	1.8	2	1.8	1.8
Giving up on today and tomorrow	1.6	1.6	1.6	1.6	1.6	1.6	1.8	1.6	1.6
Dreaming about the impossible	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Making the feelings and visions, which can only be in dreams, to be the starting point	1.6	1.6	2	1.6	1.6	1.6	1.6	1.6	1.6
Searching for an adventure, playing some sort of gamble like betting on 1 but getting 3	1.1	3.8	2.5	1.6	1.6	1.6	1.6	1.6	1.6

Table 7 - Companies whose negative qualities got the highest points

In the survey made about the companies' efficiency criteria, the averages of the points obtained from the questions asked are given in Table 8. As can be seen here; "strength" with 6.08 points, "intentionality" with 5.80 points and "determining oneself" with 5.74 points takes the first three lines. "Being concrete", "being multi-faceted" and "being emotional" follows them respectively.

Activity Criteria	Average
Strength	6.08
Intentionality	5.80
Determining oneself	5.74
Being concrete	5.24
Being multi-faceted	3.14
Being emotional	2.80

Table 8 - Activity criteria of visions

The companies obtaining the highest average points of efficiency criteria are given on Table 9. As can be seen from here, such results were obtained: AKFEN (8.1 points), ALARKO (8 points), CCG, ÜNAL and YAPIM M. (7.8 points) in "strength"; AKFEN (8.8 points), ATAÇ (8 points) and AYDINER (7.5 points) in "intentionality"; AKFEN (9.1 points), YAPIM M. (8 points) and ÜSTAY (7.6 points) in "determining oneself"; AKFEN (8.8 points), ALARKO (8.1 points) and ÜSTAY (7.1 points) in "being concrete"; ALARKO (8.3 points), AKFEN (6.5 points) and VARYAP (6.1 points) in "being multi-faceted"; ALARKO (7.8 points), AKFEN (7.5 points) and AYDINER (5.5 points) in "being emotional".

Activity Criteria	AKFEN	ALARKO	ATAÇ	AYDINER	CCG	ÜNAL	ÜSTAY	VARYAP	YAPIM M.
Strength	8.1	8	4.6	7.5	7.8	7.8	6.8	7.3	7.8
Intentionality	8.8	7.3	8	7.5	7.1	7	7	6.1	6.8
Determining oneself	9.1	7.5	5	7.5	7.3	5.8	7.6	6.1	8
Being concrete	8.8	8.1	5.5	5	5.6	6	7.1	5.6	5.3
Being multi-faceted	6.5	8.3	0.6	3.6	3.3	5.3	3.8	6.1	3.8
Being emotional	7.5	7.8	0.1	5.5	3.3	2.5	5	3	2.3

Table 9 - Companies whose activity criteria got the highest points

The results regarding the companies' average points obtained from the grading of their visionary principles are given on Table 10. As can be seen from here, such results were obtained: "being ambitious for success" (5.94 points), "being clear and understandable" (6.13 points), "being easily remembered" (4.58 points), "being participatory" (4.00 points), "attaching importance to values" (3.96 points), "mobilizing" (2.57 points), "guiding" (3.29 points) and "being interested in the needs of the customers" (4.64 points).

Principles	Average
Being ambitious for success	5.94
Being clear and understandable	6.13
Being easily remembered	4.58
Being participatory	4.00
Attaching importance to values	3.96
Mobilizing	2.57
Guiding	3.29
Being interested in the needs of the customers	4.64

Table 10 - Visionary principles

The companies obtaining the highest average points in the grading of their visionary principles are given on Table 11. As can be seen from here, such results were obtained and AKFEN (9.8 points) , ASTUR (8.3 points) and ANT YAPI (8.1 points) in "being ambitious for success"; AYDINER (9.3 points), AKFEN (9.1 points) and ATAÇ (8.6 points) in "being clear and understandable"; ANT YAPI (9.6 points) , AKFEN (8.6 points) and AYDINER (8.5 points) in "being easily remembered"; ASTUR (7 points) , AYDINER (6 points) and YAŞAR ÖZKAN (5.6 points) in "being participatory"; AKFEN (9.6 points), AYDINER (9.3 points) and ALARKO (8.3 points) in "attaching importance to values"; AKFEN (7.1 points); AYDINER (7.1 points) and ANT YAPI (5.3 points) in "mobilizing"; AKFEN (6.5 points), YAŞAR ÖZKAN (6.3 points) and VARYAP (5.5 points) in "guiding"; AKFEN (9.5 points), YAŞAR ÖZKAN (7.6 points) and ATAÇ (7.3 points) in "being interested in the needs of the customers" has been the companies that were placed in the first three lines.

Principles	AKFEN	ALARKO	ANT YAPI	ASTUR	ATAÇ	AYDINER	VARYAP	YAŞAR ÖZKAN
Being ambitious for success	9.8	5.1	8.1	8.3	7.6	7.8	7.5	8
Being clear and understandable	9.1	7.8	8.3	6	8.6	9.3	8	8.1
Being easily remembered	8.6	6.3	9.6	4.5	2.1	8.5	7.5	7.1
Being participatory	2.6	5.8	3.3	7	3.5	6	4.5	5.6
Attaching importance to values	9.6	8.3	3.1	4.5	7	9.3	6.6	7.1
Mobilizing	7.1	4.6	5.3	4.3	1.1	7.1	2.1	2
Guiding	6.5	4.3	1.8	3.6	2.1	3.3	5.5	6.3
Being interested in the needs of the customers	9.5	5.5	5.8	5.8	7.3	3.8	6.5	7.6

Table 11 - Companies whose principles got the highest points

The organized version of the answers given to the question asked in order to determine whether the companies emphasize "quality", "occupational health" and "environment" in their visions is presented on Table 12. As can be seen here; of the companies that were requested to be evaluated within the context of the survey, the rate of "emphasis on quality" is 64.3 %, the rate of "emphasis on the occupational health" is 32.1 % and the rate of "emphasis on the environment" is 35.7 %.

	Variant		100 %	
	Yes	No	Yes	No
Emphasis on quality	36	20	64.3	35.7
Emphasis on Occupational Safety	18	38	32.1	67.9
Emphasis on Environment	20	36	35.7	64.3

Table 12 - The emphasis of quality, occupational safety and environment in visions

4 STATISTICAL ANALYSIS

The SPSS program outputs of the subjects grouped under titles such as Positive qualities, Negative qualities, Efficiency criteria and the Principles regarding their averages, standard deviations and correlations between themselves are given below.

When the positive qualities are analyzed;

P1: Stating the conditions to be reached in the long run, P2: Stating an ideal which can be achieved not on its own accord, yet as a result of great efforts, P3: Being a combination of long-term aims in the current situation, P4: Covering a distinct future ideal aimed to be attained and the effort of projecting the future, P5: Covering a target which describes the level desired to be reached and P6: Determining the tendencies for strategies, goals, motivations, emotions and values; according to a variant analysis, the Pearson Correlation values between subjects “Stating an ideal which can be achieved not on its own accord, yet as a result of great efforts” and “Being a combination of long-term aims in the current situation” is 0.864 and the Pearson Correlation values between subjects “Being a combination of long-term aims in the current situation” and “Covering a distinct future ideal aimed to be attained and the effort of projecting the future” is 0.835, and points to the existence of significant relations. The related data are given on Table 13 and Table 14.

Descriptive Statistics

	Mean	Std. Deviation	N
p1	5,7554	1,80403	56
p2	4,8036	1,46783	56
p3	4,9929	1,47696	56
p4	4,3571	1,50778	56
p5	4,8286	1,68034	56
p6	4,1232	1,41947	56

Table 13 - Average values and standard deviation values regarding the positive qualities

Correlations

	p1	p2	p3	p4	p5	p6
p1 Pearson Correlation	1	,673**	,722**	,649**	,732**	,531**
Sig. (2-tailed)		,000	,000	,000	,000	,000
N	56	56	56	56	56	56
p2 Pearson Correlation	,673**	1	,864**	,764**	,667**	,540**
Sig. (2-tailed)	,000		,000	,000	,000	,000
N	56	56	56	56	56	56
p3 Pearson Correlation	,722**	,864**	1	,835**	,769**	,646**
Sig. (2-tailed)	,000	,000		,000	,000	,000
N	56	56	56	56	56	56
p4 Pearson Correlation	,649**	,764**	,835**	1	,726**	,635**
Sig. (2-tailed)	,000	,000	,000		,000	,000
N	56	56	56	56	56	56
p5 Pearson Correlation	,732**	,667**	,769**	,726**	1	,549**
Sig. (2-tailed)	,000	,000	,000	,000		,000
N	56	56	56	56	56	56
p6 Pearson Correlation	,531**	,540**	,646**	,635**	,549**	1
Sig. (2-tailed)	,000	,000	,000	,000	,000	
N	56	56	56	56	56	56

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

Table 14 - Pearson Correlation values regarding the positive qualities

When the negative qualities are analyzed;

P1: Making predictions about the future, P2: Describing the condition to be reached by letting the fate to lead the way, P3: Giving up on today and tomorrow, P4: Dreaming about the impossible, P5: Making the feelings and visions, which can only be in dreams, to be the starting point and P6: Searching for an adventure, playing some sort of gamble like betting on 1 but getting 3; according to a variant analysis made: the Pearson Correlation values between “Describing the condition to be reached by letting the fate to lead the way” with “Giving up on today and tomorrow”, “Dreaming about the impossible” and “Making the feelings and visions, which can only be in dreams, to be the starting point” are 0.975, 0.932 and 0.966 respectively and point to the existence of significant relations. Also, the Pearson Correlation value between “Dreaming about the impossible” and “Searching for an adventure, playing some sort of gamble like betting on 1 but getting 3” is 0.920 and points to a strong relation. The related data are given on Table 15 and Table 16.

Descriptive Statistics

	Mean	Std. Deviation	N
VAR00001	3,0143	1,74756	56
VAR00002	1,2393	,71189	56
VAR00003	1,1786	,72028	56
VAR00004	1,1382	,73623	55
VAR00005	1,1764	,73105	55
VAR00006	1,1929	,82701	56

Table 15 - Average values and standard deviation values regarding the negative qualities

Correlations

	VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006
VAR00001 Pearson Correlation	1	,596**	,627**	,614**	,649**	,708**
Sig. (2-tailed)		,000	,000	,000	,000	,000
N	56	56	56	55	55	56
VAR00002 Pearson Correlation	,596**	1	,975**	,932**	,966**	,853**
Sig. (2-tailed)	,000		,000	,000	,000	,000
N	56	56	56	55	55	56
VAR00003 Pearson Correlation	,627**	,975**	1	,955**	,994**	,879**
Sig. (2-tailed)	,000	,000		,000	,000	,000
N	56	56	56	55	55	56
VAR00004 Pearson Correlation	,614**	,932**	,955**	1	,954**	,920**
Sig. (2-tailed)	,000	,000	,000		,000	,000
N	55	55	55	55	55	55
VAR00005 Pearson Correlation	,649**	,966**	,994**	,954**	1	,888**
Sig. (2-tailed)	,000	,000	,000	,000		,000
N	55	55	55	55	55	55
VAR00006 Pearson Correlation	,708**	,853**	,879**	,920**	,888**	1
Sig. (2-tailed)	,000	,000	,000	,000	,000	
N	56	56	56	55	55	56

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

Table 16 - Pearson Correlation values regarding the negative qualities

When the efficiency criteria are analyzed;

P1: Strength, P2: Intention, P3: Determining oneself, P4: Being concrete, P5: Being multi-faceted and P6: Being emotional; according to a variant analysis: Pearson Correlation values between “Strength” and “Intention” and “Determining oneself” are 0.822 and 0.889 respectively and points to a strong relation. The related data are given on Table 17 and Table 18.

Descriptive Statistics

	Mean	Std. Deviation	N
VAR00001	6,0750	1,48951	56
VAR00002	5,8036	1,38406	56
VAR00003	5,7393	1,45186	56
VAR00004	5,2446	1,45526	56
VAR00005	3,1411	1,51643	56
VAR00006	2,8036	1,51429	56

Table 17 - Average values and standard deviation values regarding the activity criteria

Correlations

	VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006
VAR00001 Pearson Correlation	1	,822**	,889**	,680**	,557**	,404**
Sig. (2-tailed)		,000	,000	,000	,000	,002
N	56	56	56	56	56	56
VAR00002 Pearson Correlation	,822**	1	,874**	,696**	,360**	,361**
Sig. (2-tailed)	,000		,000	,000	,006	,006
N	56	56	56	56	56	56
VAR00003 Pearson Correlation	,889**	,874**	1	,769**	,464**	,398**
Sig. (2-tailed)	,000	,000		,000	,000	,002
N	56	56	56	56	56	56
VAR00004 Pearson Correlation	,680**	,696**	,769**	1	,427**	,303*
Sig. (2-tailed)	,000	,000	,000		,001	,023
N	56	56	56	56	56	56
VAR00005 Pearson Correlation	,557**	,360**	,464**	,427**	1	,635**
Sig. (2-tailed)	,000	,006	,000	,001		,000
N	56	56	56	56	56	56
VAR00006 Pearson Correlation	,404**	,361**	,398**	,303*	,635**	1
Sig. (2-tailed)	,002	,006	,002	,023	,000	
N	56	56	56	56	56	56

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 18 - Pearson Correlation values regarding the activity criteria

When the principles are examined;

P1: Being ambitious for success, P2: Being clear and understandable, P3: Being easily remembered, P4: Being participatory, P5: Attaching importance to values, P6: Mobilizing, P7: Guiding and P8: Being interested in the needs of the customers; according to a variant analysis, the Pearson Correlation value between “Being ambitious for success” and “Being clear and understandable” is 0.805 and points to a significant relation. The related data are given on Table 19 and Table 20.

	Mean	Std. Deviation	N
VAR00001	5,9357	1,65562	56
VAR00002	6,1268	1,74788	56
VAR00003	4,5750	1,71764	56
VAR00004	4,0036	1,25538	56
VAR00005	3,9554	2,02861	56
VAR00006	2,5732	1,44970	56
VAR00007	3,2886	1,40416	56
VAR00008	4,6429	1,60418	56

Table 19 - Average values and standard deviation values regarding the principles

Correlations

	VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006	VAR00007	VAR00008
VAR00001 Pearson Correlation	1	,805**	,710**	,356**	,419**	,561**	,629**	,599**
Sig. (2-tailed)		,000	,000	,007	,001	,000	,000	,000
N	56	56	56	56	56	56	56	56
VAR00002 Pearson Correlation	,805**	1	,689**	,404**	,490**	,548**	,410**	,558**
Sig. (2-tailed)	,000		,000	,002	,000	,000	,002	,000
N	56	56	56	56	56	56	56	56
VAR00003 Pearson Correlation	,710**	,689**	1	,307*	,435**	,665**	,488**	,547**
Sig. (2-tailed)	,000	,000		,021	,001	,000	,000	,000
N	56	56	56	56	56	56	56	56
VAR00004 Pearson Correlation	,356**	,404**	,307*	1	,247	,274*	,326*	,271*
Sig. (2-tailed)	,007	,002	,021		,067	,041	,014	,044
N	56	56	56	56	56	56	56	56
VAR00005 Pearson Correlation	,419**	,490**	,435**	,247	1	,435**	,433**	,540**
Sig. (2-tailed)	,001	,000	,001	,067		,001	,001	,000
N	56	56	56	56	56	56	56	56
VAR00006 Pearson Correlation	,561**	,548**	,665**	,274*	,435**	1	,277*	,392**
Sig. (2-tailed)	,000	,000	,000	,041	,001		,038	,003
N	56	56	56	56	56	56	56	56
VAR00007 Pearson Correlation	,629**	,410**	,488**	,326*	,433**	,277*	1	,590**
Sig. (2-tailed)	,000	,002	,000	,014	,001	,038		,000
N	56	56	56	56	56	56	56	56
VAR00008 Pearson Correlation	,599**	,558**	,547**	,271*	,540**	,392**	,590**	1
Sig. (2-tailed)	,000	,000	,000	,044	,000	,003	,000	
N	56	56	56	56	56	56	56	56

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

Table 20 - Pearson Correlation values regarding the principles

5 CONCLUSION

One can make the following deductions based on the findings of the questionnaire applied;

Quality (with 71.4 %), trust (with 39.3 %) and technology (with 32.1 %) have become the most prominent strengths of the companies with regard to their visions and missions whereas being distinctive, sound and reputable are deemed to be the less significant factors. That the reputation has been the least emphasized choice in the vision statements should be a finding which more stress should be laid upon.

The sequence of the positive aspects of the vision and mission statements of these companies has been: stating the conditions to be reached in the long run (5.76 points) ; stating an ideal which can be achieved not on its own accord, yet as a result of great efforts (4.80 points); being a combination of long-term aims in the current situation (4.99 points); covering a distinct future ideal aimed to be attained and the effort of projecting the future (4.36 points); covering a target which describes the level desired to be reached (4.83 points); determining the tendencies for strategies, goals, motivations, emotions and values (4.12 points). That these values have a mediocre place on an evaluation scale over 10 indicates that these features can be improved. That the feature of “determining the tendencies for strategies, goals, motivations, emotions and values” ranked to be at the bottom of the list gives the impression that our construction companies prefer a more objective approach rather than a subjective one in determining their visions – which actually indicates a significant weakness in determining goals towards the human mind.

The average points for the vision statements, on the other hand, have been as such: making predictions about the future (3.01 points); describing the condition to be reached by letting the fate to lead the way (1.24 points); giving up on today and tomorrow (1.18 points); dreaming about the impossible (1.12 points); making the feelings and visions, which can only be in dreams, to be the starting point (1.16 points); searching for an adventure, playing some sort of gamble like betting on 1 but getting 3 (1.19 points). Although the scores are low indicating that these negative features are attached lower importance, it seems these scores can be lowered even more. Determining goals rather than simply making estimations, progressing towards the aimed destination rather than affected by the daily conditions, knowing the values for today and tomorrow, having rational targets rather than dreams should be taken into account while creating or developing a company’s vision.

While determining the efficiency criteria of the companies, strength (6.08 points), intentionality (5.80 points), determining oneself (5.74 points) have become the top three aspects. “Being concrete”, “being multi-

faceted”, and “being emotional” follow these in respective order. That “being emotional” is ranked at the bottom of the list is coherent with the findings of the positive features list.

The average points calculated in scoring the visionary principles of the companies are as such: “being clear and understandable” (6.13 points), “being ambitious for success” (5.94 points), “being interested in the needs of the customers” (4.64 points), “being easily remembered” (4.58 points), “being participatory” (4.00 points), “attaching importance to values” (3.96 points), “guiding” (3.29 points) and “mobilizing” (2.57 points). The highest ranked principle “being clear and understandable” has been at an average position, which indicates that these principles are not taken into account at an adequate level. And this conclusion is supported with the low scores of “attaching importance to values”, “guiding” and “mobilizing”.

Of the companies, whose vision statements are evaluated, “the emphasis on quality” is 64.3 %, “the emphasis on occupational safety” 32.1 % and “the emphasis on the environmental protection” is 35.7 %. It would be useful in order to create leading visions if companies emphasized more on these issues, and made further implementations in this regard.

According to the findings of the study; while AYDINER, AKFEN, ATAÇ, ALARKO, CCG, ÜSTAY and YAPI MERKEZİ companies could be listed among the ones with the highest positive features, ASKA, ASTUR, ATAÇ, CEMİL ÖZGÜR, DAĞLI, ÜNAL, VARYAP, YAŞAR ÖZKAN and YENİGÜN companies have the most negative features.

The companies with the highest visionary efficiency criteria have been AKFEN, ALARKO, ATAÇ, AYDINER, CCG, ÜNAL, ÜSTAY, VARYAP and YAPI MERKEZİ.

The companies which have had the highest average score in scoring the visionary principles have been AKFEN, ALARKO, ANT YAPI, ASTUR, ATAÇ, AYDINER, VARYAP and YAŞAR ÖZKAN.

That the company has defined its vision and mission correctly should also be coupled with the ownership of the vision and mission by the staff. For managerial success, all the members of the staff who are employed at each level of the business should be diligent, decisive, self-sacrificing, organized and systematic or have similar values [10].

In order for Turkish construction companies to be successful in the global competitiveness and more importantly to further these successes in the long run, they have to create and apply the best and most suitable strategies. Having a competitive superiority and thus a strategic advantage for our companies is closely related to their visions. In this respect, it will not be wrong to state that the companies which have a visionary approach will be a step ahead of the others and achieve more success. According to our evaluations, it can be concluded that the fact a firm pays more attention to its vision and mission indicates that firm will have a more sound and powerful stand in the future.

7 REFERENCES

1. Clayton S. Strategy Developing in Advancing the Abilities of Your Team, Hayat Publications, 1999
2. Stone N. The Value of Vision, Harvard Business Review, vol. 74, nr. 5, 1996
3. Collins J., Porras J. Being Permanent, Sistem Publications, 1999
4. Aydođan E. Organization-Environment Relationship in Information Society, Turbulent Environment and Organizational Change, Selçuk University Institute of Social Sciences Doctorate Thesis, 2001
5. Çelik A., Akgemci T. Entrepreneurship Culture and SME's, Nobel Publications, 1998
6. Dinçer Ö. Strategic Administration and Management Policy, Beta Publication Distribution, 1998
7. Duman A. Vision in Firms, A Sample of Application, Tusaş Motor Sanayi A.Ş., Anadolu University Social Sciences Inst., MA Thesis, 1996
8. Aydođan E. Vision Management in Organizations, Gazi Publications, 2004
9. Aktan C.C. Change and the New Global Management, Mess Publications, 1997
10. Dinler A.M. Vision and Mission in the Period of Strategic Management, Paradox Journal of Economy, Sociology and Politics, Year 5, Number 2, July 2009